

# ISTJ

PREMIUM PROFILE



# What Will You Find in This Profile?

This profile is designed to cover all the main aspects of your personality and areas of your life – your type description, relationships, academic path, career and professional development, your communication and friend-making skills, parenting tips and advice, and much, much more. It combines the personality type theory with practical, real-world advice coming directly from other people who share your personality type.

Personality types have been the topic of many discussions, some of them dating back to ancient times – and it is wise to draw from that source of knowledge and experience, especially when you are unsure how to handle a particular situation. This kind of knowledge gives you a lot of power – power to control and understand yourself. As Aristotle said millennia ago, “the hardest victory is the victory over self”. Consider this profile your battle plan.

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# The Puzzle of Personality

Often the very first question people ask after completing our personality test is "What do these four letters mean?" We are of course referring to those mysterious acronyms like INTJ-A, ENFP-T, or ESTJ-A. As you may have already read in the free Type Descriptions or additional articles available on our website, each letter refers to a specific trait, with an additional variant listed at the end. But before we discuss those traits, let's first take a brief historical detour.

Since the dawn of time, we have tried to describe and categorize ourselves in many ways. From the four temperaments of the Ancient civilizations – sanguine, choleric, melancholic and phlegmatic – to the latest advances in psychology, people have been restless in their pursuit of a good, reliable way to fit something as complex and fluid as human personality into a well-defined model. We are still some time away from being able to do that, although the current models account for the majority of our personality traits and can often predict with a high degree of confidence how we are likely to behave in specific circumstances.

That said, it is important to bear in mind that regardless of which model we rely on, our personality is just one aspect of many – our actions are also influenced by our environment, experience, and individual goals. In these profiles, we describe how people belonging to a specific personality type are *likely* to behave – however, remember that these are just indicators and tendencies, not definitive guidelines or answers. There's a big difference between scoring 10% on a trait, and scoring 80%. This information is meant to inspire personal growth and better understanding of others, not to be taken as gospel.

Our approach has its roots in two different philosophies. One dates back to early 20<sup>th</sup> century and was the brainchild of Carl Gustav Jung, the father of analytical psychology.

Jung’s theory of psychological types is perhaps the most influential creation in personality typology, and it has inspired a number of different theories, including our own. One of Jung’s key contributions was the development of the concept of *Introversion* and *Extraversion* – he theorized that each of us falls into one of these two categories, either focusing on the internal world (Introvert) or the outside world (Extravert). These terms are usually defined differently nowadays, with Extraversion being synonymous with social prowess – however, the original Jungian definitions focused on where the person tends to get their energy from. In that sense, Introversion does not imply shyness, and Extraversion does not necessarily mean good social skills.

Besides Introversion and Extraversion, Jung also coined several additional concepts. The ones most relevant to us are the so-called *Judging* functions (either *Thinking* or *Feeling*) and *Perceiving* functions (either *Sensing* or *Intuition*). According to Jung, each person prefers one of these cognitive functions and finds it most natural to rely on it in everyday situations. However, other functions also have their place and can emerge depending on the circumstances. These functions are also defined by the person’s Introversion or Extraversion – e.g. someone whose dominant function is Introverted Feeling is likely to think differently from someone with Extraverted Feeling at the helm.

In the 1920s, Jung’s theory was noticed by Katharine Cook Briggs, who later co-authored one of the most popular personality indicators used today, the Myers-Briggs Type Indicator® (MBTI®). Briggs was a teacher with an avid interest in personality typing, having developed her own type theory before learning of Jung’s writings. Together with her daughter, Isabel Briggs Myers, they developed a convenient way to describe the order of each person’s Jungian preferences – this is how the four-letter acronyms were born. There were four possible pairs of personality traits:

- Introversion (I) or Extraversion (E)
- Intuition (N) or Sensing (S)
- Thinking (T) or Feeling (F)
- Judging (J) or Perceiving (P)

You'll recall these terms from the paragraphs dedicated to Jung. According to the Myers-Briggs model, the first letter determines the *attitudes* of the dominant and subsequent functions, while the last letter shows which function *is* dominant. For Extraverts, the dominant function is focused on the outside world. J means that one of the Judging functions (Thinking or Feeling) is dominant; P points to one of the Perceiving functions (Intuition or Sensing). For Introverts, J and P show the auxiliary rather than dominant function – the dominant function itself is internalized.

Of course, this is just a very simplified description of the Myers-Briggs theory. Readers interested in learning more should read *Gifts Differing: Understanding Personality Type* by Isabel Briggs Myers. As we define personality traits and types differently in our model, we will not go deeper into Jungian concepts or related theories in this profile.

Due to its simplicity and ease of use, the four-letter naming model is now shared by a number of diverse theories and approaches, such as Socionics, Keirsey Temperament Sorter®, Linda Berens' Interaction Styles and many others. However, it is important to remember that while these acronyms may be identical or very similar, their meanings do not always overlap. One of the reasons behind such a lengthy introduction is that we want to make it clear that there is no single definition assigned to these type concepts – each theory defines them in their own way and it is entirely possible that if you meet five people who all say “I am an INFJ”, their definitions of what INFJ means are going to differ. There is

certainly a lot of overlap between the theories sharing these type names – however, their type descriptions are by no means identical.

But let’s leave the typological theories aside for a moment. A different way to look at people’s personalities is through the lens of a *trait-* rather than *type-based* model. What do we mean by that? Instead of attempting to create 4 (or 8, 16, 32...) type constructs and fit people within them, we could simply define a number of traits and measure people’s preferences using well-defined scales, looking at their scores but not categorizing them. You may have heard the term *Ambivert*, which is a perfect example in this case. Ambiversion means that someone is more or less directly in the middle of the Introversion-Extraversion scale, being neither too social or outgoing, nor too withdrawn – which flies in the face of Jungian models described above. Every type-based theory is likely to have difficulties categorizing people whose scores end up right on the dividing line, regardless of how many dividing lines you have.

Trait-based theories would simply say that an Ambivert is a moderately Extraverted person and leave it at that, without assigning them a personality type. Such an approach certainly makes it much easier to reliably measure correlations between personality traits and other characteristics (e.g. political attitudes), which is why trait-based approaches dominate psychometric research – but that’s it, more or less. Unlike with type-based theories, it becomes impossible to define categories and types which could then be used as easily accessible concepts for discussions and recommendations. Consequently, while categories such as Extravert or Introvert are unavoidably limiting, they also give us a chance to describe a significant part of human personality and create theories that attempt to explain *why* we do what we do – something that a more scientifically reliable, but nondescript statement such as “you are 37% Extraverted” simply cannot do.

With our model, we've combined the best of both worlds. We use the acronym format introduced by Myers-Briggs due to its simplicity and convenience – however, we have redefined several Jungian traits and introduced an additional one, simplifying our model and bringing it closer to the latest developments, namely the dimensions of personality called the Big Five personality traits. Furthermore, unlike Myers-Briggs or other theories based on the Jungian model, we have not incorporated cognitive functions such as Extraverted Thinking or Introverted Sensing, or their prioritization, instead choosing five independent scales and building our types around them. This has allowed us to achieve high test accuracy while also retaining the ability to define and describe distinct personality types.

At 16Personalities, we have conducted more than 800 studies to uncover trends and correlations between personality traits and various behaviors. Many of these studies will be referenced in this profile, and additional information can be found in the footnotes. Our goal is to give you access to our sources without repeating ourselves or overwhelming you with information. If you are particularly interested in a specific study or its statistical characteristics, please feel free to contact us via the 16Personalities website and we will do our best to provide additional information.

For the statistically inclined: all differences quoted in this profile are statistically significant, sample sizes of all studies are very large (usually over 25,000 respondents), internal consistency of all five test scales is very good ( $\alpha \geq 0.85$ ), and all scales are clearly independent.

With that aside, let's dig deeper into the five personality aspects!

## Five Personality Aspects

### Mind: Introverted (I) vs. Extraverted (E)

The distinction between introverts and extraverts may be the oldest notion in the history of personality theories. It has long been observed that some people are expressive and outgoing, while others are reserved, quiet, and more comfortable alone. The first group recharges by engaging with the external world and communicating with other people, whereas members of the second group are energized by spending time alone and connecting with their own inner world.

We focus on these differences in our first scale, which we call Mind. This scale—which is based on a person’s level of expressiveness and the degree to which he or she seeks external stimulation—determines how we see and approach the outside world, including people, objects, and activities. This scale correlates with a number of other personality traits, such as willingness to volunteer, desire to engage in thrill-seeking activities, and romantic assertiveness, to name just a few.

On one side of this scale, we have Introverted individuals (the I letter in the type acronym). You might associate introversion with being private or withdrawn—or even clumsy or antisocial—but our studies show a far more complex picture. Generally speaking, Introverts do not seek or require much external stimulation. As you might



expect, an Introvert requires less communication with others than an Extravert would, but an Introvert’s preference for less stimulation can also influence his or her hobbies, political attitudes, and even eating or drinking habits. To give a practical example, our studies have found that Introverts are less likely than Extraverts to enjoy coffee and energy drinks.



But what about Extraverts? Compared with Introverts, Extraverts are more interested in engaging with the people, objects, and environment around them. This preference manifests itself in many ways: Extraverts are less sensitive than Introverts to noise, for example, and they are likelier to wear bright and colorful

clothes. Extraverts not only tolerate external stimuli, however; they actually *need* these stimuli in order to support their own energy.

Extraverts are often energetic and willing to take the lead, especially in social situations. They enjoy pushing themselves to the limit and challenging themselves and those around them. Unlike Introverts, who are more cautious in their approach, Extraverts are likely to feel that they can handle life’s challenges without much forethought. Whether that turns out to be true depends on many other circumstances, but overall, Extraverts tend to be more proactive in experiencing—and embracing—the world around them.

[Worldwide](#), the three most Extraverted countries are Oman (61.66%), Yemen (59.44%), and Saudi Arabia (58.95%).<sup>1</sup> The most Introverted countries are Japan (59.88%), Lithuania

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<sup>1</sup> The scores are shown in the 1-100% format and are converted depending on which side of the scale is being discussed—e.g. in this case, the average respondent from Japan was 59.88% Introverted, while its counterpart from Oman was 61.66% Extraverted.

(55.85%), and Portugal (54.25%). In the [United States](#), New York (50.92%), Mississippi (50.87%), and Illinois (50.64%) top the list for Extraverts, while West Virginia (53.62%), Alaska (53.6%), and Maine (53.41%) report the highest percentages of Introverts. Interestingly, if the District of Columbia were included in the comparisons, it would easily top the Extraverted list. In our study, the average Extraversion score for the capital city's 23,310 respondents was 53.06%—significantly above New York, its closest competitor.

Logisticians are Introverted. This is why they enjoy being self-sufficient, prefer working with ideas rather than people, and don't need great numbers of friends. They may even be able to tune out what is happening around them. Socializing depletes Logisticians' internal energy reserves quite quickly, and when that happens, they need to return to their home base to recharge.

Again, these are just tendencies and not predestined, unchangeable traits. For instance, Logisticians are perfectly capable of honing their social skills and becoming experts in negotiation or small talk. Logisticians would develop these skills out of necessity, however, and not due to particular enthusiasm or interest.

### **Energy: Intuitive (N) vs. Observant (S)**

Energy is the second scale in our model, and in our opinion it is the most important. While the other four scales determine how you interact with the world (Mind), make decisions (Nature), schedule your activities (Tactics), or react to external feedback (Identity), the Energy scale actually determines how you see the world and what kind of information you focus on.

All personality types can be divided into those that favor the Intuitive energy style and those that favor the Observant energy style. Intuitive individuals tend to be visionary,

interested in ideas and abstractions, and attracted to novelty. Observant individuals, on the other hand, prefer facts, concrete and observable things, and the tried and true.

It is important to stress that this scale has nothing to do with how we *absorb* information: Intuitive and Observant types use their five senses equally well. Instead, this scale shows whether we focus on what is possible (making connections *intuitively*) or what is real (*observing* the environment). If you are familiar with the [Big Five personality traits](#), you might recognize this scale as a reworking of the *openness to experience* concept, with a focus on preference for (and tolerance of) novelty and ambiguity.

Individuals with the Intuitive trait rely on their imaginations and think in terms of ideas and possibilities. They dream, fantasize, and question why things happen the way they do, always feeling slightly detached from the actual, concrete world. Although they observe other people and events, their minds remain directed both inwards and somewhere beyond—always questioning, wondering, and making connections. When all is said and done, Intuitive types believe in novelty, in the open mind, and in never-ending improvement.



In one 16Personalities study, we asked people whether they wish they had been born in the Age of Discovery (roughly speaking, the 15<sup>th</sup> through the 18<sup>th</sup> centuries). Our results showed that Intuitive types were much more willing to give up the convenience, comfort, and predictability of modern life in exchange

for the excitement of exploration, distant civilizations, and the undiscovered mysteries of the New World.<sup>2</sup>

In contrast, individuals with the Observant trait focus on the actual world and things happening around them. Preferring to see, touch, feel, and experience, they are happy to leave theories and possibilities to others. They keep their feet on the ground and focus on the present, instead of wondering why or when something might happen. Consequently, people with



this trait tend to be better at dealing with facts, tools, and concrete objects as opposed to brainstorming, theorizing about future events, or handling abstract theories. Observant types are also significantly better at focusing on just one thing at a time instead of juggling multiple activities.

