



## Your Work Style: ISTP

A series of descriptions is presented for your type that relate to your work preferences and behaviours. When reviewing them, keep in mind that, because the MBTI assessment identifies preferences, not abilities or skills, there are no “good” or “bad” types for any role in an organisation. Each person has something to offer and learn that enhances his or her contribution. The snapshot for your type is shown below, followed on the next pages by three charts that outline how your type influences your work style, your preferences at work and your communication style.

ISTJ	ISFJ	INFJ	INTJ
<b>ISTP</b>	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

### ISTP Snapshot

ISTPs are pragmatic, aware of facts, expedient, realistic and not likely to be convinced by anything but reasoning. They enjoy working independently, relying on logic and resourcefulness to solve immediate organisational problems. Although the descriptors below generally describe ISTPs, some may not fit you exactly due to individual differences within each type.

Adaptable  
Adventurous  
Applied  
Expedient

Factual  
Independent  
Logical  
Practical

Realistic  
Resourceful  
Self-determined  
Spontaneous





## Your Work Style

### CONTRIBUTIONS TO THE ORGANISATION

- Act as troubleshooters, rising to meet the needs of the occasion
- Function as walking storehouses of information in areas in which they have an interest
- Figure out practical ways to get things done, overcoming obstacles in the way
- Remain calm during crises and thus have a settling effect on others
- Add expertise in areas of interest in which they have technical skills

### LEADERSHIP STYLE

- Lead through action and by setting an example
- Prefer that everyone be treated as an equal and pull his or her own weight
- Respond quickly when trouble arises, using the most expedient techniques
- Manage others loosely and prefer minimal supervision themselves
- Operate from clear, logical principles

### PREFERRED WORK ENVIRONMENTS

- Contain action-oriented people focused on the immediate situation
- Are project-oriented and task-focused
- Pay attention to what is logical
- Reward a quick response to problems
- Allow for hands-on experience
- Offer freedom to do the job as they see fit
- Foster independence and autonomy

### PREFERRED LEARNING STYLE

- Lively and entertaining
- Useful content and practical applications that are interesting to them

### POTENTIAL PITFALLS

- May keep important things to themselves and thereby appear unconcerned
- May seem to lack follow-through, moving on before their prior effort bears fruit
- May conserve efforts, be overly expedient and take shortcuts
- May appear indecisive, lacking in interest, energy and follow-through

### SUGGESTIONS FOR DEVELOPMENT

- May need to open up and share concerns and information with others
- May need to develop perseverance or communicate changes in direction
- May need to plan and put in the effort necessary to achieve desired results
- May need to develop methods of setting and keeping goals





## **Your Preferences at Work**

### **INTROVERSION**

- Like quiet and private space for concentration
- Tend not to mind working on one project for a long time
- Are interested in the facts/ideas behind their work
- Like to think before they act, sometimes to the point of not acting
- Find phone calls intrusive when concentrating on a task
- Develop ideas alone through reflection
- Like working by themselves or occasionally in small groups

### **SENSING**

- Like using experience and standard ways to solve problems
- Enjoy applying skills already perfected
- Seldom make errors of fact, but may ignore their inspirations
- Like to do things with a practical bent
- Like to present the details of their work first
- Prefer continuation of what is, with fine-tuning
- Proceed step by step, accurately estimating the time needed

### **THINKING**

- Use logical analysis to reach conclusions
- Can work without harmony, concentrating instead on the task
- Upset people inadvertently by overlooking their emotions
- Decide impersonally, sometimes paying insufficient attention to people's wishes
- Tend to be firm-minded and ready to offer critiques
- Look at the principles involved in the situation
- Want recognition after task requirements are met or exceeded

### **PERCEIVING**

- Want flexibility in their work
- Enjoy starting tasks and leaving them open for last-minute changes
- Want to include as much as possible, thus deferring needed tasks
- Like staying open to experiences, not wanting to miss anything
- Postpone decisions because of a search for options
- Adapt well to change and feel restricted with too much structure
- Use lists to remind themselves of possible things to do

Source: Adapted from Myers, I. B. (1962), *Introduction to Type®* (1st ed.). Mountain View, CA: CPP, Inc. All rights reserved.





