

Personal Leadership Profile of Robert J. Leahy, Jr.

Robert J. Leahy, Jr.

Instructor: Dr. Imani Akin

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This paper is in response to an assignment for the researcher to develop a personal leadership profile with a strategic leadership development plan.

Introduction

There are many different descriptions of leaders or definitions for leadership. One that personally stands out comes from General Douglas MacArthur who said, “A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent” (Palmisano, 2011, p. 25). Though my formal leadership and career paths began in the military immediately after high school graduation, it was not until many years later that I discovered MacArthur’s quote. One part of the quote that really stands out is about how one becomes a leader and now I relate that to my career.

In retrospect, I look at my first employment during high school as a stockroom clerk in the new catalog department for a department store chain. After six months of part-time employment I was promoted to head stockroom clerk, a newly created position. Six months later after a department management change and work environment that I no longer enjoyed, I stepped down from my position and transferred to the store’s front-end department as one of the cashiers and clerks. After two months in that department, a new department manager joined from elsewhere in the store chain. One month after his joining, I was called into his office and offered the position of lead cashier. In both cases, I did not actively or intentionally seek out the leadership positions in this organization. These were not the only cases where I found myself in leadership positions without deliberately seeking them. I now find myself reflecting on the characteristics found in MacArthur’s quote of confidence, courage, compassion, integrity and intent to see if they apply to me.

Past Personality Inventories and DISC Theory Survey

I have taken different personality inventories and leadership training starting from my original enlistment in the military in 1975. In the U.S. Army, personality inventories were included in training I received as a non-commissioned officer (enlisted leader). After I left active duty in 1978, but continued my career in the U.S. Army Reserves, I decided I wanted to become a commissioned officer. A personality inventory was part of the application process. I did not attend a military academy, Reserve Officer Training Corps (ROTC), or Officer Candidate School (OCS). Instead, I received a direct commission (Army Reserve Careers Division, 2014) which is the least common way. This meant I went from wearing Sergeant First Class (E-7) stripes to Second Lieutenant (O-1) bars without first going to training to become an officer. The officer career development courses that followed also included personality inventories.

My civilian careers started in 1978 after Army active duty. The next twenty-two years included leadership positions within several organizations. There were two cases of again being offered the positions, and not intentionally seeking the positions. Three other times were cases of leadership positions actively sought out. In all cases, the various organizations offered training that included personality inventories.

A 2000 result of a personality inventory comes from the *Basic Supervision* seminar from Padgett Thompson, a division of the American Management Association (AMA). Part of the seminar included completing the *Myers-Briggs Type Indicator* (MBTI). According to the Myers & Briggs Foundation (2018b), “The purpose of the Myers-Briggs Type Indicator® (MBTI®) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people’s lives” (para. 1). I was identified as an ENTJ at the completion of the inventory. The Myers & Briggs Foundation (2018c) identifies the ENTJ type as “Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures

and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas” (para. 16).

Another part of the *Basic Supervision* seminar was completing the *AMA DISC Survey* (Cooke, 2000b). This survey is based on Dr. William Moulton Marston’s self-concept theory based on the four factors of *dominance, inducement, submission, and compliance* (Marston, 1928). The AMA DISC Survey “is designed to measure and provide personal feedback on the ways that people approach their work and relate to others within their organizations. The survey includes 80 statements that may be descriptive of how you behave on the job” (Cooke, 2000a). The results of the AMA DISC Survey revealed my personal profile comes the closest to dual-style, change oriented. Figures 1 and Figure 2 are graphic representations of the results.

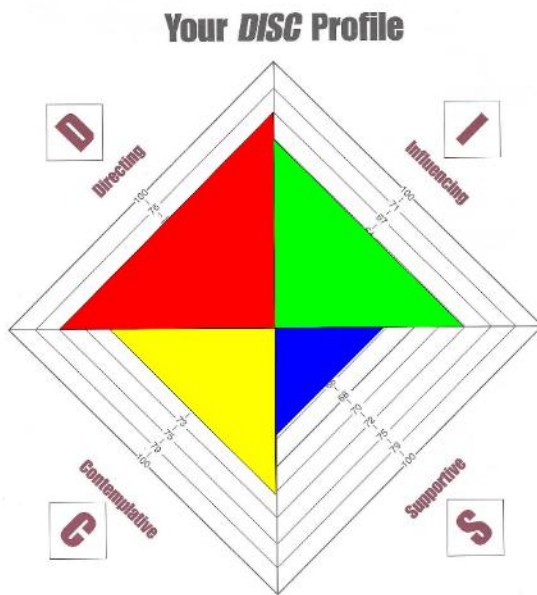


Figure 1. Leahy DISC Profile (based on personal scores from Cooke, 2000a)

Change Oriented (D / I)

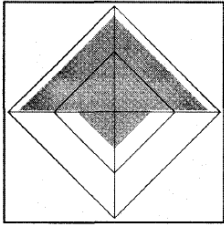


Figure 2. Dual-Style Change Oriented Profile (Cooke, 2000b, p. 14)

In a 2013, I completed a class at the University of Wisconsin-Stout titled *EDUC 761 Creating Collaborative Communities in E-Learning* (Lehmann, 2013). This was part of earning a graduate certificate in *E-Learning & Online Teaching* (University of Wisconsin-Stout, 2013). One assignment was research and complete a personality inventory. A free online version similar to MBTI, personalitymax™, was discovered and taken. As with the MBTI taken thirteen years earlier, the score came back as an ENTJ (Leahy, 2013). Figure 3 is a screenshot of the 2013 inventory results.

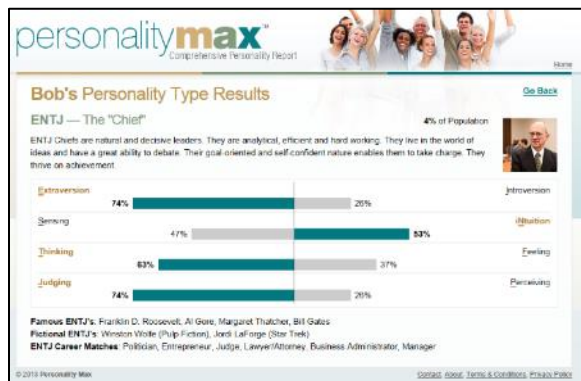


Figure 3. personalitymax™ 2013 screenshot of results (Leahy, 2013)

Current Personality Inventory

Reflecting on the previous personality inventories taken, it appears that they basically remained unchanged. Throughout the periods in which they were completed, I had several

different careers, in different organization, and my academic experience ranged from associate's degree to master's degree. Since the last inventory in 2013, I have completed two graduate certificates, an Education Specialist (Ed.S.) degree, and the majority of a Doctorate in Education (Ed.D.). What would the inventory reveal now? I discovered that personalitymax™ still exists. The difference with the personality inventory is that it is currently comprised of 221 questions whereas the 2013 version was 76 questions. The estimated completion time is now twenty-five minutes compared to the previous ten minutes and a twenty page report is generated at the completion of the inventory ("Personality Test," 2018).

Completion of the inventory took place on June 8, 2018. The resulting score was one again that of an ENTJ. Figure 4 is the graphic representation of the scoring of personality type based on this assessment. The Appendix contains the complete copy of the report generated by personalitymax™.

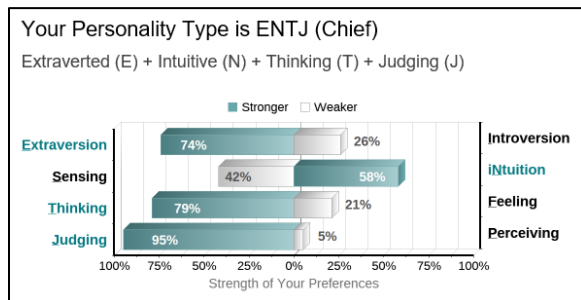


Figure 4. personalitymax™ 2018 results (Leahy, 2018)

Table 1 is a side-by-side comparison of the 2013 and 2018 results of the individual personality preferences. It is interesting to note that the extraversion/introversion preference percentages are exactly the same. Sensing/intuition shows a five percent shift from sensing to intuition and thinking/feeling a sixteen percent shift from feeling to thinking. The most drastic change appears to be judging/perceiving. A twenty-one percent shift from perceiving to judging is indicated.

Table 1.