The Energy scale influences communication style as well. Intuitive individuals talk about ideas and have no difficulties with allusions or reading between the lines, while Observant types focus on facts and practical matters. This is why Intuitive types may find it challenging to understand someone with the Observant trait, and vice versa. Intuitive types may think that Observant individuals are materialistic, unimaginative, and simplistic, and Observant types may see their Intuitive conversation partner as impractical, naïve, and absent-

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<sup>2</sup> 55.70% of Intuitive types agreed with the statement “You sometimes wish to have been born in the Age of Discovery.” as opposed to 31.45% of Observant ones [respondents: 31825].

minded. These assumptions and biases can be quite damaging, and it takes a mature person to get past them.

Geographically, the Middle East and Asia have the largest percentage of Observant individuals, with 8 countries in the top 10 list. Saudi Arabia (71.94%), Oman (71.03%), and Yemen (69.76%) have the top scores among Observant countries, while Nepal (48.92%), Albania (48.51%) and Maldives (48.44%) top the Intuitive table.

In the United States, North Dakota (59.43%), Minnesota (59.23%), and Iowa (59.04%) are the most Observant states. On the opposite side of the table, we have Nevada (43.92%), Rhode Island (43.75%), and West Virginia (43.47%).

Logisticians are Observant individuals – this is why they are so good at remembering various details, noticing discrepancies and keeping their feet on the ground. People with this personality type spend far more time observing concrete things around them than engaging in various internal discussions. Logisticians are not that concerned about what *might* happen or *why* it has happened – they focus on what *is* happening. Logisticians keep improving these skills throughout their lives, which makes them diligent and keen-eyed observers.

This is also one of the reasons why Logisticians rarely have difficulties finding a partner – as the majority of the population belong to one of the Observant types, many traits shared by people with this personality type, such as reliability, meticulousness and desire for security, are often seen as very attractive.

Of course, every stick has two ends. Introspection comes at a cost – by directing all their mental resources outwards, Logisticians inevitably have to discard the information that is being provided by their intuition. They are likely to have difficulties dealing with abstract,

theoretical matters, or jumping from one idea to another – even finding it difficult to keep up with their classmates or colleagues when it comes to brainstorming the possibilities (but not assessing the facts).

### Nature: Thinking (T) vs. Feeling (F)

The third scale, which we call Nature, determines how we make decisions and cope with emotions. While we all have feelings, there are significant differences in how different types react to them. This scale influences a number of areas of our lives, particularly our interactions with other people.



People with the Thinking trait seek logic and rational arguments, relying on their head rather than their heart. They do their best to safeguard, manage, and conceal their emotions. “Whatever happens, you must always keep a cool head”—this is the motto of Thinking individuals. These types are not cold-blooded or indifferent, however. People with the Thinking trait are often just as emotional as those with the Feeling trait, but they subdue or override their feelings with their rational logic.

In several of our studies, we analyzed the attitudes of different personality types toward philanthropy and charitable causes. Thinking types are significantly less likely to engage in charitable giving or to be touched by charities’ emotional appeals.<sup>3</sup> Does this mean that

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<sup>3</sup> 51.62% and 41.32% of Thinking types agreed with the statements “You rarely give to charity.” and “You are easily touched by emotional appeals for charities.” respectively, as opposed to 33.12% and 69.28% of Feeling types (respondents: 34557 and 41891).

they are unwilling to help? Not necessarily. It turns out that Thinking personalities don't believe that giving money to charity is the best way to make a difference.<sup>4</sup> They may look for other ways to be of assistance—for example, investing in education for the disadvantaged.



In contrast, people with the Feeling trait follow their hearts and care little about hiding their emotions. From their perspective, we should not be afraid to listen to our innermost feelings and share them with the world. These individuals tend to be compassionate, sensitive, and highly emotional. They would rather

cooperate than compete, although they are not naïve or easily swayed. In fact, people with the Feeling trait are likely to fight tooth and nail for their values and beliefs. For many Feeling types, principles and ideals are much more important than, say, professional success.<sup>5</sup> Although this perspective might not seem rational, Feeling types generally adhere to their own highly individualized—and perfectly valid—logic.

Worldwide, Iran (51.91%), Georgia (50.74%), and Albania (48.94%) report highest scores on the Thinking side of the scale. On the Feeling side, we have Singapore (61.41%), Australia (60.1%), and New Zealand (59.98%).

<sup>4</sup> 63.05% of Thinking types agreed with the statement “Giving too much help to the disadvantaged only causes them to become dependent.” as opposed to 40.41% of Feeling types [respondents: 32264].

<sup>5</sup> 40.13% of Feeling types agreed with the statement “You could compromise some of your principles to advance your career.” as opposed to 54.70% of Thinking types [respondents: 42119].

In the U.S., northern states tend to be slightly more Feeling, but not significantly so. One interesting example is the contrast between Utah and Nevada: two neighboring states that are each first on opposite sides of the scale. In Utah, the average score is 61.19% on the Feeling side, well above Minnesota (59.61%) and Idaho (59.54%), which take second and third place, respectively. Nevada, on the other hand, is the most Thinker-heavy state in our study, with its 34,576 respondents getting an average score of 42.99% on the Thinking side of the spectrum. While that still means Feeling personality types outnumber Thinking types significantly, we rarely see such differences between neighboring regions. Other top Thinking states include Delaware (42.71%) and New Mexico (42.7%).

Logisticians belong to the Thinking group – they trust and prioritize logic, relying on rational arguments and doing everything they can to keep their true feelings and emotions deep below the surface. People with this personality type are renowned for their use of the “only the facts, please” filter regardless of the circumstances – a Logistician will focus on what can be assessed, compared and verified. Unfortunately, this trait may also push the Logistician away from the majority of the population, making it difficult for them to empathize and connect with other people at the emotional level.

### **Tactics: Judging (J) vs. Prospecting (P)**

The Tactics scale determines how we approach planning and how we handle available options. The implications reach well beyond our calendars, however. At its core, this scale determines our attitudes toward certainty and structure in our lives.

People with the Judging trait do not like to keep their options open. They would rather prepare five different contingency plans than wait for challenges to arise. These individuals enjoy clarity and closure, always sticking to the plan rather than going with the flow. It's as if Judging types keep a mental checklist, and once a



decision is crossed off that list, it is not open to reassessment. This mentality applies as much to grocery shopping as it does to life goals, like buying a house.

Individuals with the Judging type tend to have a strong work ethic, putting their duties and responsibilities above all else. Our research indicates that Judging types are also strict when it comes to law and order.<sup>6</sup> Of course, this doesn't mean that Prospecting individuals are lawbreakers, but if you see someone go out of his or her way to use a crosswalk, that person is likely a Judging type.



In contrast, Prospecting individuals are flexible and relaxed when it comes to dealing with both expected and unexpected challenges. They are always scanning for opportunities and options, willing to jump at a moment's notice. People with this trait understand that life is full of possibilities, and they are

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<sup>6</sup> 52.83% of Judging types agreed with the statement “You never break any rules or laws.” as opposed to 31.92% of Prospecting ones [respondents: 31921].

reluctant to commit to something that might prove an inferior option in the future. They also focus more on what makes them happy than what their parents, employers, or teachers expect. If a specific task is not particularly important or interesting, a Prospecting individual will always come up with something better to do.

Looking at the geographical data, the global Judging-Prospecting chart has interesting similarities with the Extraverted-Introverted one. While these scales do not influence each other from a statistical perspective, many of the countries topping the Extraverted-Introverted charts have correspondingly high Judging-Prospecting scores. At the top of the Judging table we have Oman (58.05%), Yemen (57.78%), and Kuwait (55.8%), while the most Prospecting countries are Japan (55.21%), Nepal (53.74%), and Lithuania (53.62%).

The map of the United States, however, does not show significant overlaps between these two scales. On the Judging side of the spectrum, we have South Carolina (51.05%), Alabama (50.97%), and Tennessee (50.8%). On the other side, the most Prospecting states are Alaska (51.2%), Vermont (50.86%), and West Virginia (50.76%).

Logisticians are Judging individuals – they are decisive, choose security over freedom to improvise, and usually find it difficult to cope with uncertainty. This is what makes them excellent administrators, both able and willing to dedicate time for managing complex operations. That being said, people with this personality type are more interested in how things work in practice instead of spending time developing grand plans like some other types do. True to their name, Logisticians are masters at logistics and execution.

### **Identity: Assertive (-A) vs. Turbulent (-T)**

The last scale, Identity, affects all others, reflecting how confident we are in our abilities and decisions. In a way, this scale acts as an internal sensor, reacting to the input we get

from our environments—for instance, success or failure, feedback from others, or pressure caused by unexpected events. The Mind and Identity scales are the alpha and the omega of our model, acting as an external shell that we wear in all of our interactions with the outside world. Later, we will discuss the four possible combinations of these traits, which we call “Strategies,” but in the meantime, let’s take an in-depth look at the Identity scale.

Assertive individuals are self-assured, even-tempered, and resistant to stress. They refuse to worry too much, and they don’t push themselves too hard when it comes to achieving goals. Similarly, they are unlikely to spend much time thinking about past actions or choices. According



to Assertive types, what’s done is done and there is little point in analyzing it. Not surprisingly, people with this trait are generally satisfied with their lives, and they feel confident in their ability to handle challenging and unexpected situations.

In contrast, Turbulent individuals are self-conscious and sensitive to stress. They experience a wide range of emotions and tend to be success-driven, perfectionistic, and eager to improve. Always feeling the need to do more, have more, and *be* more, Turbulent types may forget how exhausting this dissatisfaction can be—both for themselves and for the people around them.

While the Assertive variant may seem more positive on the surface, that is not necessarily the case. Turbulent individuals are more willing than Assertive types to change jobs if they feel stuck in their current roles, and they think deeply about the direction of their lives. Turbulent individuals may also outperform Assertive



types in certain instances, because they may care more about the outcome. The willingness of Turbulent types to push themselves may ultimately enable them to achieve their goals.

Worldwide, Japan is by far the most Turbulent country, with an average score of 57.48% on the Turbulent side. Italy (53.8%) and Brunei (52.89%) come in second and third, respectively. On the Assertive side of the spectrum, we have Uganda (57.91%), Barbados (57.11%), and Nigeria (57.01%).

In the United States, there is a clear east-west divide, with the East Coast being significantly more Turbulent. West Virginia (49.3%) takes the lead on the Turbulent side, followed by Rhode Island (48.84%) and Maine (48.73%). The most Assertive states are New Mexico (54.7%), Colorado (54.66%), and Hawaii (54.28%).

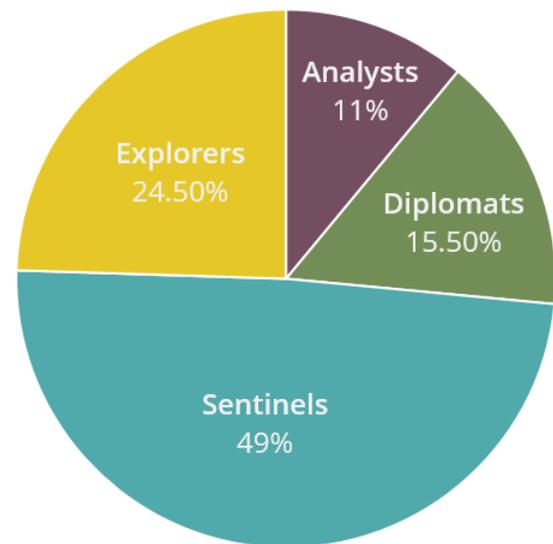
## Type Groups

Now you understand the makeup of each type. But how do these types fit together?

Our system has two layers. The first (inner) layer defines our **Roles**, while the second (outer) layer gives us our **Strategies**.

## Roles

The Role layer determines our goals, interests, and preferred activities. Each of the four Roles contains a set of personality types that are very similar to one another. These groupings will also highlight the importance of the Energy trait: each personality type shares either the Observant or the Intuitive trait with all other members of its group, along with one other key trait.



**Analysts (Intuitive and Thinking types, both Assertive and Turbulent variants)**

Types: Architect (INTJ), Logician (INTP), Commander (ENTJ), Debater (ENTP)

Analysts embrace rationality and impartiality, excelling in intellectual debate as well as scientific or technological fields. They are fiercely independent, open-minded, strong-willed, and imaginative, embracing a utilitarian perspective and focusing on what works rather than what satisfies everybody. These traits make Analysts excellent strategic thinkers but can cause difficulties in social or romantic contexts.

Analysts can be both mysterious and somewhat intimidating, especially for people who haven't been exposed to many personalities from this group. The most likely group to rebel as teenagers,<sup>7</sup> to think they would do well in politics,<sup>8</sup> and to believe they are more

<sup>7</sup> 61.29% of Analysts agreed with the statement “As a teenager, you were quite rebellious.” Lowest score: Sentinels, 36.56%. [respondents: 31925].

<sup>8</sup> 50.26% of Analysts agreed with the statement “You think you would do well in politics.” Lowest score: Sentinels, 29.44% [respondents: 24922].

intelligent than most people,<sup>9</sup> Analysts may not be universally liked, but they are certainly a force to be reckoned with. Unfortunately, they are also likely to be misunderstood. Because of their uncommon set of traits and skills, Analysts often have to be social chameleons, putting mask after mask when presenting themselves to the world. A stunning 83.73% of Analysts say they feel like no one really understands them.<sup>10</sup>

The Analyst role group is the most unevenly distributed group worldwide, with some countries having 8 times as many Analysts as others. Iran surprises us once again, with 32% of its 17,092 respondents belonging to an Analyst type. In contrast, Oman, a geographic neighbor with a similar respondent count (19,526), has an Analyst contingent of just 4%. In the United States, West Virginia (13%) and Nevada (13%) have the most Analysts, with Utah having the lowest score of 9%.

