



ISTP

IN THE WORKPLACE

REPORT FOR

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HOW THIS REPORT CAN HELP YOU

This report uses your results on the TypeFinder assessment to describe how you are likely to approach and deal with various situations in the workplace. The TypeFinder assessment is based on the theory of personality types developed by Katharine Cook Briggs and Isabel Briggs Myers, who were students of the work of psychologist Carl Jung.

Personality typing posits that many of the valuable differences between people that are observed in everyday behavior are the result of natural personality preferences. If these differences can be appreciated and understood, people can discover new ways to work and interact with others more effectively.

Specifically, this report will help you:

- Discover how your personality preferences guide you in the workplace
- Improve teamwork and communication as you gain awareness of those who may approach projects and decisions very differently to you
- Acquire more successful strategies for approaching and resolving conflict
- Explore the leadership style you use in a professional setting and how others might perceive and react to it
- Identify the most and least helpful ways for dealing with stressful situations
- Open up opportunities for development and growth.

As you read this report, bear in mind that the TypeFinder assessment identifies your natural preferences, not learned skills or abilities. Regardless of your level of accomplishment in certain tasks, you will work better and be more satisfied if you are able to work in a way that complements your natural preferences. If you have to work outside your natural work style for long periods, you may find yourself becoming more anxious, and less productive as a result.



YOU'RE AN ISTP

ISTP stands for Introverted, Sensing, Thinking, Perceiving. Each letter of your personality type describes a key aspect of who you are.

I

INTROVERSION

Your Energy Style

- Independent
- Self-reliant
- Reserved
- Cool

Your energy style is Introversion (in contrast with Extraversion). This dimension describes how you manage your energy.

Introverts are energized by being quiet, reflective, and calm. They maintain a distance from the outside world and prefer to conserve their energy rather than expend a lot of effort seeking excitement.

You enjoy:

- Contemplating ideas and experiences
- Being in calm surroundings
- Exploring a subject in depth
- Reflecting on thoughts or feelings
- Maintaining distance and privacy
- Quiet and solitude

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SENSING

Your Cognitive Style

- Realistic
- Hands-on
- Grounded
- Mechanical

Your cognitive style is Sensing (in contrast with Intuition). This dimension describes how you process information.

Sensors process information in a concrete, realistic way. They focus on observing and recalling facts and details.

You like to focus on:

- Observing sights, sounds, sensations
- Noticing details
- Experiencing the present moment
- Concrete, provable facts
- Realism and practicality
- Knowledge from past experience

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THINKING

Your Values Style

- Logical
- Objective
- Unbiased
- Pragmatic

Your values style is Thinking (in contrast with Feeling). This dimension describes your orientation to personal values.

Thinkers value logic, competence, and objectivity. They believe that every person has a responsibility to take care of him or herself.

You are concerned with:

- Using logical reasoning
- Being unbiased and impartial
- Considering costs and benefits
- Seeking consistency and justice
- Keeping a competitive edge
- Making objective decisions

P

PERCEIVING

Your Self-Management Style

- Responsive
- Spontaneous
- Flexible
- Active

Your life style is Perceiving (in contrast with Judging). This dimension describes how you organize your life.

Perceivers like freedom and spontaneity. They have a carefree attitude towards life and would rather be flexible than structured.

You prefer to:

- Follow the whims of the moment
- Make the rules up as you go
- Have the freedom to be flexible
- Brainstorm options
- Do things when inspiration strikes
- Go with the flow and enjoy surprises



YOUR PERSONALITY AT WORK

As an ISTP, you are logical, adaptable, easygoing, resourceful and spontaneous with an interest in troubleshooting. You have a strong desire for "doing" over discussing and focus on completing tasks without unnecessary effort. Practical and responsive, you are good with your hands and often achieve mastery in the operation of machines, instruments and equipment. Structured workplaces can be a problem, however, since you treasure the freedom to do things your own way.