2013 vs. 2018 personalitymax™ results

Personality Preferences	2013 Results	2018 Results	Change
Extraversion	74%	74%	No change
Introversion	26%	26%	No Change
Sensing	47%	42%	-5%
Intuition	53%	58%	+5%
Thinking	63%	79%	+16%
Feeling	37%	21%	-16%
Judging	74%	95%	+21
Perceiving	26%	5%	-21

The change in thinking/feeling may indicate that I now view myself as putting more weight on objective principles and impersonal facts than on personal concerns and the people involved (The Myers & Briggs Foundation, 2018d). The change in judging/perceiving may indicate that I now view myself as preferring a more structured and decided lifestyle than a flexible and adaptable lifestyle (The Myers & Briggs Foundation, 2018a). Though the scores have adjusted, the overall result is that I still consider myself as an ENTJ.

Reviewing the personalitymax™ report (see Appendix), several interesting items are discovered. ENTJs are natural and decisive leaders (p. 16). An ENTJ is the least common personality type and rarest among extraverted types (p. 17). The career matches for an ENTJ includes a *technical writer*, my career for the past 20 years, a *military officer*, the majority of my thirty-four year Army career, and *teacher/professor*, something I have done occasionally and intend on doing after my pending retirement next year (p. 19, p. 21, and p. 28).

Leadership Plan

Throughout my various careers, academic pursuits and research, I have discovered and learned about many different types of leaders and leadership theories. My education and experience, along with my observations and assessments of the last forty plus years have made me into the leader-type individual I am today. A reflection and review of leadership evaluation reports reveal I had been viewed successful as a leader in those various situations and organizations. The personality inventory just taken reveals several potential careers matches that I have actually embraced, and excelled at, since graduating from high school. And within those career fields, I had achieved leadership positions intentionally and unintentionally.

I did not consciously have a leadership plan in mind over the past forty years. Perhaps one was unconsciously developed as a combination of learning by observation and the various educational opportunities I was afforded. I do not have, and do not wish to create, a leadership plan at this stage of my life. My life and career plan at this time is to retire from my technical writing position at the U.S. Department of Veterans Affairs in 2019. It will actually be a semi-retirement as I wish to teach or do instructional design work part-time afterwards.

However if we accept the premise of Collay (2016) that “effective teaching is leadership” and “Leadership in schools means holding fast to a vision of democratic learning communities and taking actions, small and large, to disrupt inequity and to create real opportunities for students, families, colleagues, and community members” (p. 91), then I have created a plan. This plan has technically been in place since 2003. At that time I had the notion of becoming a college-level instructor and began my graduate-level journey to an M.S. Ed. Adult and Higher Education (Northern Illinois University, 2003), completing it in 2005. Seeing that more than a master’s degree would be advantageous, I followed it with a graduate certificate in Instructional

Design (University of Wisconsin-Stout, 2011) and a graduate certificate in E-Learning and Online Teaching (University of Wisconsin-Stout, 2011).

Continuing with the theme of a lifelong learner and the desire to make myself more marketable as an instructor, parts of these certificates were parlayed into an Ed.S. Career and Technical Education that was completed in 2014. Of note, this program is no longer offered and was enhanced into an Ed.D. Career and Technical Education degree two years after I graduated (University of Wisconsin-Stout, 2018). Once again looking for a discriminator for future employment and enhancement of my skills, in 2016 I enrolled in the American College of Education Ed.S. to Ed.D. Pathway Completion Program (American College of Education, 2018). I am currently on track to complete all requirements and the dissertation by the end of 2018. Having this terminal degree should be a potential game changer that will set me on my semi-retirement path.

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Appendix

2018 Personality Report

Retrieved from <https://personalitymax.com/report/?pt=74-42-79-95&mi=63-93-73-80-77-73-70-60&ls=79-69-87&bh=50>.



Your Personality Max™ Report

ENTJ, Chief, Intellectual, Extraverted, Intuitive, Logical, Kinesthetic, Even-brained

<p>Your Results Snapshot</p> <p>Your Personality Type ENTJ - The "Chief" Your Cognitive Functions Famous People of Your Type Career Matches for Your Type</p> <p>Your Temperament NT - The "Intellectual" Famous Intellectuals Intellectual Career Matches</p> <p>Your Preferences Extraversion vs. Introversion in You</p>	<p>Sensing vs. Intuition in You Thinking vs. Feeling in You Judging vs. Perceiving in You</p> <p>Your Multiple Intelligences Your Logical Intelligence Your Kinesthetic Intelligence Your Musical Intelligence Your Spatial Intelligence Your Interpersonal Intelligence Your Intrapersonal Intelligence Your Linguistic Intelligence</p>	<p>Your Naturalist Intelligence</p> <p>Your Learning Styles Kinesthetic Learning and You Visual Learning and You Auditory Learning and You</p> <p>Your Brain Hemispheres</p> <p>Your Personal Development Your Learning Your Relationships Your Work and Career Your Career Matches Your Strengths</p> <p>Sharing and Saving Your Report</p>
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Your Results Snapshot

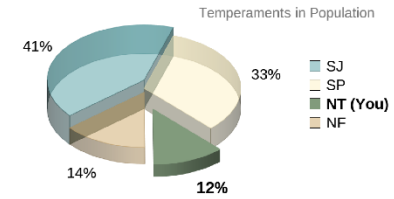
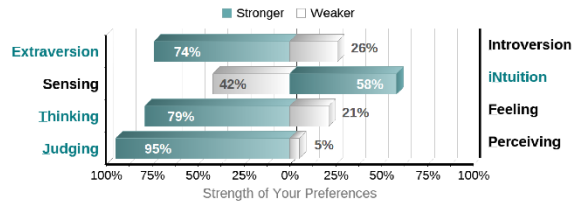
You have a unique set of traits that make you who you are. The study of personality identifies and organizes your characteristics and behaviors in such a way as to help you better understand yourself. Your Personality Max report is intended to equip you to lead a more effective and fulfilling life.

Your Personality Type is ENTJ (Chief)

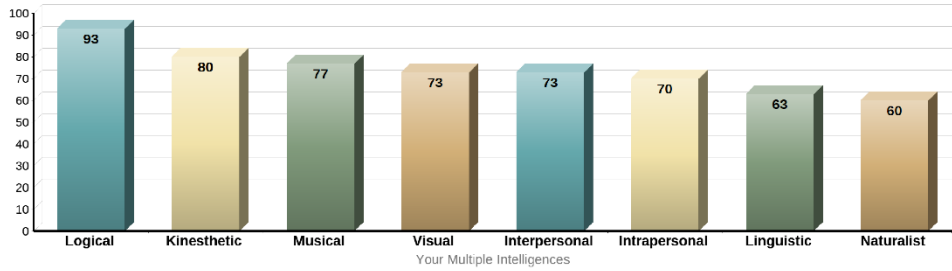
Extraverted (E) + Intuitive (N) + Thinking (T) + Judging (J)

Your Temperament is NT (Intellectual)

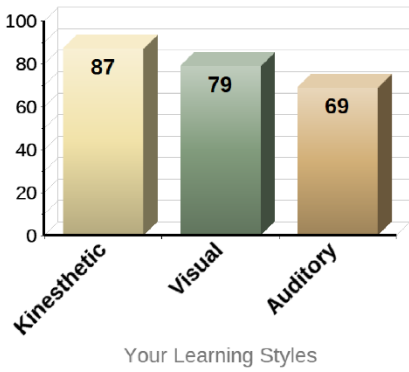
Intuitive (N) + Thinking (T)



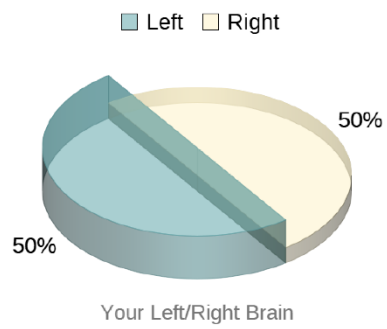
Your Top Intelligences are Logical and Kinesthetic



You are a Kinesthetic Learner



You are Even-brained



"Personality is to a man what perfume is to a flower."

— Charles M. Schwab

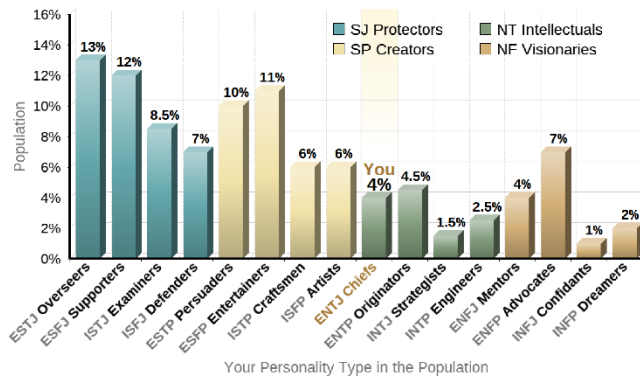
Your Personality Type

Your personality type is **ENTJ**. This is based on your four Preferences: Extraversion (**E**), Intuition (**N**), Thinking (**T**) and Judging (**J**).