### **Diplomats (Intuitive and Feeling types, both Assertive and Turbulent variants)**

Types: Advocate (INFJ), Mediator (INFP), Protagonist (ENFJ), Campaigner (ENFP)

Diplomats value empathy and cooperation, and they excel at diplomacy and counseling. Members of this group are cooperative and imaginative, often playing the role of harmonizers in their workplaces or social circles. These traits make Diplomats warm, empathic, and influential individuals, but can prove a liability in situations that require cold rationality or making difficult decisions.

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<sup>9</sup> 85.48% of Analysts agreed with the statement “You believe you are more intelligent than most people.” Lowest score: Explorers, 59.49% [respondents: 27715]

<sup>10</sup> Survey of 18991 respondents, statement: “You feel like no one really knows the true you.” Lowest score: Sentinels, 54.97%.

Our research shows that Diplomats are the most likely group to believe in karma,<sup>11</sup> to be fascinated by myths and legends,<sup>12</sup> and—unfortunately—to feel overwhelmed by other people’s problems.<sup>13</sup> They are also the most altruistic group, by far.<sup>14</sup> These attitudes give Diplomats a kind, caring aura, but Diplomats also have a diverse set of weaknesses that can place their lives and relationships under strain.

Diplomats are more evenly represented worldwide than other role groups. Maldives (35%), Puerto Rico (32%), and Brunei (32%) have the highest percentages of Diplomats, while Saudi Arabia (7%), Oman (8%), and Yemen (10%) report the lowest scores.

In the United States, Rhode Island (28%), West Virginia (27%), and New York (27%) top the list. On the opposite end of the spectrum, we have Iowa (24%), North Dakota (24%), and Montana (25%).

**Sentinels (Observant and Judging types, both Assertive and Turbulent variants)**

Types: Logistician (ISTJ), Defender (ISFJ), Executive (ESTJ), Consul (ESFJ)

Cooperative and practical, Sentinels embrace and create order, security, and stability wherever they go. People in this group tend to be hard working, meticulous, and traditional, and they excel in logistical or administrative fields, especially those based on clear hierarchies and rules. These personality types stick to their plans and do not shy away

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<sup>11</sup> 76.48% of Diplomats agreed with the statement “You believe in karma.” Lowest score: Explorers, 60.95%. [respondents: 18298].

<sup>12</sup> 84.52% of Diplomats agreed with the statement “You are fascinated by myths and legends.” Lowest score: Sentinels, 56.49%. [respondents: 18788].

<sup>13</sup> 54.25% of Diplomats agreed with the statement “You often feel overwhelmed by other people’s problems.” Lowest score: Explorers, 39.05%. [respondents: 18412].

<sup>14</sup> 83.39% of Diplomats agreed with the statement “You consider yourself an altruistic person.” Lowest score: Analysts, 66.41%. [respondents: 15704].

from difficult tasks. However, they can be inflexible and reluctant to accept different points of view.

Worldwide, Middle Eastern countries have the highest representations of Sentinels, with Oman (59%), Yemen (56%), and Saudi Arabia (53%) reporting the highest scores. Nepal (27%), Maldives (29%), and Brunei (29%) have lowest percentages of Sentinels.

As for the United States, South Carolina (41%), Alabama (40%), and North Carolina (40%) take the top spots, while Rhode Island (36%), Nevada (37%), and Alaska (37%) score lowest.

**Explorers (Observant and Prospecting types, both Assertive and Turbulent variants)**

Types: Virtuoso (ISTP), Adventurer (ISFP), Entrepreneur (ESTP), Entertainer (ESFP)

Explorers are the most spontaneous group, and they share an ability to connect with their surroundings in a way that is beyond the reach of other types. Explorers are utilitarian and practical, shining in situations that require quick reactions or the ability to think on their feet. They are masters of a variety of tools and techniques—whether physical tools or techniques for persuading others. Unsurprisingly, Explorers are irreplaceable in crises, and their skill set enables them to excel in a range of arenas, from craftsmanship to salesmanship. However, their traits can also push them to undertake risky endeavors or focus solely on sensual pleasures.

Geographically, Explorers would likely feel most at home in Japan (50% of the population), South Korea (47%), and—perhaps unexpectedly—Saudi Arabia (36%). Countries with lowest Explorer percentages are Albania (18%), Macedonia (18%), and Mauritius (19%).

In the United States, the distribution of Explorers is quite different in northern and southern states. Alaska (27%), Oregon (26%), and Wisconsin (26%) reported highest scores,

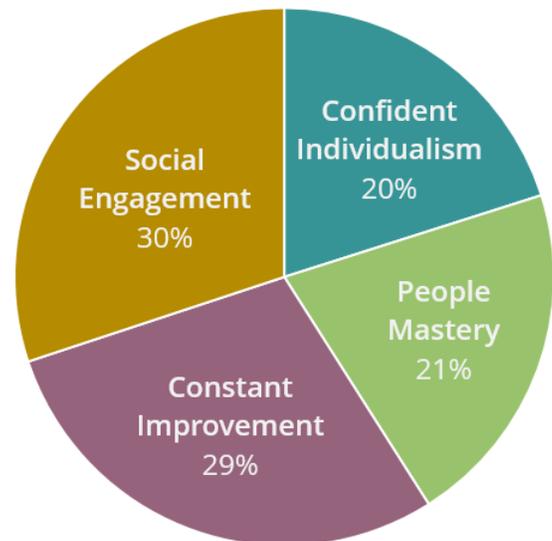
while Louisiana, South Carolina, and Georgia all scored just 23%. A difference of just a few percentage points might seem minimal, but it is worth pointing out that our study covered 4,645,382 respondents in the United States. With such a large sample size, a distinction of just a few percentage points indicates real differences.

## Strategies

The Strategy layer reflects our preferred ways of doing things and achieving our goals. There are four strategies:

### Confident Individualism (Introverted and Assertive types)

Confident Individualists prefer doing things alone, choosing to rely on their own skills and instincts rather than seeking support, advice, or feedback from others. These personality types value self-sufficiency and personal responsibility. They know where their talents lie, and they demonstrate high self-confidence.



According to our geographical study, Bahamas (30%), Barbados (28%), and Jamaica (27%) have the most Confident Individualists, while Oman (11%), Yemen (13%) and Saudi Arabia (13%) have the lowest representation. Interestingly, the ten nations with the fewest Confident Individualists are all in the Middle East.

In the United States, Alaska takes the top position with 26%, followed by Montana (25%) and Wyoming (25%). Mississippi, Illinois, and Connecticut are on the opposite side, with just 20% of respondents falling into this group.

## People Mastery (Extraverted and Assertive types)

People Masters excel at communicating and thrive on social contact. They are at ease in social events or in situations where they need to rely on or direct other people. Confident in their abilities, these types do not hesitate to express their opinions. People Masters enjoy being socially active and value knowing what makes other people tick, but they tend not to worry about what others think of them.

Worldwide, the People Mastery strategy is most popular in Uganda (44%), Nigeria (42%), and the United Arab Emirates (41%), and least popular in Japan (17%), Brazil (24%), and Brunei (25%). In the United States, southern states tend to have higher scores, with Florida (36%), Mississippi (36%), and Hawaii (35%) at the top of the rankings. On the opposite side, we have Maine (29%), West Virginia (29%), and Kentucky (31%).

## Constant Improvement (Introverted and Turbulent types)

Constant Improvers are quiet, individualistic people. They tend to be perfectionistic and success-driven, often spending a great deal of time and effort ensuring that their work is the best it can be. As you might guess from the name, Constant Improvers are high achievers who dedicate themselves to their craft. Unfortunately, they tend to worry too much about their performance.

Geographically, Japan has by far the largest percentage of Constant Improvement types, at 48%. Italy and Lithuania follow, with 36% each. Oman (16%), Uganda (17%), and Jordan (18%) have the lowest numbers.

The map for the United States also shows a significant gap, with West Virginia (33%), Maine (32%), and Rhode Island (30%) topping the rankings, and Mississippi, California and Colorado falling at the bottom, with 25% each.

## Social Engagement (Extraverted and Turbulent types)

The last strategy is adopted by sociable, energetic, and success-driven types. Restless and perfectionistic, Social Engagers value their social status and are eager to succeed in everything they do. Their curiosity and willingness to work hard make them high achievers, but they can be quite sensitive to the opinions of others. Social Engagers may find themselves vacillating between very positive and very negative emotions.

Oman (31%), Saudi Arabia (30%), and Syria (30%) have the highest percentages of Social Engagement types, while Barbados (12%), Bahamas (13%), and Jamaica (14%) have the lowest. In the United States, the top positions are taken by Illinois, Massachusetts, and New Jersey with 19% each. On the other end of the spectrum, we have Alaska (14%), Montana (15%), and New Mexico (15%).

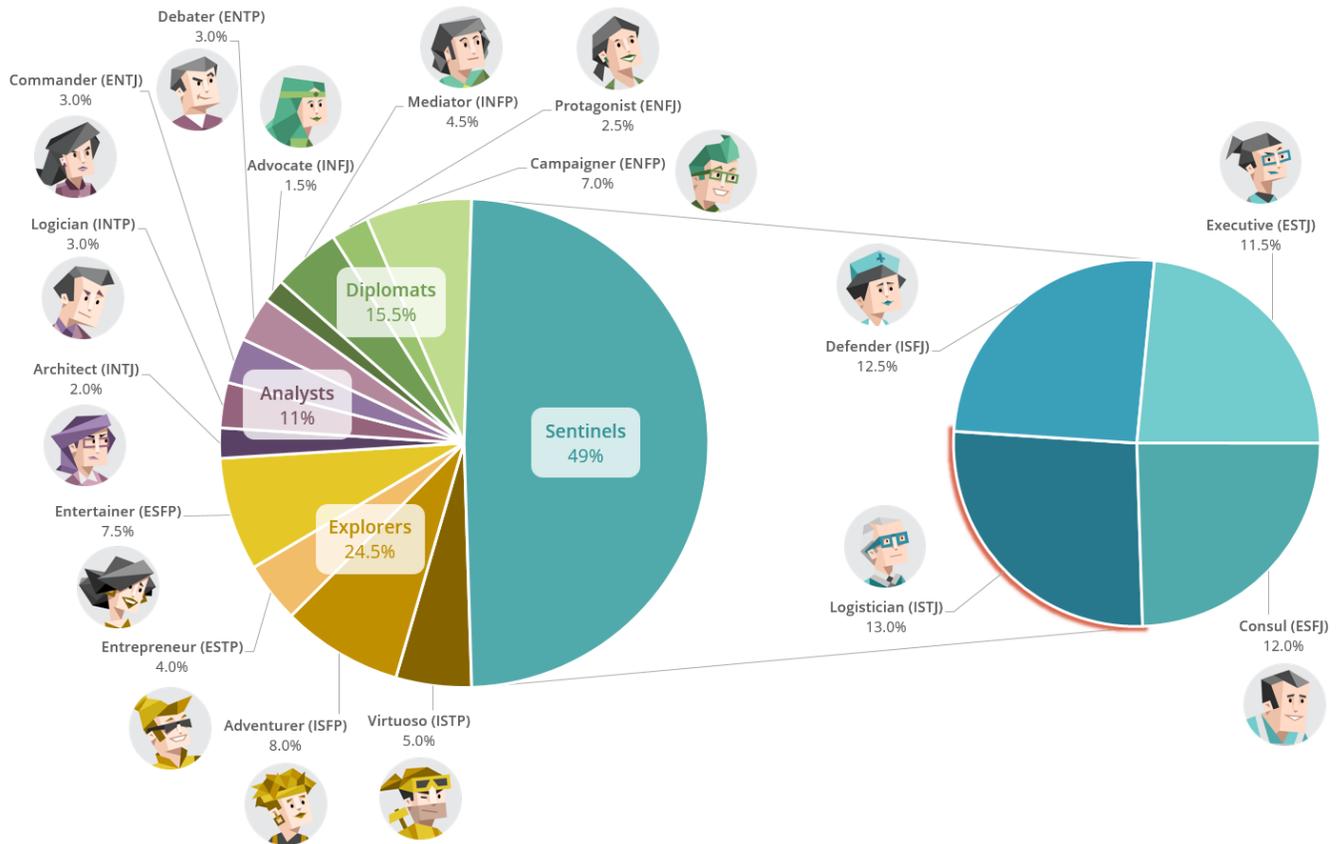
Now that we’ve established this background, let’s proceed to discussing your personality type and its place in the world!

## So Who Is “The Logistician”?

The Logistician personality type is the most popular of all types. About 13% of Americans are believed to be Logisticians – averaging 16-17% among men and 8-9% among women. These percentages seem to vary across regions – for instance, countries in Asia tend to have higher percentages of Introverted and Thinking types, with locations like Hong Kong or Singapore also leaning towards a higher number of Intuitive individuals.