Key motivators

- "Doing" certain aspects of a project
- Understanding how things work
- Tackling crisis situations in a calm and efficient manner
- Following your own lead

Core values

- Practicality
- Resourcefulness
- Action
- Spontaneity

Ideal work environment

- You work best when you have full autonomy and can complete your work according to your own timeframe
- You loathe highly structured environments and are generally not productive when asked to follow rules, precedents and procedures
- You work better alone in a private, almost solitary environment where you can strictly control access to your colleagues and other distractions
- You feel stifled or bored with repetitive tasks and prefer a proactive environment that is focused on spontaneity, variety and action

Preferred work tasks

- Taking things apart and seeing how they work
- Providing realistic solutions to problems
- Hands-on work that produces immediate and tangible results
- Practical crisis management

• Things you contribute to the organization

- Offering the practical viewpoint based on common sense
- Challenging inefficient processes and coming up with actionable plans
- Accomplishing here-and-now tasks with action and enthusiasm
- Finding the simplest way to complete a task



WORKING WITH A TEAM

For ISTPs, teams are all about taking action to solve a problem. You tend to focus more on the task to be completed than on developing team relationships, often going out of your way to avoid team meetings that you perceive as serving no immediate and practical purpose. Laid-back and nonjudgmental, you have a compelling personality and are generally well-liked by team members. You prefer action to conversation, however, and may have fairly low visibility within the group.

You help your team by...

- Tuning into what needs to be done
- Focusing on what is real and practical and remembering specific facts
- Getting people off the fence to solve a specific problem
- Respecting others' need for privacy and alone time

You may irritate others by...

- Seeking immediate gratification and avoiding tasks that provide only future payoff
- Growing impatient when discussion does not turn immediately into action
- Being insubordinate to those in authority
- Being bluntly critical of perceived inefficiency or incompetence

Action steps for better teamwork

- Place more emphasis on building rapport with your team members so you do not come across as cold and uncaring about personal issues
- Prepare to say something at every team meeting to increase your visibility
- Develop patience for others since not everyone jumps into action as quickly as you
- Take care not to make life unnecessarily difficult for managers or those who respect the organizational hierarchy



COMMUNICATING WITH OTHERS

People of few words, ISTPs tend to communicate through action and show little interest in chit-chat and social niceties. You use unpretentious language to convey your ideas and prefer to receive clear, unbiased information in return, or better still, to stop talking and get on with it. When communicating, you prefer written reports to talking in person. Some may appreciate your brevity; others may perceive that you are indifferent or disinterested in the conversation.

Key communication strengths

- You get straight the point and focus on action rather than lengthy discussion
- You provide straightforward and practical feedback to people without being overtly sympathetic
- You are observant and skilled at picking up on others' body language
- You say it how you see it; people know where they stand with you

Areas of possible misunderstanding

- You are primarily concerned with the immediate problem and may lose interest if the conversation becomes too abstract or conceptual
- You have no patience for long-winded speeches and may shut down a conversation before the other person has made their point
- You may offend your audience with your direct and succinct communication style
- Others may have to work very hard to draw you out of your shell

Action steps for improving communication

- Practice active listening skills so you are clear about what the other person is really saying before you move to action
- When communicating, be sure to include human experiences as well as the necessary facts and data
- Develop patience with broad ranging discussions
- Be prepared to open up and share information about yourself and your ideas since this allows you to connect with your audience



MANAGING CONFLICT

Practical and realistic, ISTPs take working life in their stride and are rarely threatened by conflict or criticism. You would rather not bother with emotional situations but recognize that they, like everything else, are a problem to be fixed. You remain calm and level-headed during conflict, refusing to bear grudges or continue the dispute for longer than is strictly necessary. You are not naturally in tune with what others are feeling, however, and may miss the emotional nuances of a conflict.

You help others by...

- Treating people in a fair and equitable manner
- Remaining emotionally impervious in conflict situations
- Bringing calm, patience and objectivity to high-pressure situations
- Providing harsh truths and criticism where necessary, although you generally are not interested in doing so

You may irritate others by...

- Failing to take account of emotional needs in a conflict situation
- Appearing cool and uncaring about the impact of the conflict on others
- Refusing to get involved in conflict where you perceive it is too bothersome
- Deliberately stirring things up to create excitement

Conflict may be triggered by...