Many of today's theories of psychological typology are based on the work of Swiss psychiatrist Carl Gustav Jung, who wrote *Psychological Types* in 1921. He was the founder of analytical psychology, which studies the motivations underlying human behavior.

Your personality type is a detailed classification of the innate characteristics that make you who you are. Each of the four temperaments can be divided into four types, making a total of 16 distinct personality types. As with **Temperament**, your type is determined by the strength of your preferences.

No personality type is better than another. Each person has a unique set of equally valuable characteristics. Understanding your type can be useful in many ways, including relationships and school or career.

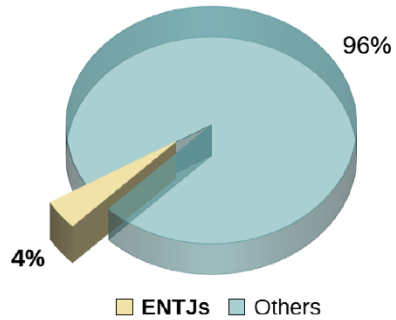


ENTJ - The "Chief"

ENTJs are natural and decisive leaders. They are analytical, efficient and hardworking. They live in the world of ideas and have a great ability to debate. Their goal-oriented and self-confident nature enables them to take charge. They thrive on achievement.

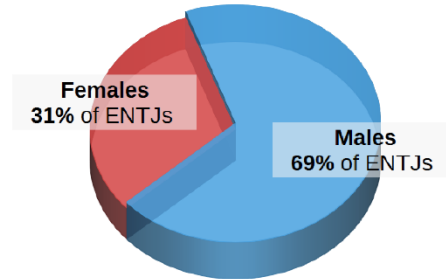
"I love argument. I love debate. I don't expect anyone just to sit there and agree with me, that's not their job." — Margaret Thatcher

ENTJ Population



ENTJs direct their energy outward. They are gregarious, talkative and very assertive. They are enthusiastic and expressive. Chiefs are Intuitive and future-oriented. They are imaginative, complex and abstract in their thinking.

ENTJs are Thinkers. They are logical and objective. They make decisions with their head rather than their heart. ENTJs are rational, impersonal and critical in thought. They are firm with people and are thick-skinned. ENTJs are decisive, enjoy finishing tasks and seek closure. They like structure and schedules. They are disciplined and responsible.



ENTJs are independent. They seek autonomous and productive relationships. They are competitive and interested in what other people know. They turn most of their relationships into opportunities to teach or mentor. Although very career oriented, when they are committed to a relationship they put a lot of effort into it.

ENTJs are hard workers that strive to accomplish goals and do things right. They thrive in positions of leadership where they can direct, strategize and mobilize people toward shared goals. They are visionaries who believe in their own ability to lead toward success and optimum results. They value competency and progress. They have very little patience for laziness. ENTJs can benefit from developing people skills in the workplace.

Chiefs are often avid learners and voracious readers. They have unlimited curiosity and desire to gain knowledge and mastery. They do well in school as long as they are engaged. They are self-motivated and can learn very well on their own. They can have a hard time relaxing. Chiefs do not like to waste time.

ENTJs are on a constant quest to improve themselves. They often invite those around them to improve themselves as well. They are gifted strategists. **Their greatest contribution is their ability to lead confidently and reach goals with excellence.**

Characteristic of an ENTJ

Strategic	Hardworking	Directive	Impersonal
Assertive	Outspoken	Gregarious	Intellectual
Rational	Future-focused	Thick-skinned	Ambitious
Organized	Efficient	Leader	Expressive
Confident	Enthusiastic	Competitive	Responsible
Analytical	Curious	Goal-oriented	Creative

Typical Strengths

- Direct and frank
- Excellent with money
- Takes criticism well
- Honors commitments
- Verbally fluent and eloquent

Possible Weaknesses

- Controlling and intimidating
- Can appear angry
- Slow to compliment
- Impulsive

- ENTJs make up 4% of all 16 personality types. ENTJs are one of the least common personality types. Of the Extraverted types, ENTJs are the most rare (along with ENFJs).
- 1 in every 18 males is an ENTJ (5.5% of all males). 1 in every 40 females is an ENTJ (2.5% of all females). Female ENTJs are one of the most rare type-gender combinations.
- There are significantly more male ENTJs than there are female ENTJs, with males outnumbering females more than 2 to 1. One reason there are more male ENTJs is that males tend to be Thinkers (T) while females are more often Feelers (F).

Your Cognitive Functions

You engage the world through four cognitive functions. Each function is directed outward toward people and surroundings (Extraverted) or inward toward your thoughts (Introverted). Your primary function is **Extraverted Thinking** and secondary is **Introverted Intuition**.

Extraverted Thinking (Primary Function)

You use this function most often. While Thinking (T), you make decisions based on logic. The Extraverted Thinking function enables you to organize and categorize items such as thoughts and arguments. It is the ability to see the logical consequences of actions. It follows sequence and organization.

Introverted Intuition (Secondary Function)

Your use of this function is somewhat high. With Intuition (N), you process data through impressions, possibilities and meanings. Introverted Intuition enables you to have a sense about the future. It is the ability to grasp a pattern or plan. Information that is commonly hard to understand and dissect is more easily processed through Introverted Intuition.

Extraverted Sensing (Tertiary Function)

You use this function but to a lesser degree. Through Sensing (S), you process data with your five senses. The Extraverted Sensing function allows you to process life through your experiences. It is being aware of what is seen, smelled, touched, heard and tasted. It is being energized by experience and living "in the moment."

Introverted Feeling (Least Function)

You use this function least of the four. When Feeling (F), you make decisions based on feelings, so the Introverted Feeling function allows you to know what you value. It is the ability to see through others and know what they are really like as if you had internal radar. When you identify a person with similar values, there is a desire to connect.

Famous People of Your Type

Here is a sampling of famous people and fictional characters that are likely to be ENTJs like you.

Franklin D. Roosevelt
American President

Richard Nixon
American President

Harrison Ford
Actor

Steve Martin
Actor, Comedian

Whoopi Goldberg
Actress, Comedian

Margaret Thatcher
British Prime Minister

David Letterman
TV Show Host, Comedian

Newt Gingrich
Speaker of the House

Jim Carrey
Actor, Comedian

- | | | | |
|--|--|---|--|
| Bill Gates
Microsoft Founder | Al Gore
American Vice President | Patrick Stewart
Actor | Perry Cox
Scrubs |
| Steve Jobs
Apple Co-founder, CEO | Vladimir Putin
Russian President, P.M. | Edward Teller
Theoretical Physicist | Wilhelmina Slater
Ugly Betty |
| Sean Connery
Actor | Napoleon Bonaparte
French Leader | Winston Wolfe
Pulp Fiction | Palpatine
Star Wars |
| Benny Goodman
Jazz Musician | Candace Bergen
Actress (Murphy Brown) | Beatrix Kiddo
Kill Bill Vol. I | Jordi LaForge
Star Trek: The Next Generation |
| Sigourney Weaver
Actress | | The Penguin
Batman Villain | Magneto
X-Men |
| | | Lex Luthor
Superman Villain | The Brain
Pinky and the Brain |

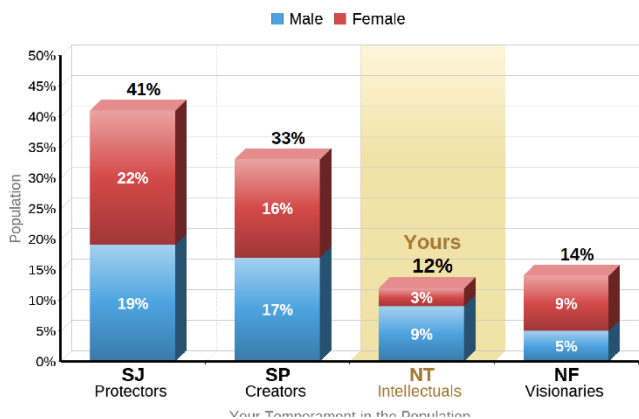
Career Matches for Your Type

ENTJs may find satisfaction with the following careers which tend to match well with their Chief personality. This list is not exhaustive and these are not guaranteed to be perfect matches for you but this may be a helpful starting point if you are planning to pursue a new career.

- | | | | |
|------------------------|---------------------|-----------------------|-------------------------|
| Business Administrator | Manager Politician | Lawyer/Attorney Judge | Systems Analyst Teacher |
| Executive | Computer Consultant | Scientist | Professor |
| Entrepreneur | | Banker | |

Your Temperament

Your temperament is **NT** since you lean toward the Intuition (N) and Thinking (T) preferences. We identify your temperament by the strength of your Preferences. Many psychologists, philosophers and other thinkers have for centuries proposed that there are four temperaments that can describe a person.