“Only the facts, please” is the Logisticians’ motto – people with this personality type respect facts greatly and tend to accumulate a lot of information in their own memory. One of the key contributing factors is their Observant energy style, which allows Logisticians to analyze the surroundings quite effortlessly. Unlike Intuitive types,

Logisticians focus on concrete facts and data, which makes them excellent analysts and auditors in many different environments.



People with this personality type are nearly unstoppable if they believe that a specific idea is valuable and can be implemented – they will consider it their duty to establish and maintain a smooth operation. As soon as the new procedure proves its usefulness (i.e. it becomes apparent that the new approach actually works), Logisticians will put a lot of effort to enable its successful implementation, even at the expense of their own health. However, due to their straightforward approach, Logisticians may encounter difficulties when it becomes necessary to comprehend a competing theory or idea.

Logisticians tend to be extremely thorough, always checking the facts and not assuming anything. Logisticians are also respected for their exceptional loyalty to their duty – their

accuracy, patience and ability to concentrate make them ideal employees in many professions. Not surprisingly, people with this personality type gravitate towards traditional, hierarchical institutions – public service, law, military etc.

Logistician personalities spend an enormous amount of time and energy performing every task they see as important, especially if it contributes to the achievement of a specific goal. However, such a commitment also has a negative side – a Logistician will refuse to budge and spend at least some of their time doing things that they do not see as meaningful or practical, e.g. some social rituals. Logistician personalities prefer doing things alone, but they can also work as part of a team if necessary.

Logisticians enjoy being responsible for their actions and love the power that stems from this. They are usually jacks-of-all-trades and this can potentially lead to many significant achievements in diverse areas – Logisticians tend to be bright, logical and wise individuals, characterized by their desire to seek secure and stable life.

Like other Introverted and Thinking types, Logisticians are often (mistakenly) seen as indifferent and cold. Of course, it is understandably difficult for a Logistician to reveal their emotions or express affection, but that does not mean that they have no feelings or are insensitive.

Logisticians are easily irritated by other people’s shortcomings – they see their own promises as sacred and cannot understand how someone could consciously fail to meet their obligations. This can be a significant disadvantage at times, as some people can abuse the Logistician’s strong sense of duty by overloading them with work.

Logistician personalities tend to keep their opinions to themselves, unless someone asks them directly. People with this personality type are very direct – for them, the truth is

always far more important than sensitivity. This ruthless judgment is irreplaceable in refereeing or legal work – where other people might waver, the Logistician will make the difficult decision while ignoring the emotional background.

Logisticians respect traditions and do their best to adhere to the existing rules and guidelines. In some cases, this trait can be so strong that the Logistician will not break the rules even when the consequences for breaking them pale in comparison to what would happen if those rules were followed.

Logisticians are not particularly good at listening to their own (and especially other people’s) feelings. Consequently, they may face difficulties when it is necessary to understand other people’s emotional needs. On the other hand, Logisticians rarely have any difficulties coping with emotionally charged situations – they can always keep a cool head and act rationally.

Some famous Logisticians:

- George Washington
- George H.W. Bush
- Angela Merkel
- Natalie Portman
- Anthony Hopkins
- Sting
- Condoleeza Rice

Some fictional Logisticians:

- Eddard Stark from Game of Thrones
- Hermione Granger from Harry Potter series

- Adrian Monk from Monk
- Dana Scully from X-Files
- Jason Bourne from Bourne series
- Thorin Oakenshield from The Hobbit
- Stannis Baratheon from Game of Thrones

# Strengths and Weaknesses

Living up to their role as silent guardians and watchful protectors of the society (yes, we are quoting "The Dark Knight" here – Batman is a typical Logistician), Logisticians are one of the most reliable, stable and loyal types. However, this stability comes at a price – people with this personality are often seen as inflexible, unemotional and even narrow-minded. This is rarely true, even though some Logisticians may exhibit similar tendencies. The biggest problem for Logisticians is that they can often be too confident in their collection of facts. Being used to seeing their logical conclusions proven right over and over again, Logisticians are prone to developing a sort of tunnel vision and strong sense of superiority when it comes to factual matters. There are many situations in life where the logical choice is the wrong one or where the second best option beats the first one – and Logisticians may find it very hard to accept such notions.

This section will discuss these issues and pinpoint their source, hopefully helping you to address the traits you are unhappy with. After all, one man's weakness is another man's strength – you will need to decide if and how you wish to pursue personal growth and development.

## Strengths

- **Jacks of all trades.** Logistician personalities tend to be very observant and good with facts. They often know something about everything and that internal encyclopedia often proves to be very useful in challenging situations.

- **Strong-willed and dutiful.** Logisticians are willing to work very hard to make sure that they fulfill all their obligations. People with this personality type are patient and determined individuals who always keep the end goal in sight.
- **Very responsible.** A promise means everything to a Logistician. They would rather work overtime and lose sleep than fail to deliver the result that someone else is expecting. Logistician personalities also tend to be extremely loyal, putting their duties above everything else.
- **Good at creating and enforcing order.** Logisticians loathe chaos and always seek to come up with some kind of structure or a set of rules, regardless of what they do. They also do not shy away from enforcing the existing regulations and have zero tolerance for rule breakers.
- **Calm and practical.** Logistician personalities very rarely lose their temper, always approaching things from a calm and rational perspective. They believe that emotions should not be part of the decision-making process and always have their feet firmly on the ground. Not surprisingly, this also makes Logisticians quite resistant to criticism (in most situations).
- **Honest and direct.** Logisticians strongly dislike mind games, reading between the lines and emotional manipulation. They do not mince their words and prefer an inconvenient truth over a reassuring lie.

## Weaknesses

- **Stubborn.** Logisticians often find it difficult to accept a different opinion, especially if it is not based on easily verifiable facts. They also tend to be reluctant to accept

changes or acknowledge that they were wrong, especially if that affects their lifestyle or habits.

- **Insensitive.** Logistician personalities prefer logic over emotions and often see the latter as irrational and distracting. Consequently, they may unknowingly hurt people who are more sensitive (e.g. the Feeling types).
- **Judgmental.** From the Logistician’s perspective, facts are all that matters. If someone is unwilling to accept those facts or simply does not know them, the Logistician may find it difficult to respect that individual, especially if they refuse to acknowledge that their opinion is wrong.
- **Always by the book.** People with the Logistician personality type like having a clear set of rules and guidelines – however, this often results in them being reluctant to bend those rules or try something new. As already mentioned above, Logisticians cannot stand chaos and may feel lost and vulnerable in an unfamiliar, unstructured environment.
- **May often unreasonably blame themselves.** Their strong sense of duty often makes it difficult for Logisticians to relax and stop overloading themselves with work. Sooner or later, the workload becomes unbearable and then the Logistician may feel terrible for failing to fulfill what they see as their duty.
- **Often clueless when it comes to romantic relationships.** Many Logisticians are likely to have difficulties dealing with anything that does not require logical reasoning and this weakness is especially visible in interpersonal relationships. They may overanalyze everything and get frustrated trying to understand how the other

person thinks, try to use a nearly scientific approach to dating, or just give up altogether.

# Motivation and Self-Esteem

Closely related but different, your self-esteem, self-respect and self-confidence are the sources of your motivation. Self-esteem speaks to your sense of your own worth. Self-respect speaks to how much you like yourself. Self-confidence is where you find the energy that moves you forward in your life. Much of our core motivation comes from trying to successfully satisfy these core aspects of ourselves. Think of them as three powerful psychological engines that, when understood and harnessed, can lead to a successful and fulfilling life.

However, like anything in life, if you allow these engines to overwhelm you, they can also be a source of great difficulty. Think of it like an engine overheating. This is usually caused because something in our psychological make-up needs support, and so we overcompensate to gird that which feels weak to us. If for some reason we're not feeling self-confident, we might pour on the thing that gives us confidence. The problem is that sometimes we crank it up too high trying to compensate.

The first section in each part represents the tendencies in their healthy form. When people use these motivators in a balanced way, they can help them be productive and happy. This represents the ideal expression of the motivator.

The second represents tendencies to watch out for if the engine begins to overheat. The purpose is not to describe anyone specifically. The descriptions in the second part may sound extreme, and they probably are for most Logisticians and other Sentinels. People generally exist at different degrees somewhere between fully this and fully that. Life has a way of socializing us and balancing us regardless of our foundational traits. When reading the second part, think in terms of tendencies and regard it more as a cautionary tale.

Self-improvement is about stepping outside one's comfort zone to expand your life for the better. The third section suggests a simple way to get along more effectively in the world through some simple rebalancing exercise.

## Self-Esteem

Logisticians measure self-esteem by their reliability. They take their duties seriously. If you want a job done well, find yourself a Logistician. They measure their self-worth by the efficient and thorough execution of tasks. If they say they're going to do something, they are going to go all out and do their best. Failing to do so can be a painful blow to their sense of self.

Logisticians base their worth on practical results. Because of this, they don't care so much about innovation or artistic expression. When there are such "bohemian" wild cards in play, you can't predict the results and that's what reliability is all about. For Logisticians sense of self-worth, visionary efforts are subordinate to the practical, the tried and the true, and kept promises.

A by-product of this motivator is loyalty. Loyalty is, by definition, an expression of reliability. You won't find anyone there for you more reliably than Logisticians. It's important to their sense of self that when they commit to something or someone, they invest themselves fully. They will stand as a reliable life-partner, friend, or employee.

**When the quest for self-esteem goes out of balance:** Reliable? What can go wrong? Can you be too reliable? Even the most positive motivators can go wrong if they become "overheated".

The French have a phrase “mise en place” which means “putting in place”. When French chefs apply this idea, they have all the ingredients prepared, arranged and within reach. That way, when the cooking begins, everything is under control. There are no surprises to interrupt them as they prepare the dish. Logisticians like it when their world reflects a “mise en place” philosophy, and it serves them well. Unfortunately, the world is not like that. When Logisticians try to make the world in their image and attempt to guarantee reliable outcomes, it may drive them to act stubbornly and be rigid. They may go overboard as they try to force everything to be as they believe it “should” be.

Reliability depends on no surprises or no chaos. Unfortunately, much of what humans regard as growth occurs in the presence of risk, experimentation and embracing the unknown. Maturing and evolving can be a messy business whether it’s a person or an organization that’s growing. Logisticians don’t typically like it when things are messy. Their need for predictable outcomes can seriously hamper their development. It might also put them out of sync with a changing world.

Another substantial problem may occur when Logisticians try to cater to their sense of self-worth is overburdening themselves. If Logisticians insist on living their lives as “the most reliable person in the room”, they can become overloaded with responsibility. This can take a serious emotional or physical toll in time. It’s impossible for anyone to handle everything or and keep it all under control, even Logisticians. Because of this penchant for controlling the outcome, they often have trouble relaxing, and we know that stress is a killer.

**Self-esteem rebalanced:** Logisticians need to practice letting go on many levels and with many concerns. It’s more about attitude than it is about action.

One of the most effective ways to let go is to consider "what if" scenarios. What if you don't strictly enforce this rule? What is the worst thing that can happen? Five years from now, how much will this matter? What if I said "no" rather than take on one more responsibility? What would the results of that be? Would it really not get done? What if I did deviate from the way I typically do things? What if I did it differently this time? What would be the worst thing that could happen if I put this off for a few days?

There is little danger for Logisticians if they should choose to lighten up just a bit. Entertaining the above scenarios will most likely not be the cause of them slacking off in any serious way. It's just not in the Logistician nature. However, challenging inflexible thoughts could be a useful tool. The exercise might allow Logisticians to refocus and gain a more reasonable definition of what it means to be reliable should things become overwhelming.

## Self-Respect

Logisticians respect themselves when they feel like they're doing something good. Their need to respect themselves will drive them to contribute in positive ways. They like themselves most when they take care of others. This might involve helping or taking care of someone directly. Or it might be a more indirect expression of caring for people, like running an office or organization efficiently or keeping a household running smoothly. Logisticians respect themselves when they make people's lives' easier. It's wonderful to have Logisticians in your life. They'll have your back and try to take care of you even when you don't ask for it.

**When the quest for self-respect goes out of balance:** When Logisticians overcompensate and become too busy doing good for others, they are in danger of their

own needs not being met. Achieving sainthood may have its attractions, but living a balanced and full life is usually not one of them. If trying to meet everyone else's needs becomes overheated, Logisticians may lose sight of their own. This might work fine for a time. However, it's possible that they will look back from the future with regret because they didn't show as much concern for their own well-being as they did for others. Self-neglect can be responsible for mental or physical health difficulties. Logisticians would do well to be vigilant about taking care of themselves.

**Self-respect rebalanced:** If the altruistic tendencies of Logisticians become overheated, it may be time to evoke the "Flight Attendant Rule". If you listen to the preflight instructions, you'll notice the flight attendant offering a special instruction to passengers with children. If the oxygen mask falls from the ceiling, they tell the adult he should don his own mask first before helping the child. The obvious reason is if the adult passes out, he is of little use to anyone. The adult taking care of himself first is important to the child's well-being.

Logisticians would do well to consider the Flight Attendant Rule, especially if they feel their lives are out of balance. If they don't take care of themselves – if they burn out because they are taking care of others while neglecting themselves - they can become useless and unable to be very helpful in time. Like the adult with the oxygen mask, Logisticians may want to focus on taking care of themselves first. That way they can stay mentally and physically healthy enough to continue the good work which, in turn, maintains their self-respect.