- Unnecessary bureaucracy that inhibits your personal freedom
- Challenges to your competence
- Illogical procedures or emotional people

Action steps for conflict management

- Acknowledge that some colleagues may need emotional support to guide them through the conflict situation
- Be careful that you don't dismiss people who need a more comprehensive understanding of the issues and/or time to work through their feelings
- Consider ways to resolve conflict solutions that are both practical and meet the needs of others
- Take additional time to develop rapport with the people involved in the conflict situation since this will help you see the impact of your behavior on others

TAKING THE LEAD

ISTPs are good technical leaders who focus on the job to be done and respond quickly when trouble is on the horizon. An enthusiastic "doer," you enjoy tackling operational matters but may struggle with strategy and long-range planning. Your biggest contribution as a leader is the ability get the job done with the least possible fuss, especially in a crisis. In the long-term, your goal is to build a reputable organization known for its practicality, productivity and performance.

How you inspire others

- You foster an action-oriented, "can-do" environment that encourages participation
- You are approachable, flexible and open to suggestions from others
- You strive to create an informal, casual and democratic culture where ideas are freely shared and valued
- You expect all people to contribute equally

How you make things happen

- You are not interested in controlling people, preferring to give employees the flexibility and freedom to do things their own way
- You marshal resources, people and energy to solve operational problems
- You are prepared to take risks but will generally look before leaping
- You are hands-on and will often participate in the accomplishment of tasks
- You have no difficulty dropping what you are doing to assist in more pressing matters

Developing your leadership style

- Think about how possible solutions might affect the organization in the future and add this long-range view into your decision making
- Acknowledge that your hands-on style may be confusing for some people who need clearly defined roles and responsibilities for doing their job
- Be willing to analyze the root causes of problems so you don't engage in crisis management
- Take care that you do not get bored and move on to the next challenge before the immediate problem is properly resolved



MAKING DECISIONS

ISTPs focus their decision making on the problems immediately in front of them with a solid review of the facts. You excel at solving technical problems and use your attention to detail to discover how things work in anticipation of finding a solution. Independent and determined, you rarely talk through your thought processes and come up with your best decisions when spending time on your own. Co-workers may be surprised when you present them with a done deal.

Your decision-making strengths

- You make practical decisions that are grounded in common sense
- You thoroughly evaluate all options and ideas before acting
- You recognize when additional information is needed and know where to get it
- You are comfortable making decisions on your own

Your decision-making challenges

- You tend to focus on immediate realities and may not see the future implications of your decisions
- You give priority to efficiency and may fail to consider how decisions will affect people on an emotional level
- You may under-research the options in your desire to economize the work effort
- You may be so confident of your internally thought-out decisions that you fail to consider opposing viewpoints

Action steps for improving decision making

- Use others to help you look for a more strategic, long-term solution rather than a quick fix
- Learn to examine how people will be affected by a course of action and add this understanding to your decision making
- Be willing to do more background research to discover all the facts
- Make sure the team has spent time discussing all the consequences and possibilities before implementing a decision



GETTING THINGS DONE

ISTPs like to see immediate results from their efforts and have a knack for finding shortcuts to completing a task. You work in bursts of energy, often operating more from impulse than organization and plans, and do not hesitate to cut through bureaucracy that is getting in your way. Impatience can be a problem, however, and you may become extremely irritable when faced with excessive planning, postponements and delays.

You help others by ...

- Adapting your work to meet immediate needs, flexibly responding to situations when they occur
- Organizing data in a way that makes it understandable
- Troubleshooting immediate problems and finding quick fixes
- Using your common sense

You irritate others by ...

- Jumping into action before a plan is developed
- Dealing with problems as they arise rather than focusing on long-term results
- Moving on before completion and leaving a task unfinished
- Persistently bending the rules

Action steps for improvement

- Spend additional time in the planning stage of a project so you are clear of your role and responsibilities
- Be careful that you do not focus so much on daily processes that you neglect to consider future needs and possibilities
- Find ways to complete tasks within a shortened timeframe to reduce the possibility that you will lose interest before you finish
- Use the proper organizational tools to map out a sequential blueprint for accomplishing tasks, instead of relying on vague plans



GROWTH AND DEVELOPMENT

ISTPs are practical individuals who learn through doing. You enjoy study when the information can be applied to immediate problems and this can be demonstrated through case studies and real-life results. As an Introvert, you prefer to learn on your own and at your own pace. The less study you have to complete, the greater your engagement.