FOUR TEMPERAMENTS IN THE POPULATION

Temperament is a more broad classification than **Personality Type**. Each of the four temperaments is like an umbrella over four related personality types (for a total of 16 personality types).

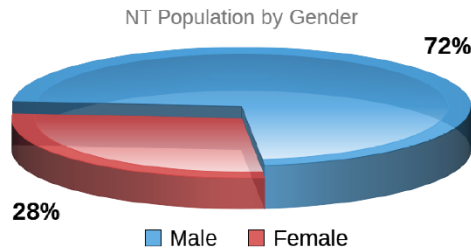
NT - The "Intellectual"

Intellectuals (NTs) are intelligent, independent and determined.

They are high-achievers, driven not only to acquire but also to master large amounts of information. They are self-sufficient, logical and value reason. While Intellectuals have a desire to know everything, they also tend to question anything. Their keen interest in investigation and questioning make them great researchers and inventors.

They are good at seeing the "big picture." They work well alone and are able to concentrate and study for long periods of time. Intellectuals enjoy abstract and theoretical discussions. They respect brilliance and self-reliance in others. Intellectuals dislike illogical instructions and emotional conversations.

"The task of the modern educator is not to cut down jungles, but to irrigate deserts."
— C.S. Lewis



Famous Intellectuals

- | | | | |
|---|---|---|---|
| Thomas Edison
Inventor | Walter Raleigh
Writer, Poet,
Explorer | Schwarzenegger
Actor, Calif.
Governor | Abraham Lincoln
American President |
| Margaret Thatcher
British Prime Minister | Nikola Tesla
Inventor, Physicist | Walt Disney
Entrepreneur | Socrates
Greek Philosopher |
| Franklin Roosevelt
American President | Bill Gates
Microsoft Founder | Lance Armstrong
Cyclist | Susan B. Anthony
Civil Rights Leader |
| Harrison Ford
Actor | Sir Isaac Newton
Astronomer | Meryl Streep
Actress | Gandalf
Lord of the Rings |
| Thomas Jefferson
American President | Jane Austen
Author | Carl Jung
Psychiatrist | 'Doc' Brown
Back to the Future |
| Julia Child
Chef, Author | C. S. Lewis
Apologist, Author | Albert Einstein
Physicist | Cosmo Kramer
Seinfeld |

Bugs Bunny
Looney Tunes

Mr. Darcy
Pride and Prejudice

Michael Corleone
The Godfather

Data
Star Trek

Intellectual Career Matches

NT's are commonly skilled at and often find satisfaction with the following careers.

Engineer	Programmer	Entrepreneur	Teacher/Professor
Scientist	Systems Analyst	Writer	Lawyer/Attorney
Inventor	Consultant	Psychologist	Judge

- NTs make up only about 12% of the general population.
- Female NTs are the most rare of all temperament-gender combinations, at just 3% of all people.
- Many notable thinkers, inventors and scientists have been NTs.

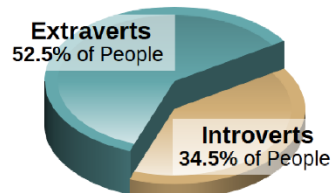
Your Preferences

Your preferences are **Extraversion (E)**, **Intuition (N)**, **Thinking (T)** and **Judging (J)**. These determine your **Personality Type** and **Temperament**.

There are four pairs of opposite preferences. Everyone has a greater tendency toward one preference than the other in each pair. For example, in the Thinking (T) vs. Feeling (F) dichotomy, you personally have a stronger tendency toward Thinking (T). Each preference has a single letter (such as "F") that identifies it.

Extraversion vs. Introversion in You

Extraversion (E) and Introversion (I) are opposite preferences. Your natural tendency toward one is stronger than the other. Extraversion and Introversion describe how a person directs their energy either outwardly toward people and activities or inwardly toward thoughts and ideas. Of the two, **your dominant**



preference is Extraversion. Although everybody exhibits characteristics of each preference to some degree, you can be referred to as an *Extravert*.

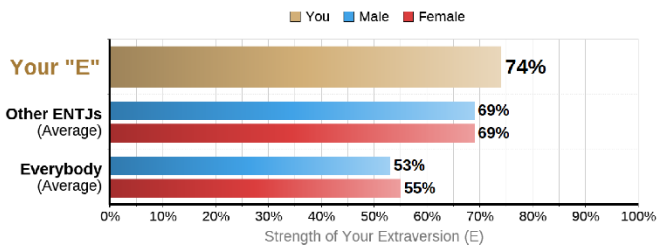
- You are 37% more Extraverted than the average
- You are part of the majority of people who are primarily Extraverted
- Females on average are slightly more Extraverted than males

Your Extraversion (E)

Extraversion is characterized by a preference to focus on the world *outside* the self. Extraverts are energized by social gatherings, parties and group activities. Extraverts are usually enthusiastic, gregarious and animated. Their communication style is verbal and assertive. Extraverts often need to talk. They enjoy the limelight.

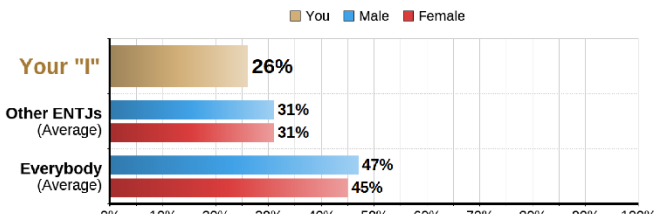
- Sociable
- Energized by interaction
- Assertive
- Gregarious
- Talkative
- Enthusiastic

- Expressive
- Volunteers personal info
- Many friends
- Easy to approach
- Enjoys groups



Your Introversion (I)

Introversion is characterized by a preference to focus on the *inside* world. Introverts are energized by spending time alone or with a small group. They find large group



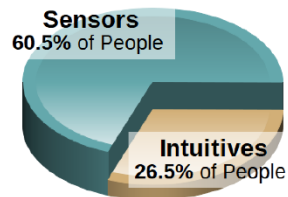
gatherings draining because they seek depth instead of breadth of relationships. Introverts process information internally. They are often great listeners.



- | | |
|-------------------------|------------------------|
| Energized by time alone | Fewer friends |
| Private | Prefers smaller groups |
| Keeps to self | Peaceful |
| Quiet | Independent |
| Deliberate | Thinks before speaking |
| Internally aware | Enjoys solitude |

Sensing vs. Intuition in You

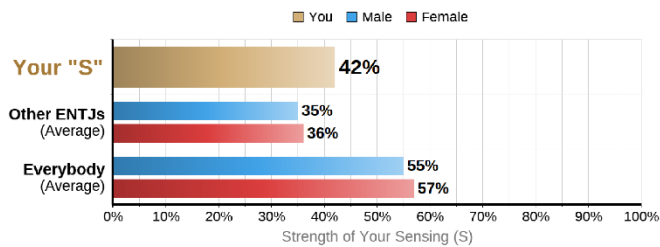
You use Sensing (S) and Intuition (N) to receive and process new information either by using your five senses or in more abstract ways. Both preferences in this pair are used by everybody to some degree. With that said, you can be classified as *Intuitive* since **your dominant preference is Intuition**.



- You are 23% more Intuitive than the average
- You are part of the minority of people who are primarily Intuitive
- Males on average are slightly more Intuitive than females

Your Sensing (S)

Sensors focus on the present. They are "here and now" people. They are factual and process information through the five senses. They see things as they are because they are concrete and literal thinkers. They trust what is certain. Sensors value realism and common sense. They like ideas with practical applications.

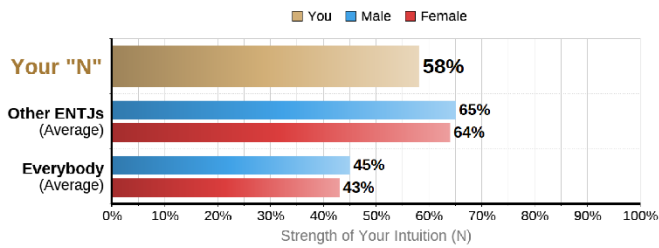


Realistic
Lives in the present
Aware of surroundings
Notices details
Practical

Goes by senses
Factual
Trusts certainty
Values common sense

Your Intuition (N)

Intuitive people live in the future. They are immersed in the world of possibilities. They process information through patterns and impressions. Intuitive people value inspiration and imagination. They gather knowledge by reading between the lines. Their abstract nature attracts them toward deep ideas, concepts and metaphors. They can see the "big picture" and are analytical.