## Self-Confidence

Logisticians gain self-confidence through a sense of respectability. Logisticians may never show off or ask for recognition, but they do like others to pay positive attention to their

contributions. If someone recognizes their work, they feel proud and grateful. The presence of such appreciation creates the energy that pulls them confidently forward.

When you offer praise to Logisticians for the diligent and good work they do, they may respond to you humbly and even dismissively. However, you can bet the recognition is energizing them.

**When the quest for self-confidence goes out of balance:** The problem with any validation that comes from others is that it’s not always readily available. And if you ask for it, how sincere is that? If your self-confidence depends on a sense of others appreciating what you do, then what happens when there is no discernible trace of it?

For Logisticians, they may begin to doubt themselves and lose the energy that motivates them. If Logisticians start to sense a lack of appreciation, they may suddenly come across as needy in their attempt to compensate. It may not be overt. They may even try to gain recognition through various passive-aggressive means. Such action could throw off any goodwill they’ve earned through their good works. Think of Marie Barone, the mother character in “Everybody Loves Raymond”. When she feels she’s not getting enough attention for her cooking, housekeeping and other formidable caretaking skills, she makes pointed comments hoping the Barone family will notice her “sacrifices”. She uses guilt. She sometimes puts others down in order to provide a contrast that creates a comparison that puts her in a more favorable light. These passive-aggressive tactics are all designed to help her receive more appreciation. Instead, as these tactics always will, they end up creating resentment.

**Self-confidence rebalanced:** Should things get out-of-balance and they begin to feel underappreciated, Logisticians might do well to act counter-intuitively. It may be helpful for them to take some time to be alone and away from others who they look to for an

expression of gratitude. This is a real step outside of their comfort zone, since so much about their identity depends on doing for others. Such an exercise may feel impractical to them. But since stepping out of their comfort zone is where growth happens, it could produce extremely practical results.

Then, by themselves, they might take a simple self-inventory of all the good that they do. Taking a break to refocus on what is truly important may mute any need they have to obtain the praise of others. Psychology tells us that well-developed internal motivation is more reliable and more powerful than that which is external. A time away could provide an opportunity to restore a sense of motivation from within and may have a re-energizing effect.

As a bonus, the time alone to take an inventory may also help Logisticians realize others probably appreciate them, even when it doesn't appear to be. People forget to say, “Thank you” when they become used to something being done for them. In considering all Logisticians do, the inventories may help them have a sense that they must be appreciated.

# Logisticians and Emotions

We would also like to spend some time covering the area that most Logisticians are likely to find very problematic – handling of feelings and emotions.

Most Logician personalities pride themselves in remaining rational and logical at all times, seeing most emotional displays as a sign of weakness and irrationality. As people with this personality type also tend to be very honest and straightforward, it is no surprise that they are often seen as insensitive. Some Logisticians may go even further, claiming that they have no feelings or emotions at all, and that anyone who does is weak and irrational.

Ironically, Logisticians can be just as emotional, if not more so, than any other personality type. Everything depends on how we define and handle emotions – for instance, there is a world of difference between breaking down in public and simply being thoughtful or amused. For most Logisticians, public displays of emotion are outside of their comfort zone and consequently they will do their best to restrain themselves. However, this does not mean that Logisticians have no feelings – rather, they tend to be good at channeling their emotions and using logic to keep them in check.

One of the reasons behind the cold exterior is that people with the Logician personality type tend to be very proud of their knowledge and abilities – revealing emotions or even acknowledging that they exist may be a frightening prospect, especially if the Logician in question is relatively young and secretly not as confident as they would like to be. In such cases, the Logician will shield themselves with coldness and logic, allowing their Thinking trait to act like a protective big brother to the weaker, less developed Feeling trait.

Second, logic and rationality play a dominant role in the Logistician decision-making process – feelings usually only come into play when their Thinking trait cannot come up with a rational solution to a difficult problem. To give an example, if a Logistician is upset, they will not need to tell everyone around them that they are upset – on the contrary, they will focus on identifying why they are upset and then coming up with a logical solution to their problems. Alternatively, they will channel that energy into something productive.

That being said, emotions will always influence the decisions that the Logistician is making, at least to some extent – it is impossible to separate the two, even though most people with the Logistician personality type try hard to make decisions and solve problems without involving their feelings. How we process is also how we feel, and how we feel is also how we process – this applies to Logisticians as well. However, people with this personality type find it quite easy to deal with those emotions internally, without exposing them to the outside world, and this is why they may radiate that aura of logic and detachment.

So, to summarize – Logistician personalities can be very sensitive and have very deep feelings. Even though these emotions will be shielded from the public view by the Thinking trait and will (usually) not be the deciding factor in the Logistician decision-making process, this does not mean that Logisticians should be seen as, or should aspire to be, walking encyclopedias living by the mantra that emotions are for the weak. This is not the case and is not going to happen.

# Personal Growth

Knowing your strengths and weaknesses is great, but leveraging or addressing them is even better. Let us take a look at some of the ways to do that.

## What Are the Things That Cause Most Problems for Logisticians?

Logisticians are known for their love of facts. The amount of data that people with this personality type accumulate in their minds is simply unbelievable – this allows Logisticians to be very confident in their knowledge. On the other hand, such a trait inevitably forces them to filter out ideas that contradict existing facts and convictions. This is the reason why Logisticians tend to be less flexible compared to other personality types – this is their safeguard mechanism. Unfortunately, it is nearly impossible to grow without any growing pains and this applies to personal development as well. In order to develop as individuals, Logisticians must lower their shields from time to time, letting fresh and untested information through. They need to go beyond their comfort zone, beyond what they already know – people with this personality type are probably the ones most likely to get stuck in a rut and the sooner they recognize this danger, the better. This does not necessarily mean that a Logistician must force himself or herself to enjoy theoretical topics or abstract ideas – however, they should do their best to keep an open mind and not get too careful when it comes to new things or ideas.

Logisticians are also prone to seeing their responsibilities as sacred and untouchable – once a Logistician has been assigned a task, they will do everything they can to meet another person’s expectations (and even more importantly, live up to their own ideal).

Such an approach is not a problem per se – however, it can cause significant health, relationship and professional problems for a Logistician if they are not careful. Logisticians need to know that they have performed their duty well and they can also be very competitive – this can easily lead to a situation where, for example, the Logistician stubbornly declines their colleagues' offers of assistance, refusing to change their approach or share the workload. This can eventually cause major problems for the Logistician in the workplace, especially if the methods they are sticking to are less effective than those proposed by their colleagues – inflexibility is seen as a major weakness in today's corporate environment. Alternatively, the Logistician may soon find himself or herself overloaded with work once their colleagues realize that it is very difficult for the Logistician to say "No", especially if the request for help appeals to their sense of duty.

These are just two examples, but they apply to various other situations as well, ranging from education to parenting. In order to develop, Logisticians need to try putting their duties and responsibilities in perspective by asking questions such as "How do I know that I have enough facts to decide that this is the best way?", "Am I open to improving my skills and knowledge?", "Why do I feel uncomfortable when someone challenges me / asks me for help?" etc. Perhaps quite surprisingly, Logisticians are also vulnerable to criticism, especially if it is directed at their responsibilities – we cannot stress how important it is for Logisticians to recognize this. The huge collection of facts that people with this personality type tend to accumulate often gives them the illusion that they are invulnerable to criticism. This is definitely not the case and individuals who know how to manipulate the Logistician's sense of responsibility can easily cause enough stress and anxiety to push the Logistician into the "crash" mode.

Logisticians tend to be quite perplexed when it comes to emotional, intuitive and abstract matters such as feelings, brainstorming, thinking completely out of the box etc. No matter

how difficult it may be for a Logistician to accept this, there are many types that are much better at these things, even though they may not have the analytical abilities or the memory of the Logistician. Consequently, their critical comments may be entirely justified and valid. People with the Logistician personality type are likely to feel quite vulnerable when such matters form the basis of a conflict with someone close to them – they should consciously try to learn from this experience and explore such territory instead of raising their rationality shields and trying to stay in the comfort zone every time this happens.

As already mentioned, Logisticians are also very confident in their knowledge. This is usually a very attractive trait which makes it easier to charm a potential partner or get ahead on the career ladder. However, a Logistician should make sure that such confidence does not come across as arrogance or condescension – this is a sure way to alienate other people. Although Logisticians tend to be cooperative, their instinct in such situations is often to assume that those individuals are less intelligent or rational and therefore should be informed of the facts. This attitude may prevent personal growth and development, severely limiting the Logistician’s prospects. A mature and wise Logistician can achieve truly amazing things, but only if they recognize that their abilities and knowledge are not limitless.

It is also very important for a Logistician to accept the idea that their knowledge can and will be enhanced as a result of consciously seeking opportunities to connect with and listen to other people, even to those who focus more on emotions than on logic and facts. The one thing that all Logisticians are afraid of is that something can destabilize the set of rules, procedures and traditions that they have surrounded themselves with. Of course, there needs to be an emotional distance between the Logistician and the environment – however, the Logistician is not at risk just because they spend some time listening to someone that lived in a different age, pursues a different dream or is not as experienced

in the field of their interest. Confidence must not become a limiting factor and overshadow the curiosity – in the words of Socrates, “I know one thing, that I know nothing”.

Rational thinking and unquenchable desire to do their best on every occasion inevitably lead to another typical Logistician weakness – relentless perfectionism. This can be a great trait, but it often becomes disastrous in personal relationships or even the professional environment, if the Logistician is unable or unwilling to control their mind. Neither the Logistician, nor their partners or colleagues will ever be perfect, and it is crucial that the Logistician recognizes this and does not get lost in never-ending thoughts about how this and that could be improved, or where they have possibly failed in their duties. No matter how difficult this may seem, Logisticians need to learn how to live in the present when it comes to such situations, letting their mind rest and enjoying the experience rather than seeing their duties as the most important thing in the world.

Finally, Logisticians should try to develop their emotional side and the Feeling trait. People with this personality type tend to have difficulties expressing their feelings and may even be seen as cold and reserved. This is to be expected – nearly all Thinking types share this trait. However, Logisticians are also prone to making other people uncomfortable with their unexpected emotional outbursts – this is the weakness that every Logistician should try to recognize and address. A stressed-out or emotional Logistician is highly likely to lose that amazing ability to think clearly and rationally, which may even send them into depression or self-loathing.

Another area that we should cover here is Logisticians’ social skills. By definition, Logisticians are Introverted, which means that they draw energy from within, feeling most comfortable alone or in low-pressure social situations. Logisticians can cope with small talk, if it revolves about various details of daily life – but prolonged social contact is likely

to exhaust them. Furthermore, people with this personality type have the Thinking trait, which means that they choose facts over feelings, finding it difficult to empathize or connect at the emotional level; they also prefer Judging when it comes to tactics, which forces them to seek closure instead of simply going with the flow of conversation. The combination of all these traits often leads to awkwardness in social situations, especially if the other person is not willing to take the lead. In turn, the Logistician may often experience anxiety well in advance of the social event, knowing that it is likely to be a challenge.

Now that we have covered the main weaknesses of this personality type, let us move on to their strengths.

## How to Make Good Use of Logistician Traits?

The most impressive trait of all Logisticians is that they are very determined and willing to do whatever is necessary to achieve their goals. They will work hard and not shy away from routine tasks. Logisticians' integrity and respect for rules also have no limits – this personality type is definitely one of the pillars of our society. Consequently, Logisticians are usually seen as highly trustworthy and responsible people, who can get the job done. This is highly likely to help them achieve success in careers that are generally seen as traditional and hierarchical – public service, military, medicine, education etc. Logisticians thrive in the environment that is built on rules and structures. This is their element. That being said, a Logistician should also try to challenge themselves and seek personal growth and development wherever possible – it is way too easy to get used to simply being another cog in the machine. Logisticians can be much more than this, but they must put in the effort to become more balanced.

Logisticians also tend to be stereotypical jacks-of-all-trades in many diverse fields. Those immense collections of facts that most Logisticians carry around in their heads allow people with this personality type to quickly find a method or an idea that can be used to resolve a specific issue. This is one of the most important benefits that Logisticians gain from challenging themselves and engaging in activities or exploring areas beyond their comfort zone. A Logistician can only achieve their full potential once they start taking personal development seriously. Furthermore, someone with this personality type is likely to use that knowledge for the betterment of the society as the whole rather than for their own benefit – this quiet dedication and perseverance is what makes Logisticians such model citizens.

The Logistician mind is at its best when it comes to analyzing facts and discrepancies or making sure that the system works how it is supposed to. Logisticians can process the incoming information in a systematic way, quickly determining its usefulness and validity, and then placing that piece of the puzzle in the right drawer deep within their mind. This makes them excellent analysts and inspectors, but there is one caveat. In order to achieve the full potential of their abilities, Logisticians need to maintain a balance between their Observant and Thinking traits. Think of this in terms of checks and balances – both traits need to keep each other in check. Used properly, the Observant trait should be given priority when it comes to assessing ideas, but pushed to the back when it is necessary to think outside the box; in contrast, the Thinking trait should keep the Observant trait in check, but not filter the incoming data too much.

Another thing that Logisticians are known for is their sense of humor. People with this personality type can be really witty when they want to – thanks to their Observant energy style, Logisticians have no difficulties noticing the tiniest things and coming up with interesting retorts. The Logisticians’ encyclopedic knowledge also tends to prove very

useful in such situations, with the Logistician often coming up with a random, somewhat related fact that once again makes everyone else wonder why they happen to know that. This sense of humor can also be the Logistician’s savior in situations where they are expected to relax and “have fun” – as other people are likely to nag the Logistician to come out of their shell, a little bit of self-deprecating humor will go a long way in such cases.