Your learning is improved when...

- The learning material offers practical solutions to immediate problems
- The learning program is laid out in a structured and straightforward way
- You are physically engaged in the learning, for example, and are able to practice the problem and observe the results

How you view change

- You are very comfortable with change and enjoy the stimulation associated with unpredictable situations
- You remain calm in a crisis and typically enjoy handling chaos and making practical decisions
- You think on your feet and feel confident in your ability to handle problems as and when they occur
- Throughout the change period, you focus on immediate results and may not have a grasp of the bigger picture

Your learning is hindered when ...

- The material is complex or presented in a nonlinear fashion
- The material is purely conceptual and has no direct relevance to immediate problems
- There are no opportunities to apply your learning to real-world tasks
- You feel that you are being lectured to

Opportunities for personal growth

Significant growth may be achieved by developing the traits and preferences that are underdeveloped in your personality type, such as:

- Considering the longer-term implications of your actions
- Appreciating the value of existing protocols that work well
- Developing the habit of planning, sticking to schedules and following through
- Considering others in your decision making
- Improving your networking and social skills

COPING WITH STRESS

Relaxed and cool under pressure, ISTPs typically have low stress compared to other personality types. Excessive stress can cause certain aspects of your personality to become exaggerated. You may have trouble setting priorities, acting rashly in order to get everything off your plate. You may become cynical, refusing to consider possibilities that cannot be viewed through the lens of unwavering logic. Or you may turn on others, becoming critical, judgmental or aggressive in your approach.

You may not always be able to control the stresses in your work but learning to deal with them constructively can help to minimize these adverse reactions.

Events that may trigger stress

- Working within a highly structured, rigid or bureaucratic environment
- Being asked to develop future plans and commitments
- Working with people you perceive to be incompetent
- Situations that cannot be dealt with through logic

Best ways to respond to stress

- Engaging in fun, independent activities away from the stressful situation
- Putting faith in your ability to logically analyze the problem
- Spending time on your own to re-energize
- Focusing on the problem at hand

Others can help you by...

- Encouraging you to engage in a spontaneous, fun and physical activity
- Giving you the space to work through the stressful situation without distracting you
- Helping you focus on the present problem to regain normalcy

Worst ways to respond to stress

- Trying to behave out of character, such as resolving to make long-term plans or engage heavily with others
- Obsessing about situations you have no control over
- Burying your head in the sand

Others may make things worse by ...

- Criticizing you for not behaving in your usual laid back, optimistic manner
- Repeatedly asking, "How are you feeling?"
- Giving you advice
- Reacting emotionally or imploring you to connect with your feelings



ACHIEVING SUCCESS

Reaching your potential in the workplace means maximizing your strengths while working to overcome your weaknesses.

Potential problems

- You may struggle with connecting the immediate facts to the larger picture
- You may be more excited about pursuing a new idea than following through on an existing one
- You have a tendency to take shortcuts which others may misinterpret as laziness or disorganization
- You generally will use the smallest amount of effort possible to complete tasks to a "good enough" standard

Do:

- Focus on setting goals and sticking to schedules so you are not seen as irresponsible
- Be patient with the policies and procedures in an organization
- Open up and communicate more with others
- Think about the longer-term implications of your actions
- Learn to give feedback in gentler ways

Suggestions for development

- Have someone hold you responsible for meeting deadlines and finishing what you start
- Negotiate with managers on how you can be accountable yet do the work in your own way
- Consider rewarding yourself for completing mundane tasks or persevering with the planning and theory behind a project
- Use performance indicators to understand when work is done to an acceptable standard

Don't:

- Reject ideas that cannot be tested through direct experience
- Prioritize efficiency and ignore the wider ramifications of your decisions
- Neglect the human side of work
- Cut corners, since taking shortcuts may not produce the best work possible
- Get stuck in a rut - remember, opportunity comes from pushing your boundaries