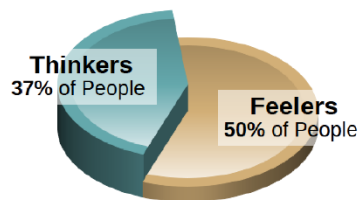


Future-focused
Sees possibilities
Inventive
Imaginative
Deep

Abstract
Idealistic
Complex
Theoretical
Philosophical

Thinking vs. Feeling in You

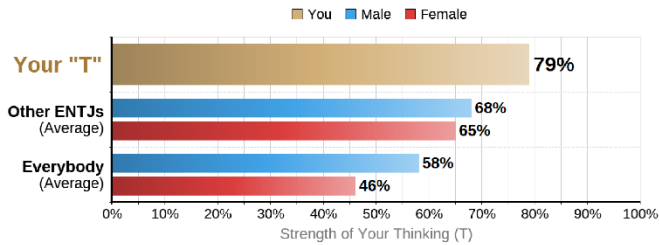
The Thinking (T) and Feeling (F) preference pair refers to how you make decisions, either by objective logic or subjective feeling. **Your dominant preference is Thinking** so you can be classified as a *Thinker*. Each of the two preferences are employed by everybody at different times and to different degrees.



- You are 52% more Thinking than the average
- Thinkers like you make up about half of the population
- The majority of males are Thinkers while the majority of females are Feelers

Your Thinking (T)

Thinking people are objective. They make decisions based on facts. They are ruled by their head instead of their heart (but are not without emotion). Thinking people judge situations and others based on logic. They value truth over tact and can easily identify flaws. They are critical thinkers and oriented toward problem solving.

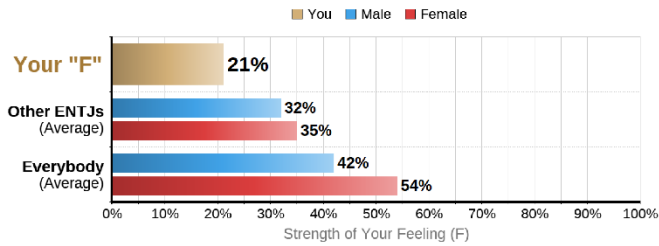


- Logical
- Objective
- Decides with head
- Seeks truth
- Rational

- Impersonal
- Critical thinking
- Thick-skinned
- Firm with people
- Driven by thought

Your Feeling (F)

Feeling people are subjective. They make decisions based on principles and values. They are ruled by their heart instead of their head. Feeling people judge situations and others based on feelings and extenuating circumstances. They seek to please others and want to be appreciated. They value harmony and empathy.

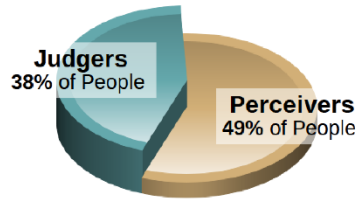


- Decides with heart
- Dislikes conflict
- Passionate
- Driven by emotion
- Gentle

- Easily hurt
- Empathetic
- Caring
- Warm
- Subjective

Judging vs. Perceiving in You

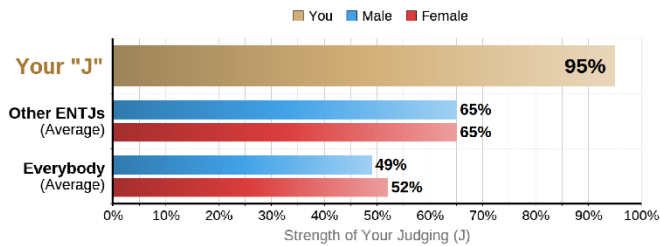
Judging (J) and Perceiving (P) are how you interact with the world outside yourself, either in a structured or flexible manner. All people use both of these preferences to different degrees but one is more dominant. Since **your dominant preference is Judging**, you can be referred to as a *Judger*.



- You are 90% more Judging than the average
- You are part of the slight majority of people who are primarily Judging
- Females on average are slightly more Judging than males

Your Judging (J)

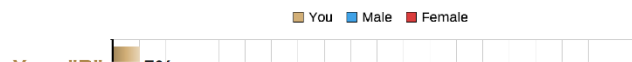
Judging people think sequentially. They value order and organization. Their lives are scheduled and structured. Judging people seek closure and enjoy completing tasks. They take deadlines seriously. They work *then* they play. The Judging preference does not mean judgmental. Judging refers to how a person deals with day-to-day activities.



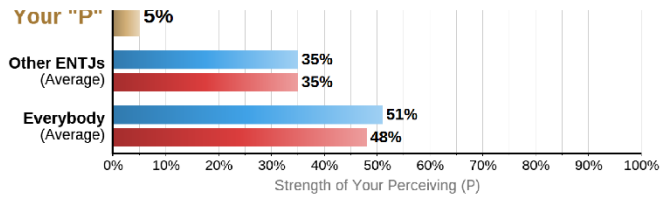
- Decisive
- Controlled
- Completes projects
- Organized
- Structured

- Scheduled
- Quick at tasks
- Responsible
- Seeks closure
- Makes plans

Your Perceiving (P)



Perceivers are adaptable and flexible. They are random thinkers who prefer to keep their options open. Perceivers thrive with the unexpected and are open to change. They are spontaneous and often juggle several projects at once. They enjoy starting a task better than finishing it. Perceivers play as they work.

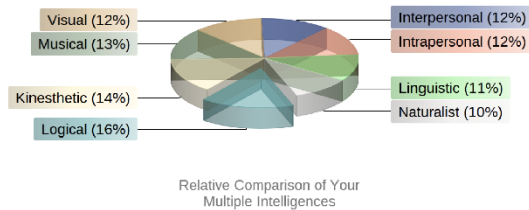


- | | |
|-------------|-----------------------|
| Adaptable | Changes tracks midway |
| Relaxed | Keeps options open |
| Random | Procrastinates |
| Carefree | Dislikes routine |
| Spontaneous | Flexible |

Your Multiple Intelligences

Your top three intelligences are **Logical**, **Kinesthetic** and **Musical**.

Howard Gardner, a graduate of Harvard University and a developmental psychologist, developed the theory of Multiple Intelligences in 1986. Gardner believes that intelligence, the way it has



traditionally been understood (logically, as with I.Q. tests), does not explain the wide variety of human abilities. The theory of Multiple Intelligences suggests that we excel with different types of intelligence.

In addition to being logical and *Number Smart*, a person might also be *Word Smart*, *People Smart* or *Picture Smart*. Gardner has identified several intelligences: Verbal/Linguistic, Logical/Mathematical, Visual/Spatial, Bodily/Kinesthetic, Musical, Intrapersonal, Interpersonal and Naturalist.

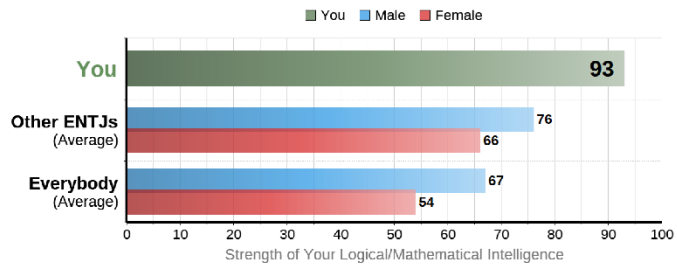
Your Logical/Mathematical Intelligence

Your Logical/Mathematical Intelligence is **very strong**. See how you compare to other ENTJs and the general population.

About

Logical/Mathematical Intelligence

People with Logical intelligence process information through logic and reason. They are attracted to investigation by means of the scientific method. They do well with quantitative methods that rely on the researcher's ability to observe and reach a verifiable conclusion.



They dislike nebulous assumptions and subjective analysis. Instead, they trust hard facts and numerical data. They seek accuracy and precision in their learning and work. Their mind is complex and works like a computer. Logical Intelligence thrives on mathematical models, measurements, abstractions and complex calculations.