Logisticians are likely to have good social connections, despite the issues discussed in the previous section – this trait is very rare among Introverted types. There are several reasons behind this, the most important one being their respect for established social structures and traditions. If a Logistician believes that they are expected to engage in social interaction with others, they will feel far more comfortable doing that. This can make everything much easier for a Logistician – not many other types have such a potent combination of connections, analytical mind and vast collection of facts. However, it is crucial that Logisticians get more in touch with their emotional side – people with this personality type are not naturally sensitive and they tend not to care much about arguments based on feelings and emotions. This is not a bad thing, but Logisticians should bear in mind that the majority of people belong to one of the Feeling types – it would be quite unwise to discard half of the society simply because you are unwilling to grow and recognize the value of different opinions. Developing the Feeling trait would also allow Logisticians to become less rigid and, ironically, less vulnerable to criticism – it is much easier to remain calm in such situations if you are in touch with your emotional side.

## Your Dark Side

Each personality type has its dark side – it may emerge under extreme stress or fatigue, especially if the individual is frustrated by their real or perceived weaknesses. In those cases, their “evil twin” may manifest itself as the complete opposite of their personality,

throwing the underdeveloped shadow traits into the light. Outwardly, it would seem as if the individual has suddenly decided to adopt a completely different approach to many things, including their career, romantic relationships, habits and so on. Inside, the individual is likely to feel confused and split between two completely different worldviews.

In some circumstances, such a change may not be sudden or short-lived – the individual may choose, either consciously or unconsciously, to behave in this way for a very long time if, for instance, they seek to fight their overly protective parents, restrictive environment, bad memories etc. Some examples of such behavior could be:

- an exemplary student leaving their parents’ house and becoming a party animal in college;
- a sociable, friendly and sensitive guy purposefully isolating himself from the outside world and being obsessed by radical ideas after a senseless crime committed against his close friend;
- a quiet, conservative girl suffering from a bad break-up suddenly becoming far more liberal or embracing a completely different philosophy when it comes to choosing partners.

It is not impossible that the individual’s social circle will encourage them as well, by complimenting the clearly visible changes, e.g. more spontaneity, sensitivity or willingness to take risks – this would also reassure the individual, maybe even leading them towards a conclusion that this is actually their “real” personality and their previous persona was just a repressed version of their “real” self.

Logisticians are not an exception to this rule. Your “evil twin” would be an unhealthy version of the Campaigner personality – it may push you towards things like emotional

outbursts, blindly following random idealistic goals, choosing a completely unstructured lifestyle, befriending random strangers etc. This may even feel liberating at times – for instance, you may feel strangely energized by social interaction or risky decisions that pay off – but that state is likely to be short-lived, succeeded by feelings of emptiness and confusion.

In such circumstances, it is important to remember to stop and think hard about who you truly are and whether your behavior is a true reflection of your inner self, or only a temporary mirage created by your mind to serve some kind of purpose (e.g. to try something completely different). Do not think about what you *are* (an engineer, a nice guy or a brilliant student) – that is irrelevant. Rather, think about what you can *do*. Pick up a blank sheet of paper and a pen, sit down and try to think of your purpose in life, of something that you would really, really want to create, experience or achieve in 5, 10 or 20 years. Any random thought will do, just keep writing them all down. You will definitely know when you have hit the right one – it may even make you cry. That will be the definition and reflection of your true self.

Simply being familiar with the fact that each one of us has a dark side is a good thing – this will enable you to spot when that “switch” has happened, either within yourself or within someone close to you. Otherwise, you may be oblivious to what is going on and even think that it would be a good idea to shut down any doubts and simply “double up” on whatever you are doing, getting drawn deeper into the never-ending spiral of cheating yourself. It is one thing to use and develop your weaker traits wisely – it is quite another to give in and let them lead the way completely unchallenged.

## Emotional Stability

Another important area related to Logisticians’ personal growth is emotional stability. This is determined by the last trait that we discussed in the “Logistician Type Traits” section above (the “Identity” subsection) – you would have also seen your personal score after completing our personality test. There are two sides of the “Identity” scale:

- Assertive – people with the Assertive identity are emotionally stable, calm, relaxed and refuse to worry too much.
- Turbulent – people with the Turbulent identity are self-conscious, perfectionists, care about their image and tend to be success-driven.

Most individuals are close to the middle on this particular scale, although that depends on the social environment and sex of the individual. For instance, women tend to be further to the right side of the scale (i.e. more likely to have a Turbulent identity), although that varies from region to region – sex differences are negligible in Africa and Asia, but rather significant in the Western world.

If you are an Assertive Logistician, you are likely to be quite comfortable with your identity – you know what your strengths and weaknesses are, and do not hesitate to leverage them where possible. You may be relatively perfectionistic, but you do not go overboard with it, knowing that no one is perfect and no project is worth obsessing too much about. Similarly, you do not feel threatened by minor challenges, remaining calm and focused in stressful situations. All Logisticians tend to be rather firm when it comes to principles and traditions that are important to them, but Assertive Logisticians go further, feeling confident about their convictions regardless of the opposition. Furthermore, Assertive individuals are unlikely to internalize emotions, instead choosing to express them freely –

this means that even deep down, they are not really affected by either negative or positive feelings. They rarely get stressed or excited, staying calm and composed at all times.

On the other hand, Assertive identity is not always a positive thing. A certain level of self-consciousness or occasional “emotional rollercoasters” can be quite useful, especially from the personal development perspective – for instance, Assertive Logisticians are likely to have a lower drive and potentially productivity, due to lower sensitivity to negative outcomes. People with this variant of the Logistician personality also tend to be more forceful and self-confident, which can isolate them from other people – it is important to remember that Logisticians have a rather unique set of traits and skills, and these differences set them apart, even without taking Assertive identity into account.

In contrast, if you have a Turbulent identity, you are likely to be rather anxious about your performance and prone to worrying too much about the consequences of your actions. As a Logistician, you would still be rather confident in your principles, knowing that you are hardworking, responsible and trustworthy – however, it is also likely that you would push yourself to the limit, internalizing all the stress and worry that would inevitably accompany your perfectionism. Deep down, you may also care about how other people perceive you (or how your ideal self would perceive you), even though you may do your best to not reveal that sensitive side of yours. This would lead to certain “emotional rollercoasters”, with you feeling at the top of the world when you see your ideas become reality, and then plunging into the abyss when you are forced to face your weaknesses or when you feel lost or can no longer cope with the workload. Turbulent identity is inseparable from higher stress levels, which can also lead to health problems if left unaddressed.

Then again, there are certain advantages to having a Turbulent identity. For instance, it could be argued that because Turbulent Logisticians are more success-driven and self-

conscious than their Assertive cousins, they can also potentially achieve better results and become more well-rounded individuals instead of feeling satisfied with where and who they are.

Regardless of whether you are an Assertive or a Turbulent Logistician, everything depends on your willingness and ability to address the challenges posed by your identity type. Each side has its own advantages and disadvantages, although generally you should try to stay close to the middle of this scale in order to achieve optimal results and grow as an individual. If you have an Assertive identity, learn to recognize the benefits of setting more difficult goals for yourself and occasionally giving it to your emotions – they are an inseparable part of our lives and Assertive Logisticians should not try to present themselves as shining beacons of duty and devotion, who cannot be affected by mood swings or social expectations. Similarly, if you have a Turbulent identity, learn how not to internalize stress or negative emotions, and do not see yourself as a superhuman who must always aim for the best and never fail.

# Romantic Relationships

Logistician personalities are dedicated and loyal partners, devoting an enormous amount of effort to ensure stability and mutual satisfaction in a relationship. They also tend to be very responsible and relatively conservative while dating. Once a Logistician commits to a relationship, they will stick to their promise until the very end – people with this personality type gladly accept their duty to play a specific role in the relationship.

Logisticians approach relationships from their usual rational and traditional perspective. Dating a Logistician may not be easy as they are likely to need some encouragement and patience – Logisticians are Introverted individuals, after all – but that shell often hides a strong and quiet determination and reliability that is rarely seen among other personality types. People with this personality type are unlikely to experiment with things that are completely out of the norm – they will respect traditional gender roles and social rituals. On the other hand, Logisticians pay a lot of attention to fulfilling their duties, which naturally include being a good partner and making their significant other happy. For instance, if the Logistician's partner is more spontaneous, the Logistician will try hard to keep up, although it is likely that they will eventually try to convince their partner to settle down and behave more responsibly.

Logistician personalities are hard workers, and this covers their relationships as well – they will do their best to fulfill their duties and keep the relationship functional and stable. Logisticians can easily take care of daily tasks and they also tend to pay a lot of attention to their weaknesses as a partner (e.g. when it comes to emotional support, something that Logisticians often find challenging), as soon as they realize that their partner needs this.

That being said, Logisticians tend to believe that their approach is always right, especially when they are faced with criticism. Logisticians should remember that "winning" the debate might often cause them to lose much more outside of it, especially when it comes to a romantic relationship and even more so when that relationship is still in the dating phase. Some Logisticians also make the mistake of trying to get their partner to comply with the traditions and rules that are dear to the Logistician's heart. While such endeavors do succeed sometimes, more often than not they do not achieve anything, causing frustration and tension instead. We are who we are, and trying to get another person to adapt their personality type to suit your preferences is a fruitless exercise.

Finally, Logisticians are not very good at sensing their partner's feelings and emotions. This may cause some issues if their partner has a strongly expressed Feeling trait as these personalities tend to expect a lot of emotional support, which does not come naturally to Logisticians. Every Logistician in a romantic relationship, no matter if it is beyond the dating phase or not, should pay particular attention to this matter. That being said, Logisticians' feelings run very deep and can be very powerful – but they will be expressed in a way that will be very different from the usual cuddling, kissing and saying "I love you" every couple of minutes. They may do that as well, but only because they have learned this is expected, not because they feel that way. Generally, Logisticians tend to be wonderful mates – loyal, honest and always eager to work on improving the relationship.

## Potential Pairings

Let us now take a look at all potential trait pairings – this will help you understand how those combinations work in romantic relationships. Each combination of traits brings different things into the relationship, sometimes positive and sometimes negative – knowing what to expect will definitely help you further down the road. However, please

remember that each individual is unique, and what is true for one may not be true for another. Ultimately, you will be responsible for figuring out what exact role these traits play in your relationship.

## An Introverted (I) Partner

The best thing about being in a relationship with another Introvert is that you both are likely to be entirely self-sufficient. Spending time alone is not going to scare you that much – nor would the idea of staying at home and doing something together instead of going out. You are not going to feel a strong need to be around other people – talking with your partner will suffice.

You will also be in a good position when it comes to resolving problems in a relationship. As Introverts, you will both be used to discussing something and then going through all the details in your mind, as opposed to dealing with it externally, i.e. by relying on the actual discussion process.

As Introverts, you would have been pushed to "go out and socialize" numerous times in your lives. This is not going to happen in your relationship – in all likelihood, having a couple of close friends will fulfill all your socialization needs.

On the other hand, this is what brings us to the next part, where we are going to talk about difficulties you are likely to face. As you are both going to be quite reserved, you will likely have a situation where neither partner is willing to step up and push the other to socialize – or take the lead in a social event that you cannot escape from (e.g. wedding of a relative). Despite being Introverts, you are going to need at least some socialization if you want to avoid feeling isolated. The fact that you both are used to dodging social interaction is going to make this difficult.

You may also have difficulties when it comes to resolving conflicts. As mentioned above, introspection is great when you are analyzing your mistakes – the problem is that you need to become aware of those mistakes to begin with. As you both are likely to keep your thoughts to yourselves instead of throwing them out in the open, you will probably encounter many situations where one of the partners is keeping the feelings of resentment inside, allowing them to build up, instead of talking about them. You will have to consciously work on improving your communication and get used to opening up.

Tips for both individuals:

1. **Be patient.** Your potential partner may need a lot of time to open up to you.
2. **When dating, choose locations without much social pressure.** Your potential partner may feel uncomfortable with many other people around.
3. **Do not overcompensate.** Small talk is unavoidable in the dating phase, but you are unlikely to be good at it. Do not overcompensate by trying to appear chatty and sociable or pushing your potential partner to talk. At best, you will look insecure and the other person will feel uncomfortable.
4. **Speak up.** Once you transition into a relationship, you will need to remind yourself to share your thoughts with your partner instead of sticking to your habit of keep everything to yourself. Communication is key in an Introvert- Introvert relationship.
5. **Do not get stuck in a bubble.** You may both have difficulties when it comes to socializing with other people. Make sure that you do not falsely reassure each other that such interaction is completely unnecessary, even though this may seem to be an easy option.

## An Extraverted (E) Partner

The best thing about being in a relationship with someone who does not share your first trait is that you are going to balance each other out quite well. The Introvert will encourage the extravert to slow down and take a moment to think before acting, to spend more time reflecting on things before jumping straight into the action. The extravert, on the other hand, will draw the Introvert out from their shell, playing the role of the socializer in the relationship, encouraging their partner to establish new social links and taking care of any social obligations that the couple might have.

These differences will also be beneficial when it comes to resolving conflicts in the relationship. However, it is crucial that both partners are mature and willing to listen to each other instead of sticking to their own guns and refusing to accept different viewpoints most of the time. If all goes well, both partners will be able to cover each other's strengths and weaknesses.