## **Your Communication Style**

### **INTROVERSION**

- Keep energy and enthusiasm inside
- Pause and reflect before responding
- Think through ideas, thoughts and impressions
- May need to be drawn out
- Seek opportunities to communicate one-to-one
- Prefer written communication to face-to-face, e-mail to voice mail
- In meetings, verbalise ideas that have been thought through

### **SENSING**

- Like evidence (facts, details and examples) presented first
- Want practical and realistic applications shown, with relationships between the facts clearly explained
- Rely on direct experience to provide information and anecdotes
- Use an orderly step-by-step approach in conversations
- Like suggestions to be straightforward and feasible
- Refer to specific examples
- In meetings, follow the agenda

### **THINKING**

- Prefer to be brief and concise
- Want the pros and cons of each alternative to be listed
- Can be intellectually critical and objective
- Convinced by cool, impersonal reasoning
- Present goals and objectives first
- Use emotions and feelings as secondary data
- In meetings, seek involvement with the task first

### **PERCEIVING**

- Willing to discuss timetables but resist tight deadlines and unchangeable schedules
- Enjoy surprises and adapt to last-minute changes
- Expect others to respond to situational requirements
- Present their views as tentative and modifiable
- Want to hear about options and opportunities
- Focus on autonomy and flexibility
- In meetings, concentrate on the process being used

*Source: Adapted from Kummerow, J. M. (1985), Talking in Type. Gainesville, FL: Center for Applications of Psychological Type.*





## Order of Your Preferences

Your four-letter type code represents a complex set of dynamic relationships. Everyone likes some of the preferences better than others. In fact, it is possible to predict the order in which any individual will like, develop and use his or her preferences.

### As an ISTP, your order is

- 1 Thinking
- 2 Sensing
- 3 Intuition
- 4 Feeling

### Thinking is your no 1, or dominant, function. The strengths of dominant Thinking are to

- Analyse the situation
- Find flaws in advance
- Hold consistently to a principle
- Weigh "the law and the evidence"
- Stand firm against opposition

### Under stress, you may

- Become opinionated to the point of losing reason
- Have uncontrolled emotional outbursts and show anger or other emotions unexpectedly
- Be hypersensitive to "suspected" slights
- Take criticism very personally

Overall, when faced with an issue, you will probably want to use your internal logic to structure problems and solutions (no 1 Thinking) while attending to the facts and specifics (no 2 Sensing). For optimal results, however, you may need to consider other possibilities (no 3 Intuition) and the impact on people (no 4 Feeling).

The Potential Pitfalls and Suggestions for Development listed in the chart on page 4 of your report also relate to your order of preferences, in that the pitfalls may be the result of an undeveloped use of preferences.





## Your Problem-Solving Approach: ISTP

When solving problems, you can use your type preferences to help guide the process. Although it seems straightforward, this can be difficult to do because people tend to skip those parts of the problem-solving process that require use of their less-preferred functions. Decisions are usually made by relying on the dominant function (no 1) and ignoring the least-preferred function (no 4). A better decision is likely to result if all your preferences are used. The chart below, as well as the tips highlighted on the next page, will help guide you in this approach. You may wish to consult others of opposite preferences when making important decisions, or pay particular attention to using your less-preferred functions.

### Your Problem-Solving Approach

**1. When solving a problem or making a decision, you are most likely to start with your dominant function, THINKING, by asking**

- What are the pros and cons of each alternative?
- What are the logical consequences of the options?
- What are the objective criteria that need to be satisfied?
- What are the costs of each choice?
- What is the most reasonable course of action?

**2. You may then proceed to your no 2 function, SENSING, and ask**

- How did we get into this situation?
- What are the verifiable facts?
- What exactly is the situation now?
- What has been done and by whom?
- What already exists and works?

**3. You are not as likely to ask questions related to your no 3 function, INTUITION, such as**

- What interpretations can be made from the facts?
- What insights and hunches come to mind about this situation?
- What would the possibilities be if there were no restrictions?
- What other directions/fields can be explored?
- What is this problem analogous to?

**4. You are least likely to ask questions related to your no 4 function, FEELING, such as**

- How will the outcome affect the people, the process, and/or the organisation?
- What is my personal reaction to (my likes/dislikes about) each alternative?
- How will others react and respond to the options?
- What are the underlying values involved for each choice?
- Who is committed to carrying out the solution?





- Use Introversion to allow time for reflection at each step along the way
- Use Extraversion to discuss each step before moving on
- Use Perceiving in each step to keep discussions and options open, not cutting things off too prematurely
- Use Judging to make a decision and determine a deadline and schedule

## **Conclusion**

Although individuals of any type can perform any role in an organisation, each type tends to gravitate toward particular work, learning and communication styles. You function best when you can adopt a style that allows you to express your preferences. When you are forced to use a style over a long period that does not reflect your preferences, inefficiency and burnout may result. Even though you can adopt a different style when needed, you will contribute most when you are using your preferences and drawing on your strengths.

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and how they interact with others, helping them improve how they communicate, work and learn. For resources to help you further your knowledge, visit [www.opp.eu.com](http://www.opp.eu.com) to discover practical tools for lifetime learning and development.





# The Type Table

ISTJ	ISFJ	INFJ	INTJ
		Ann Hawkins	Hugh Spencer
ISTP	ISFP	INFP	INTP
Howard Fisher			Malcolm Hutton
ESTP	ESFP	ENFP	ENTP
			Ben Hedges Derek Cobb John Souter Mike Hellers
ESTJ	ESFJ	ENFJ	ENTJ