"A good designer must rely on experience, on precise, logic thinking; and on pedantic exactness. No magic will do." — Niklaus Wirth

Characteristics of Logical Intelligence

Rational	Likes numbers	Factual	Appreciates science
Objective	Seeks precision	Logical	
Good at strategy games	Grasps complex data	Good at math	

Possible Careers for High Logical Intelligence

Accountant	Engineer	Mathematician	Scientist
Computer Programmer	Financial Planner	Medical Doctor	Technical Writer
	Lawyer/Attorney	Military Officer	

Your Bodily/Kinesthetic Intelligence

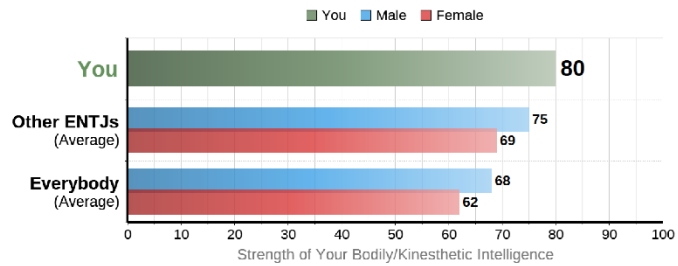
Bodily/Kinesthetic is one of your stronger intelligences. A comparison of your score with others is represented in this chart.

About

Bodily/Kinesthetic Intelligence

People with Kinesthetic intelligence learn through movement and experimentation. They enjoy sports and activities that require physical exertion and mastery. Some Kinesthetic people enjoy the artistic side of movement such as dance or any kind of creative movement. These artistic types enjoy acting and performing in front of an audience.

People with Kinesthetic intelligence enjoy building things and figuring out how things work. They like to use their hands and are very active. They have excellent motor skills and coordination. They are very physical and are keenly aware of their bodies.



"Coming from a farming background, I saw nothing out of the ordinary in running barefoot, although it seemed to startle the rest of the athletics world."
 — Zola Budd

Characteristics of Kinesthetic Intelligence

- | | | | |
|------------------|------------------|-----------|---------------------|
| Learns by doing | Enjoys sports | Crafty | Enjoys the outdoors |
| Well-coordinated | Seeks excitement | Energetic | Athletic |
| Good with hands | Very active | | |

Possible Careers for High Kinesthetic Intelligence

- | | | | |
|---------------|---------------------|-------------|--------------------|
| Actor/Actress | Construction Worker | Firefighter | Paramedic/EMT |
| Athlete | Farmer | Park Ranger | Physical Therapist |
| Carpenter | | Mechanic | |

Your Musical Intelligence

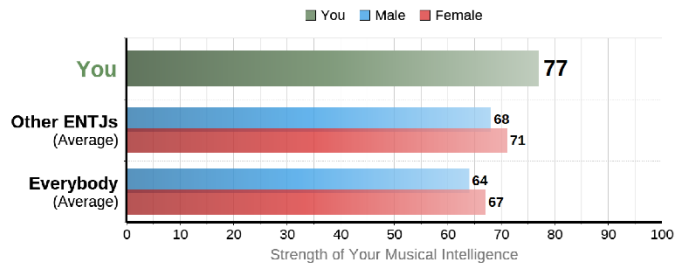
Musical is one of your stronger intelligences. The strength of your Musical intelligence is graphed below.

About Musical Intelligence

People with Musical intelligence recognize sounds and tones with ease. They appreciate music and rhythm. They have a "good ear" for music

and can easily learn songs and melodies. They notice when someone is singing off-key. People with musical intelligence are good at imitating sounds or other people's voice or intonation.

Rhythm and music can be a way for them to memorize concepts. Some people with musical intelligence are especially gifted at composing, singing or playing an instrument. They often have a song running through their head. They often learn well through lectures since they are highly auditory.



"If a composer could say what he had to say in words he would not bother trying to say it in music." — Gustav Mahler

Characteristics of Musical Intelligence

Highly auditory	Notices off-key notes	Whistles or taps foot	Gifted at composing
Can memorize songs	Enjoys different sounds	Talented with instruments	Sensitive to noise
Has good rhythm	Likes to sing		

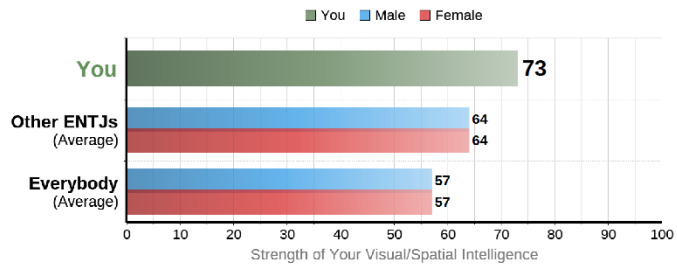
Possible Careers for High Musical Intelligence

Choir Director	Disc Jockey	Record Producer	Studio Technician
Composer	Music Teacher	Singer	
Conductor	Musician	Songwriter	

Your Visual/Spatial Intelligence

Visual/Spatial is one of your stronger intelligences. Your score along with the averages of others is represented below.

People with Visual/Spatial intelligence are very aware of their surroundings and are good at remembering images. They have a keen sense of direction and often enjoy maps. They have a sharp sense of space, distance and measurement.



People with Visual intelligence learn well through visual aids such as graphs, diagrams, pictures and colorful displays. They usually enjoy visual arts such as drawing, painting and photography. They can visualize anything related to art, fashion, decoration and culinary design before creating it.

"I think I understand something about space. I think the job of a sculptor is spatial as much as it is to do with form." — Anish Kapoor

Characteristics of Visual Intelligence

- | | | | |
|---------------------------|-------------------------|---------------------------------|------------------------------|
| Notices colors and shapes | Enjoys geometry | Appreciates books with pictures | Good at artistic composition |
| Can visualize anything | Loves to draw and paint | Good with directions | |
| Good at visual puzzles | Enjoys photography | Remembers places vividly | |

Possible Careers for High Visual Intelligence

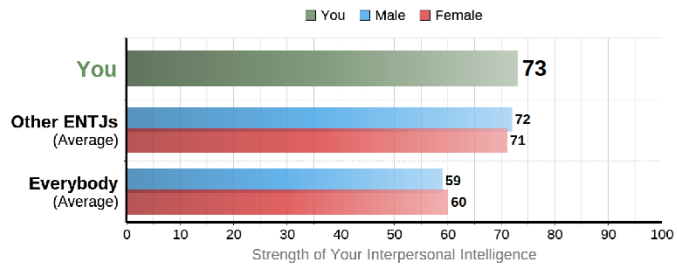
- | | | | |
|--------------|-------------------|--------------------|--------------|
| Architect | Computer Animator | Graphic Designer | Video Editor |
| Art Director | Fashion Designer | Interior Decorator | Web Designer |
| Artist | | Photographer | |

Your Interpersonal Intelligence

Interpersonal is one of your stronger intelligences. You can compare your score with the averages of others below.

About Interpersonal Intelligence

People with Interpersonal intelligence thrive with social interaction. They are gifted at establishing rapport with strangers and make friends easily. They are adept at reading, empathizing and understanding others. People with Interpersonal intelligence work well with others and often have many friends. They are masters at collaboration.



Interaction, dialogue and lively discussions are ways in which people with Interpersonal intelligence learn. They are enthusiastic and lively. Others often seek them out for advice, help and comfort. They are good at making others feel welcome and often reach out to outsiders. They are inclusive of others. *The more the merrier.*

"I'm more interested in interpersonal relationships—between lovers, families, siblings. That's why I write about how we treat each other." — Terry McMillan

Characteristics of Interpersonal Intelligence

- Extraverted
- Empathetic
- Enjoys team sports
- Sensitive to others
- Enjoys social events
- Enjoys teaching others
- Counsels others
- Loves crowds
- Has many friends
- Loves meeting new people

Possible Careers for High Interpersonal Intelligence

- Clergy
- Politician
- Sales Agent
- Teacher
- Counselor
- Public Relations
- Social Worker
- Diplomat
- Receptionist
- Supervisor

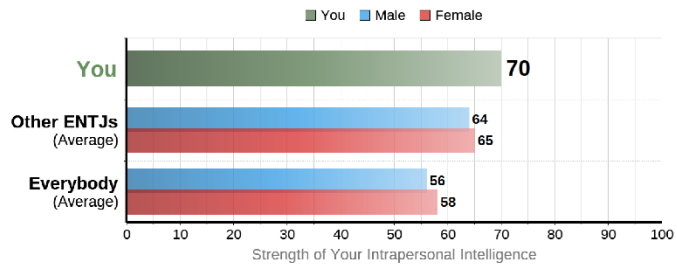
Your Intrapersonal Intelligence

Intrapersonal is one of your stronger intelligences. View your score below along with a comparison of averages by gender.

About Intrapersonal Intelligence

People with intrapersonal intelligence are adept at looking inward and figuring out their own feelings, motivations and goals. They are quintessentially introspective. They analyze themselves and seek understanding. People with intrapersonal intelligence are intuitive and usually introverted. They learn independently and through reflection.

Philosophy, psychology and theology are often of interest to people with intrapersonal intelligence. They enjoy journaling because it helps them learn about themselves. They are also good at helping others understand themselves. They are able to predict the reactions of themselves and others.