That being said, each stick has two ends and personality differences may also have a negative impact on the stability and health of the relationship. If one (or both) of the partners is not very mature, they may have difficulties understanding the other person's perspective. In such circumstances, the extravert may get frustrated by the fact that their Introverted partner is more reserved and private, or has poor social skills. And vice versa, the Introvert may get annoyed by the extravert's chattiness or need to socialize.

It is crucial that both individuals make conscious efforts to understand each other – in all likelihood, they will both think that their way of life is perfectly normal and it is the other person who is strange. For instance, the fact that we tend to surround ourselves with friends who are like us is not going to help either – this simply reinforces our positive perception of ourselves along with the idea that our traits are the right ones. The only way

to get out of that bubble is to push the limits and try to see the world through another person’s eyes. When an Introvert and an Extravert form a relationship, they give each other an excellent opportunity to do just so.

Tips for your partner:

1. **Be patient.** Your potential partner may need a lot of time to open up to you.
2. **When dating, choose locations without much social pressure.** Your potential partner may feel uncomfortable with many other people around.
3. **Do not be overbearing.** Small talk is often a challenge for Introverts, even though it is unavoidable in the dating phase. Do not be overbearing by trying to get your potential partner to talk extensively about themselves. At best, they will feel uncomfortable.
4. **Be tolerant.** Your partner is likely to have difficulties when it comes to socializing with other people or even yourself for an extensive amount of time. Remember that they get exhausted by social interaction, unlike you, who is recharged by it. There will be times when they will want to be alone – be understanding, give them space and do not ask them what is wrong. This has nothing to do with you – your Introvert simply needs some time alone to recharge.

Tips for you:

1. **Do not overcompensate.** Small talk is unavoidable in the dating phase, but you are unlikely to be good at it. Do not overcompensate by trying to appear chatty and sociable – let the extravert take the lead. Otherwise, you will simply look insecure.

2. **Speak up.** Once you transition into a relationship, you will need to remind yourself to share your thoughts with your partner instead of sticking to your habit of keep everything to yourself.
3. **Do not get stuck in a bubble.** You will likely have difficulties when it comes to socializing with other people. Your extraverted partner will probably take care of this in social situations, but that does not mean that you should not make conscious efforts to bring something to the conversation. Do not get lazy.
4. **Be tolerant.** Your partner is likely to have difficulties when it comes to understanding why you need to spend time alone instead of talking to them. They might also worry that they have done something to offend you – as extraverts recharge while spending time with other people, your partner may not know that you need exactly the opposite. Take your time to explain how your mind works.

## An Intuitive (N) Partner

This is one of the most challenging, yet potentially most rewarding combinations. These traits determine how we see the world, how we think, how we communicate – and this is just scratching the surface. In some relationships, the schism between the Intuitive and Observant traits is too great to bridge, and both partners may spend a lot of time thinking what they are doing wrong, why their significant other seems to misunderstand them all the time and why they just do not listen. In other cases, both individuals are able to acknowledge their differences and turn them into strengths, thus neutralizing each other’s weaknesses.

Actually, the main difference between Intuitive and Observant energy styles is quite easy to define. The Intuitive partner will focus on abstract things – ideas, introspection,

possibilities, dreams, connections between events etc. Intuitives are *imaginaries* who spend more time thinking about the future than the present. The Observant partner, on the other hand, will prioritize concrete things – objects, senses, observation, facts, daily matters etc. Observant individuals are *doers* who focus on the present moment rather than the future.

Not surprisingly, this affects everything else, from observational abilities to communication styles. It is absolutely crucial that you both take time to understand how the other person thinks and processes things - all other traits fade in comparison. It is also worth noting that Observant personality types dominate the society and this often leads to Intuitives' traits being dismissed as impractical or unrealistic – the Observant partner should avoid labelling their partner as "odd" or getting frustrated because "this is not what most people do". Respect the differences.

If all goes well, however, you are likely to have a very rewarding relationship. The Intuitive partner will be able to inspire their significant other and come up with a myriad of interesting ideas, always keeping the relationship fresh and interesting. The Observant partner will be able to ensure that those ideas are grounded in reality, as well as handle practical matters that the Intuitive may forget. As always, communication is key in such relationships - there will be plenty of misunderstandings, especially at the very beginning, but they are unlikely to cause lasting damage if both partners are open-minded and willing to compromise.

Tips for your partner:

1. **Be patient.** Your Observant partner is likely to have difficulties understanding some of your ideas.

2. **Improve your observation skills.** Your imagination is a great asset, but it is not going to help when, for example, you have to remember your partner’s favorite perfume or where you put the car keys.
3. **Keep your feet on the ground.** Intuitives often overestimate their abilities, enthusiastically embracing new and exciting ideas without thinking about the actual implementation.
4. **Remember to enjoy the present.** You are likely to spend way too much time thinking about the future. Find a way to enjoy the present as well - time flows quickly. Your Observant partner will certainly be able to help you with this.

Tips for you:

1. **Be patient.** Your Intuitive partner is likely to have difficulties handling practical tasks or noticing things.
2. **Improve your introspection skills.** You are likely to be practical and realistic, but it is also often necessary to spend some time reflecting on things. Forget the practical world and let yourself dream every once in a while.
3. **Be imaginative.** Observant individuals often focus too much on routines or physical things. Embrace your imagination and do not be afraid of exploring ideas without knowing whether they are actually practical or implementable.
4. **Remember to think about the future.** You are likely to focus either on the past or the present - find some time to think about the future as well, no matter how scary this may be. This does not mean that you should make complex long-term plans -

simply imagine and explore possibilities in your mind. Your Intuitive partner is probably doing this all the time - you need to meet each other halfway.

## An Observant (S) Partner

As Observant individuals, you are both likely to prefer relying on your senses over introspection – that is, you will spend more time keeping your feet on the ground as opposed to exploring the world of ideas. A relationship between two Observant types is usually very straightforward, practical and fun – both partners are usually able to handle practical tasks very well, focusing exclusively on real and tangible things. The combination of pragmatism, down-to-earth attitude and “let’s just do it” approach is likely to be a great driving force in your relationship.

Observant types form the majority of the population (75-85%) and many traditions and social norms revolve around your traits as well. Consequently, you are unlikely to have difficulties understanding each other or finding things to do. All Observant individuals enjoy things that they can see, touch and feel - therefore, activities that excite you will probably be attractive to your partner as well and you will not need to worry about being misunderstood. This is a great advantage both in the dating phase and later on in the relationship.

Unfortunately, this is just one side of the coin. Your pragmatism and observation skills will be very useful in everyday life, but you may have difficulties when it comes to imagination and reflection. This does not mean that Observant types are unimaginative – quite the contrary, they are often brilliant artists. However, that tendency to rely on the real world and ignore all things abstract can often lead to too much of routine or overstimulation of senses (e.g. by only focusing on material things). There will be times when it will be necessary to brainstorm about the future or reflect on things, disagreements or events –

you are both likely to have difficulties in this area and addressing this should be one of your priorities.

Another problem that you are likely to face is your relative inflexibility. Observant types tend to be quite protective of their habits and may feel uncomfortable in situations that require innovative thinking and quick, imaginative solutions. It is important to take time to forget the habits and let yourselves dream and fantasize every once in a while - keep your feet on the ground, but your eyes on the stars.

Tips for both individuals:

1. **Improve your introspection skills.** You are both likely to be practical and realistic, but it is also often necessary to spend some time reflecting on things. Forget the practical world and embrace your imagination from time to time.
2. **Be imaginative.** Observant individuals often focus too much on routines or physical things. Do not be afraid of exploring ideas without knowing whether they are actually practical or implementable.
3. **Remember to think about the future.** You are both likely to focus either on the past or the present - find some time to think about the future as well, no matter how scary this may be. This does not mean that you should make complex long-term plans - simply imagine and explore possibilities in your mind.
4. **Do things that engage your senses.** You both will find it easier to deal with practical things than ideas, so look for activities that require good use of all five senses (e.g. sports, hiking, dancing etc.). This is especially important in the dating phase.

1. **Be careful with criticism.** As Observant individuals, you will both have your feet firmly on the ground, but that also means that you are likely to have disagreements over how to deal with practical things, each having your own opinion. Stay calm and compromise.

## A Thinking (T) Partner

A Thinker-Thinker relationship is usually free from dramas and emotional arguments – there will be disagreements, but they will be more reminiscent of calm, factual discussions than emotional storms. This does not necessarily mean that your disagreements will always be easier to overcome compared to the arguments between a Thinker and a Feeler, or between two Feelers – you will simply argue at a different level.

It is also important to point out that the dominance of the Thinking trait does not mean that the individual is unemotional. Both Thinkers and Feelers are capable of deep feelings – however, Thinkers tend to hide those feelings from the outside world. They want to stay in control, to not lose their heads regardless of the circumstances – and this is what creates that aura of indifference. Do not assume that your partner is completely calm and happy just because they are not showing their emotions.

This takes us to one of the main challenges in Thinker-Thinker relationships – expression of feelings. In all likelihood, you are both used to keeping your emotions inside, protecting your inner core from outside interference. This usually works very well in the professional environment, but romantic relationships come with a different set of requirements. There will be times when you will have to support your partner emotionally, express your feelings for him or her, or simply encourage them.

These things may not come naturally to you and it is very likely that you will feel quite vulnerable in such situations – however, it is important that both partners make conscious efforts to open up from time to time, showing what they truly feel.

Tips for both individuals:

1. **Do not be afraid to share your feelings.** You do not have to pretend that you are a highly rational robot in order for your partner to respect you. Expressing your feelings is perfectly OK.
2. **Be open-minded.** As Thinkers, you may find it difficult to tolerate a point of view that does not correspond to the facts you know. Accept the fact that your partner may have a different opinion.
3. **Be careful with criticism.** As Thinkers, you are likely to be quite resistant to criticism, but that does not mean that you should be dishing it out every time your partner makes a minor mistake. Just because there was little emotional reaction does not mean that your comments did not hurt.
4. **Know how to relax.** There is no need to contain yourself when you are having fun with your partner – learn to stop worrying about whether something makes sense.

## A Feeling (F) Partner

A Thinker-Feeler relationship can be extremely rewarding as both individuals will be able to teach each other how to look at things from an entirely different perspective. However, it is crucial that both you and your partner understand and respect your differences – there is nearly always some unjustified criticism coming from both sides. The Thinker complains that their partner is too emotional or irrational, and the Feeler responds by saying that the

Thinker is cold and heartless. Such criticism becomes even more damaging when the Thinker is a woman and the Feeler is a man, with various social expectations coming into play as well.

The dominance of the Thinking trait does not mean that the individual is unemotional. Both Thinkers and Feelers are capable of deep feelings – however, Thinkers tend to hide those feelings from the outside world. They want to stay in control, to not lose their heads regardless of the circumstances – and this is what creates that aura of indifference.

Likewise, the dominance of the Feeling trait does not mean that the individual is irrational – they are simply using a different set of criteria, putting harmony and sensitivity above cold, hard facts. Feelers tend to show their feelings quite clearly, as opposed to containing them as Thinkers do – however, their decision process is still perfectly rational.

Both these perspectives are perfectly valid and this is one of the most important lessons you will have to learn in your relationship. If both partners are tolerant and open-minded, a Thinker-Feeler relationship can be very inspiring and successful, with the Thinker making fact-based decisions and the Feeler bringing in warmth and harmony into the relationship.

Tips for you:

1. **Be tolerant.** Remember that your partner may not value the facts as much as you do – they are likely to prioritize harmony, values and morals.
2. **Observe.** Your partner is likely to be good at gauging other people’s emotional state and they may expect the same from you – try to learn how to read the cues. Yes, it can be frustrating to hear “I am fine” when something is obviously wrong, but bear in mind that this is simply a mismatch of expectations. You are used to dealing with data, they are used to dealing with emotions.

3. **Be careful with criticism.** Feelers tend to be very vulnerable to criticism – be careful when you are pointing something out and try to do this in a calm, non-confrontational manner.
4. **Know how to relax.** There is no need to contain yourself when you are having fun with your partner – learn to stop worrying about whether something makes sense.

Tips for your partner:

1. **Be tolerant.** Remember that your partner may be more interested in facts than in what other people feel – they are likely to focus on finding a rational solution.
2. **Stay calm.** Try not to take criticism personally – in some cases, your partner will simply be criticizing an idea or assessing a situation as opposed to pointing out your flaws.
3. **Observe.** Do not assume that your partner is completely calm and happy just because they are not showing their emotions.
4. **Be patient.** In all likelihood, your partner will not be as good as you are at gauging other people’s emotional state – consequently, there will be times when they will completely misunderstand your emotions or get frustrated by not being able to deduce what you want to say. Thinkers are used to dealing with data, not emotions.

## A Judging (J) Partner

Judgers enjoy planning and committing to things as opposed to keeping their options open. As you both share this trait, it is unlikely that you will have difficulties making up your minds and sticking to specific goals or plans. This will contribute greatly to the stability

of your relationship, with both partners always staying on track and focusing on what has to be done.

As Judgers, you are also likely to be dedicated and patient partners, putting your duties above pleasure. You will both work hard on the relationship and have no difficulties making up your minds, especially when it comes to future plans.