"No one ever told me that grief felt so like fear." — C. S. Lewis

Characteristics of Intrapersonal Intelligence

- | | | | |
|------------------------|---------------------------|---------------------|-------------------------------|
| Intuitive | Likes to learn about self | Enjoys journaling | Interested in self-employment |
| Self-aware | Philosophical | Works well alone | |
| Spends time reflecting | Independent | Usually introverted | |

Possible Careers for High Intrapersonal Intelligence

- | | | | |
|--------------|-------------|--------------|--------|
| Entrepreneur | Inventor | Psychologist | Writer |
| Farmer | Librarian | Scientist | |
| Historian | Philosopher | Theologian | |

Your Verbal/Linguistic Intelligence

Your Verbal/Linguistic Intelligence is moderately strong. See how you compare to other ENTJs and everybody else.

About

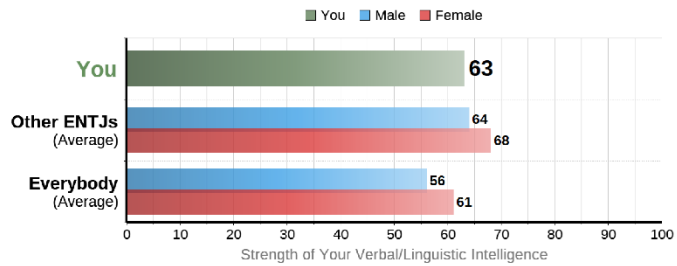
Verbal/Linguistic Intelligence

People with Linguistic intelligence love words.

They enjoy reading and writing. Linguistic people are often gifted at learning

languages. They appreciate the complexities of sentence structure, word structure, meaning and sound. They savor convoluted words and are quick at learning them. They possess rich vocabularies.

School is an area in which people with Linguistic intelligence often do well. They enjoy lectures and taking notes. They also have the ability to teach others and communicate complex concepts. People with Linguistic intelligence are adept at communicating through the written word and seek to hone their skills.



"A poet is, before anything else, a person who is passionately in love with language." — W. H. Auden

Characteristics of Linguistic Intelligence

- | | | | |
|------------------|--------------------------|-----------------------|--------------------------|
| Enjoys writing | Enjoys word games | Remembers quotes | Enjoys foreign languages |
| Good at editing | Speaks of what they read | Likes puns and rhymes | Loves English class |
| Avid Reader | | | |
| Uses fancy words | | | |

Possible Careers for High Linguistic Intelligence

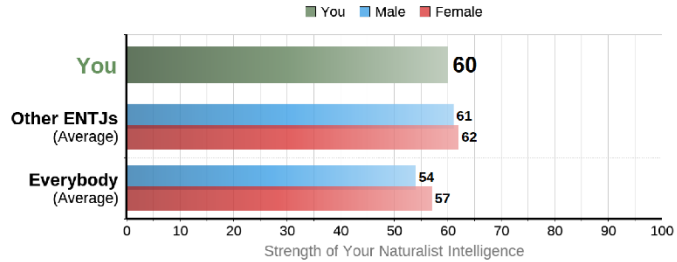
- | | | | |
|----------------|------------|-------------------------|------------------------|
| Copywriter | Journalist | Broadcaster/News caster | Teacher |
| Court Reporter | Lecturer | Speech Pathologist | Translator/Interpreter |
| Editor | | | |

Writer

Your Naturalist Intelligence

Your Naturalist Intelligence is moderately strong. The strength of your Naturalist intelligence is shown on this chart.

People with Naturalist intelligence have a sensitivity to and appreciation for nature. The Naturalist intelligence focuses on how people relate to their natural surroundings. Naturalists have a special ability to grow plants, vegetables and fruit. They have an affinity for animals and are good at training and understanding them.



Naturalists can easily distinguish patterns in nature. They are aware of and intrigued by weather phenomena. They are good at discovering the wonders of nature. Naturalists love to walk, climb, camp and hike. They enjoy the outdoors. People with Naturalist intelligence are inspired and rejuvenated by nature.

"Earth and sky, woods and fields, lakes and rivers, the mountain and the sea, are excellent schoolmasters, and teach some of us more than we can ever learn from books." — John Lubbock

Characteristics of Naturalist Intelligence

- | | | | |
|--------------------------------|--------------------------|--------------------------|---------------------------|
| Notices natural patterns | Upset by pollution | Appreciates plants | Enjoys outdoor activities |
| Learns through natural contact | Comfortable with animals | Appreciates scenic views | Aware of weather changes |
| | Good at gardening | Inspired by nature | |

Possible Careers for High Naturalist Intelligence

- | | | | |
|----------------|-------------|----------------|------------------|
| Animal Trainer | Farmer | Geologist | Landscaper |
| Breeder | Park Ranger | Horticulturist | Marine Biologist |

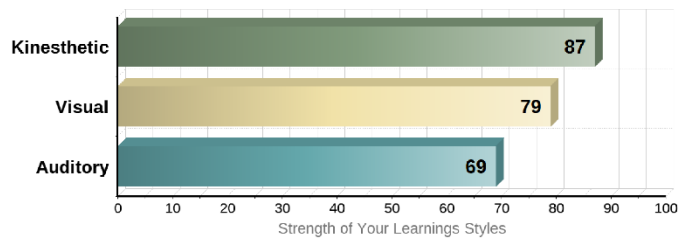
Veterinarian

Zookeeper

Your Learning Styles

Discover how you learn by **hearing, seeing and doing.**

Learning Styles is a theory that suggests people learn better using different methods of learning. We perceive information using our senses. The three most practical senses in learning environments are sight, hearing and touch. The VAK model categorizes these sensory methods of learning as Visual (V), Auditory (A) and Kinesthetic (K) learning styles.



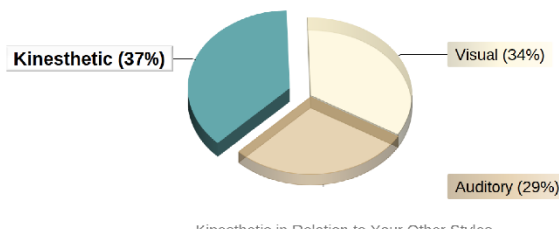
While most people have a dominant learning style, nobody has just one learning style. Everyone uses each of the learning styles to some degree. Some are stronger in one style while others have even strength in all styles. The reality is that we all have a custom "learning style" that is, in varying degrees, a combination of Visual, Auditory and Kinesthetic learning.

It is useful to know the strength of your learning styles as they relate to each other. This allows you to focus on maximizing your learning potential. Recognizing your strengths also helps you to seek learning opportunities that cater to your combination of learning style strengths. In recent years, many educators have started using knowledge of Learning Styles (and Multiple Intelligences) to improve teaching methods in order to reach learners of all types

Kinesthetic Learning and You

Kinesthetic is your primary learning style.

Kinesthetic style is learning by *doing*. You learn in this manner whenever you capture new information



through the process of physical activity. It is often referred to as a hands-on learning experience.

KINESTHETIC IN RELATION TO YOUR OTHER STYLES

Consider how you learned to ride a bicycle. You learned by getting on a bike to experience and practice balancing, steering and pedaling. This experience ultimately taught you how to ride.

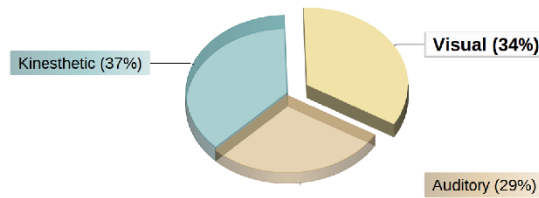
Characteristics of a Kinesthetic Learner

- | | |
|--|--|
| <ul style="list-style-type: none"> Good at learning through hands-on experience Often bored with traditional textbook learning Likes to move around and explore their environment Usually enjoys athletics and physical education Likes to touch objects and people | <ul style="list-style-type: none"> Would rather participate than watch Appreciates opportunities to go on field trips Gets satisfaction from building with their hands Enjoys classes with physical experiments Can become restless without physical activity |
|--|--|

Visual Learning and You

Visual is your secondary learning style.

Visual style is learning by *seeing*. You learn visually whenever you gain information from sight. This includes more than just the viewing of pictures and your surroundings. Visual learning also encompasses the written word.



Visual in Relation to Your Other Styles

Visual learners benefit greatly from teaching that utilizes illustrations, charts, diagrams, videos, etc. They often feel a need to convert spoken instruction into visual form by taking notes.

Characteristics of a Visual Learner

- | | |
|--|--|
| <ul style="list-style-type: none"> Good at remembering people's faces Accurately recognizes body language and facial expressions Able to picture things in their mind Good at taking notes in the form of text and doodles | <ul style="list-style-type: none"> Comprehends visual information such as charts, graphs and diagrams Recalls appearances with ease Appreciates pictures and illustrations in books Enjoys learning from video presentations |
|--|--|

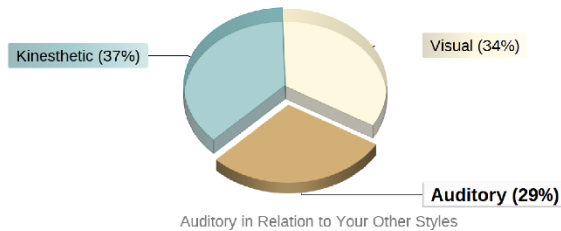
Learns well from flash cards

Notices visual details that others might miss

Auditory Learning and You

Auditory is your least preferred learning style.

Auditory style is learning by *hearing*. This type of learning is helpful in the classroom environment. During a lecture, an auditory learner is able to easily comprehend, process and retain information.



Auditory learning is not only the ability to listen to spoken word and interpret tone, but to do so with a high level of accuracy and efficiency. Learners with strong auditory ability are able to hear and comprehend without missing much.

Characteristics of a Auditory Learner

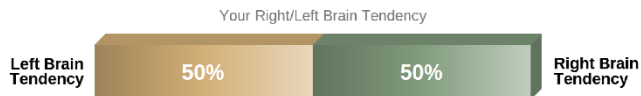
- Good at remembering people's names
- Recalls spoken information with ease
- Aware of and easily distracted by sounds
- Enjoys listening to audio books and storytelling
- Often skilled at speaking

- Prefers classes in lecture format
- May record lectures to hear again later
- Benefits from reading out loud
- Enjoys rhymes and rhythmic pattern in language
- Benefits from group discussions

Your Brain Hemispheres

This chart illustrates that you are **even-brained**.

There are two sides of your brain known as hemispheres. Your left hemisphere controls the



right side of your body and deals with logical thought and language. Your right hemisphere controls the left side of your body. It handles abstract thought and spatial orientation.

Neuropsychologist Roger W. Sperry developed the right brain – left brain theory in 1960. He believed that the human brain is right or left side dominant and that each side of the brain controls different types of thinking. Some individuals utilize both sides of their brains equally (all use both to some degree) but most people have a greater tendency to think in a certain way.

The majority of people are left brain dominant. Although the typical school environment in modern times tends to favor left brain thinkers with expectations of logical thought and practical action, right brain thinkers who tend to be more imaginative and "outside the box" are equally valuable. Interestingly, right brain dominant people are often left-handed (since each hemisphere controls the opposite side's hand) which coincides with right brain dominant people being less common (as left-handed people are less common).

Understanding the right brain – left brain theory helps you understand yourself better. It improves your ability to study, learn and process information. It also informs you about the reasons why you prefer certain activities or have certain interests.

Left Brain Characteristics

Logical	Realistic	Strategic	Likes Reason
Linguistic	Sequential	Knows	Likes Science
Practical	Analytical	Likes Math	Critical Thinking

Right Brain Characteristics

Intuitive	Random	Expresses Emotions	Sees the "Big Picture"
Creative	Appreciates	Likes Music	
Imaginative	Believes	Likes Art	
Idealistic	Recognizes Faces		

Your Personal Development

Gain insights into your personal **relationships, work** and **learning**.

Your Learning

Intellectuals (NTs) such as yourself have the ability to acquire, process and master large amounts of information. They have a passion for learning, are inventive and creative. When motivated, their insatiable curiosity leads them to excel in academic endeavors. NTs are attracted to logical investigation and critical experimentation. They are able to decipher the complexities of science, technology and philosophy. Although school is often their natural habitat, if the class content is not challenging, they can become bored. However, if the subject interests them, NTs thrive in academia like few others.

Your learning styles indicate that you learn best by touching, feeling, moving and any type of experience that involves physical activity. This is your Kinesthetic learning style. Although you also learn by seeing and hearing, "doing" is your main mode of learning.

Personalized Learning Strategies

- Take advantage of learning opportunities that will qualify you for positions of leadership.
- Apply your hardworking attitude and skills with organization to your educational endeavors.
- Consider education that places you in a social environment where you are face-to-face with a teacher and other students.
- Maximize kinesthetic learning by seeking opportunities for hands-on experiences such as labs, interactive workshops and field trips.
- Study areas of interest that you enjoy (increases motivation) and that you have a natural talent for.

Your Relationships

The essence of life is relationships. Individual success is closely related to interpersonal abilities. Knowing how your personality plays a role in relationships is crucial to living a fulfilling life.

Intellectuals are imaginative and independent. They are interested in the ideas and thoughts of others. Others enjoy their deep insights and their enthusiasm. Friends and family alike can

Strategies for Your Relationships

- Focus on the strengths you have with people. As an Extrovert, you are natural in social environments.
- Be careful to recognize when others might be in need of space to operate freely.
- Practice commending others when they do a good job or accomplish something.

learn from the Intellectual's wealth of knowledge in one or more areas.

One of the greatest quality of an Intellectual is their thick skin. They take criticism well, can handle conflict and do not get their feelings hurt easily. Their style of communication is direct.

- Focus on developing your listening and communication skills to a maximum. They are important elements in every relationship.
- Be yourself when pursuing a new romantic relationship. Otherwise, with time, your partner will perceive that you have changed.

In their romantic relationships, Intellectuals look for mates that will discuss things deeply with them. They often seek independence within the relationship and make healthily competitive, pragmatic partners.

Your Work and Career

Adults spend many hours at work. This reality is why career decisions are among the most important in life. Meaningful work experiences are energizing and fulfilling. Understanding how personality is connected to career satisfaction is important.

Intellectuals (NTs) bring valuable qualities to the work place. They are knowledgeable, self-confident and competent. People who work for them appreciate their vision and insightful contributions. They are future-oriented and creative leaders.

Intellectuals thrive in environments where they have freedom to inquire, investigate and create. They deeply dislike routine and incompetence. They are independent and are not likely to stay "inside the box". Their greatest addition to the working environment is their originality and expertise.

Strategies for Your Work

- Focus on your work-related strengths including your efficiency, decisiveness and organizational skills.
- Seek positions of leadership and authority to direct others to work effectively together.
- Consider entrepreneurial endeavors. Chiefs such as yourself are often gifted at business innovation.
- Use your Kinesthetic learning style to your advantage when learning new skills that will help you work better and further your career.
- When pursuing a career or position, choose one that matches your personality, talents and interests.

Your Career Matches

Earlier in your report, general career matches were shown for your personality type, temperament and intelligences. Listed below are careers related specifically to *your personal results* across many categories (**top matches in bold**). Keep in mind that these are only suggestions. There are other careers that you might enjoy.

Accountant	Computer Programmer	Judge	Pilot
Actor/Actress	Conductor	Lawyer/Attorney	Politician
Athlete	Construction Worker	Manager	Professor
Banker	Disc Jockey	Massage Therapist	Record Producer
Business Administrator	Engineer	Mathematician	Scientist
Business Analyst	Entrepreneur	Mechanic	Singer
Carpenter	Executive	Medical Doctor	Songwriter
Choir Director	Farmer	Military Officer	Studio Technician
Composer	Financial Planner	Music Director	Systems Analyst
Computer Consultant	Firefighter	Music Teacher	Teacher
	Park Ranger	Musician	Technical Specialist
		Paramedic/EMT	Technical Writer
		Physical Therapist	

Your Strengths

The following list of strengths was compiled based on your personal results. We want to encourage you with this list. Focus on what you are good at. If there are strengths on this list that you do not feel you possess, you may be able to develop them with relative ease since they are closely related to your personality.

Strong work ethic	Entrepreneurial-minded	Well-coordinated
Focused on the future	Excellent with money	Good motor skills
Highly committed	Able to motivate others	Musically intelligent
Good at communication	Focused on goals	Have a good ear for music
Natural leadership ability	Intellectually-minded	Able to recognize tones and rhythm
Able to strategize	Strong logical intelligence	Good at learning by doing
Efficient with work	Rational-minded	Good with hands
Quick at making decisions	Good at math	Excels at physical activity
Can handle criticism well	High kinesthetic intelligence	

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"Personality is that which is most intimate to me—that by which I must act out my life. It is that by which I belong to man, that by which I am able to reach after God; and He has given to me this pearl of great price. It is an immortal treasure; it is mine, it is His, and no man shall pluck it out of His hand." — Hugh Reginald Haweis