On the other hand, there are two sides to every story and Judger-Judger relationships are not an exception. Planning and scheduling inevitably come with a degree of inflexibility and this can cause tension in the relationship. For instance, Judgers are likely to defend their opinions quite fiercely, unwilling to give up and accept a different point of view. Not surprisingly, two Judgers may often clash with each other, with their need for closure demanding a clear solution and a clear path forward.

There is another problem that you may face. You are both likely to find it difficult to change your habits or long-held views – this is a good trait when it comes to duties and commitments, but it can also prevent you from keeping your eyes open for better alternatives. Consequently, you may never know what opportunities you have missed. This covers many things, ranging from hobbies to holiday plans – shaking things up can bring a lot of variety and novelty into the relationship. Do not be afraid to experiment or simply be more spontaneous every once in a while.

Unlike Prospectors (P), who are generally more relaxed about their duties and deadlines, Judgers are also likely to get stressed when things do not go according to their plans. Watch out for these tendencies and learn to step away from that strict work ethic in your relationship when a situation demands. This does not mean that you have to stop making plans or start living completely in the present – rather, there needs to be a balance

between stability and spontaneity, and you will both have to decide where that balance is in your relationship.

Tips for both individuals:

1. **Be open-minded.** As Judgers, you may find it challenging to accept the fact that there may be more than one right answer to a problem. Try not to be stubborn and argumentative in cases where you both have different opinions.
2. **Experiment.** Your tendency to plan and prepare may make things difficult when there is a need to experiment or try something new. Learn to let go and act spontaneously from time to time.
3. **Do not exhaust yourselves.** Your desire to get things done can bring a lot of stress into your own lives and into the relationship. Learn to step back and relax – the world is not going to collapse if you miss a self-imposed deadline.
4. **Find time for each other.** Do not get so caught up in plans, tasks and order that you lose sight of what is really important. There is nothing wrong about being playful and simply having fun instead of doing yet another task. All work and no play is not the way to go in a relationship.

## A Prospecting (P) Partner

In contrast to Judgers, Prospectors like to keep their options open, always looking for alternatives and opportunities. A relationship between a Judger and a Prospector may often be rocky and challenging, but there is a lot of potential as well if both partners are willing to take time to explore and understand each other’s differences.

The main difficulty is going to be the fact that you will likely hold diametrically opposite views when it comes to planning and execution of those plans. The Judger will try to come up with an agenda and then stick to it until the end. The Prospector will refuse to lay out all the possibilities and probabilities, making things up as they go along – and then maybe even abandoning the project once the most interesting task has been completed. Not surprisingly, both partners can easily frustrate each other if these traits are not addressed or understood.

However, there are two sides to every story and Judger-Prospector relationships are not an exception. Judgers’ planning and scheduling inevitably come with a degree of inflexibility and this can bring tension into the relationship – which can then be defused by the easygoing Prospector. Likewise, Prospectors can be indecisive or even somewhat lazy, only focusing on the fun tasks and ignoring the rest – this can be counterbalanced by the driven and dutiful Judger. As long as both partners refrain from name-calling and are willing to compromise, these differences can be turned into major strengths, covering each partner’s respective weaknesses.

In order to achieve this, you will have to make conscious efforts to meet each other halfway. The Judging partner should not be afraid to experiment or simply be more spontaneous every once in a while, even if that means changing their habits or long-held views. Similarly, the Prospecting partner should resist the urge to always seek something new and exciting, even when it is very difficult to stick to the plan or manage all the chores. In all likelihood, each partner will be willing to help their significant other with things that they find challenging, but it is unreasonable to expect them to do this every single time. There needs to be a balance between Judger’s stability and Prospector’s spontaneity, and you will both have to decide where that balance is in your relationship.

Tips for you:

1. **Communicate.** Your partner’s indecisiveness or relaxed attitude will often frustrate you. Do not resort to name-calling and try to understand what drives them and how you can both support each other. Remember that your partner may not be as interested in plans and schedules as you are – they are used to keeping their options open.
2. **Be open-minded.** As a Judger, you may find it challenging to accept the fact that there may be more than one right answer to a problem. Try not to be stubborn and argumentative in cases where your partner disagrees with you.
3. **Experiment.** Your tendency to plan and prepare may make things difficult when there is a need to experiment or try something new. Learn to let go and act spontaneously from time to time.
4. **Do not exhaust yourself.** Your desire to get things done can bring a lot of stress into your own life and into the relationship. Learn to step back and relax – the world is not going to collapse if you miss a self-imposed deadline.

Tips for your partner:

1. **Communicate.** Your partner’s inflexibility or desire to have everything planned out will often frustrate you. Do not resort to name-calling and try to understand what drives them and how you can both support each other. Remember that your partner is used to putting their plans and schedules above play and rest – they may find it quite difficult to step back and relax.

2. **Focus.** As a Prospector, you probably enjoy trying out new things and often wonder whether the grass is greener on the other side. Learn to stick to your tasks and do not let your mind to drift away when there is a job to be done.
3. **Watch your environment.** You will likely have a much higher tolerance for disorder compared to your Judging partner. Do not ignore your housekeeping duties.
4. **Do not be picky.** Prospectors tend to balk at doing routine, menial tasks, often wandering off in search of something more exciting. Not all work is fun, but you should make conscious efforts to do your fair share of household duties.

## Assertive or Turbulent?

The format of this subsection will differ from that of the others, simply because we see the final trait as a variant of the personality rather than an integral part of the actual personality type. However, the importance of this trait should not be understated – it determines how confident we are in our abilities and decisions, which certainly affects our behavior in romantic relationships.

Assertive individuals tend to be emotionally stable, calm and relaxed – they do not easily get upset or excited, keeping their emotions in the proverbial middle of the scale. Their calm temper allows them to sort out any disagreements without much stress as opposed to being rattled even by the most insignificant of issues. Furthermore, individuals with this personality trait tend to be quite optimistic and content about their achievements and life in general. That said, this relaxed attitude can also encourage Assertive individuals to not worry too much about goals or self-improvement in their relationships, with their self-confidence overshadowing any signs that might make someone else question whether more work needs to be done.

In contrast, Turbulent individuals tend to be much more self-conscious and more reactive to stress. They are prone to experiencing "emotional roller coasters", e.g. feeling at the top of the world in the morning and being overrun by negative thoughts in the evening. Turbulent types also tend to be more success-driven and perfectionistic than Assertive ones, often worrying way too much about their performance, image or future. On the other hand, this desire to do their best and never-ending quest for improvement often help these individuals achieve impressive heights in their career or pleasantly surprise their other half, simply because they really care about whether they are being good enough.

At first sight, it may seem that the Assertive trait is preferable – after all, what is not to like about being self-confident and relaxed? However, somewhat ironically, being resistant to stress and pressure may not always be a good thing. Despite being more prone to emotional swings and worrying, Turbulent individuals are also likely to be more reflective and organized, often pushing themselves harder than necessary. However, it is exactly that "must do better" attitude that makes them put in more effort into the relationship. Depending on other traits, Assertive individuals may also be more likely to take risks – where a Turbulent person may hesitate and weigh their options, an Assertive one may trust themselves just a little too much and make a mistake.

Ultimately, though, everything boils down to each partner's willingness to recognize and address both the individual weaknesses inherent in each trait, and the potential ways their respective traits may complement or clash with each other. It is also important to remember that many things depend on how strongly expressed the trait is – the higher the score, the starker the characteristics are likely to be.

Let's now briefly discuss three potential combinations.

### **Assertive + Assertive**

This is probably the most straightforward combination. You are likely to be confident, relaxed optimists, quite happy with your relationship and where it is going. If you are both Extraverted and Assertive, you are also likely to be more satisfied with life in general. You may rarely experience strong positive emotions, but you will not have many negative ones either. You will also probably feel quite relaxed about your work or your social status, instead trusting yourself and paying more attention to what you want, not what others say you should do.

On the other hand, you need to beware of the tendency to assume that everything is OK and not be perturbed by occasional issues in your relationship – by doing this, you can miss crucial signs that something is going in the wrong direction or that you may potentially face bigger issues further down the road. Too much confidence can be just as bad as too little confidence. Even if everything seems great and there is nothing that can upset you, finding some time for reflection and thinking about improvement can be a very healthy exercise.

### **Assertive + Turbulent**

As with all other traits, if partners are on opposite sides of the scale, there is a lot of potential for both mutual personal growth and various misunderstandings. With the Assertive partner being the decisive, calm and level-headed half, and the Turbulent partner being the cautious, sensitive and self-conscious one, it is easy to see that they can both help and hurt each other.

In such relationships, it is important to understand each other's strengths and weaknesses instead of assuming that there is something wrong with another person's attitude.

The Assertive individual should recognize that their Turbulent partner is much more emotionally reactive and vulnerable to stressful situations. They may be more pessimistic, anxious and shy – however, the Turbulent trait also pushes such individuals to reflect on their decisions and try to improve themselves and their relationships as much as possible. As a side effect, Turbulent individuals are also likely to be more organized, driven and motivated. If they are able to master their emotions and use them as a driving force instead of simply giving in to the mood swings, this trait can actually be quite beneficial in a romantic relationship.

Similarly, the Turbulent individual should understand that their partner's calmness and relaxed attitude do not mean that they are unsupportive or not that interested in working on the relationship. Being less likely to feel nervous in challenging situations, Assertive individuals may seem somewhat detached or disinterested, especially from the perspective of someone who is Turbulent – however, it is precisely that emotional stability that should be utilized where possible. While it is true that Assertive individuals may sometimes be too self-confident and not care much about achieving the best possible results where a good outcome is enough, this level-headedness can also be invaluable in emotionally charged or unpredictable situations.

With this in mind, both partners should work on covering each other's weaknesses with their respective strengths instead of focusing on their differences and trying to "fix" them. For instance, the Assertive individual could act as an emotional bedrock for their much more sensitive partner, showing that there is always a bright side, reassuring their other half that the matter at hand may not be worth stressing about, and encouraging them to put their perfectionism aside and take a bolder, riskier step every now and then. Similarly, the Turbulent individual could bring more organization and goals into the couple's life, with their hard work and success-driven attitude pushing both partners to grow and develop.

instead of being content with where they are. The presence of the Turbulent trait may also act as a safeguard against decisions whose potential consequences may be underestimated by the Assertive partner, who may not care too much about choosing the best possible option or worry about how their actions may be perceived by others.

### **Turbulent + Turbulent**

This combination is likely to be the most tempestuous of all, with both partners leaning towards the emotional and anxious side of the scale. While the couple will probably experience very strong positive emotions, they will be accompanied by negative feelings – and it is in those moments that both partners have to remember to take a couple of deep breaths and refocus their thoughts and emotions. Otherwise there is a risk that they will end up fueling each other's anxiety, with minor frustrations boiling over and becoming a full-blown crisis. Turbulent individuals are vulnerable to stress and they may need to make a conscious effort to find mutually acceptable ways to fight it and relax instead of stressing each other out even further.

That said, the Turbulent trait can also work in the couple's favor, if both partners are able to recognize and address its accompanying weaknesses. Being reflective and self-conscious, they will likely find time to think about both the present and the future, readjusting the course as they go instead of blindly trusting themselves. While this may lead to plenty of soul-searching conversations around the dinner table, focusing on all the stressors in their life, the perfectionism and sensitivity shared by Turbulent partners will also encourage them to address those issues and try to find good solutions instead of writing them off as irrelevant and going on with their lives. Nearly any weakness can be turned into a strength, and this is one of such examples.

## Type Combinations

With all possible trait combinations covered, let us now take a look at the relationship dynamics between different type roles. A personality type is much more than just a sum of its traits, and romantic relationships are one the areas where that is particularly evident.

### Sentinels – Analysts

Whenever an Observant person and an Intuitive person sit down to get to know each other, there are subtle or not so subtle differences. Sentinels make up their mind and settle on how their lives should be early in their lives. They might be reluctant to change but will do so while still holding on to how things were before. Abstract ideas and visions seem impractical to them. Attending to what's going on in front of their noses makes much more sense to them. Analysts, on the other hand, have heads full of random ideas, visions for the future and complicated systems. They seek and absorb as much knowledge as they can and there is a constant deconstruction and reconstruction of concepts on a higher order going on all the time with the Analysts. There is change and evolution constantly in the air around them.

Let's consider how each type dates. Analysts find dating a difficult but necessary task. Before they become serious about it, they may go out for fun – but probably not that much. However, once they decide it's time to find a mate, it becomes a serious task. They usually have a list of qualifications for a romantic partner in their minds. These will come from some thoughtful consideration of who might work as the perfect mate.

In a similar nature, Sentinels are looking for someone based on their own preconceptions. Their list – which they rarely create in a conscious way like the Analysts – is drawn from the traditions they know and the things they've experienced. The characteristics they will

consider in a mate will have a lot to do with societal expectations. So, unlike the romantic Diplomat or the adventurous Explorer, these two types are more likely to know what they are seeking and more or less work from a shopping list. While this may not in itself bring them together, both have determined the nature of their relationship in advance. Online dating might be right up both of their alleys.

Once they do meet, the Analysts' serious natures, intelligence and their intense focus on hard-work may be the qualities that impress Sentinels like you. This may speak to the Sentinels' need for a stable life with a good spouse. On the other hand, Sentinels may impress Analysts with their organizational abilities, attention to detail and their regard for social conventions and family. These may be areas where the Analysts might feel they are lacking. While Analysts solve problems in the lofty reaches of abstract thought, Sentinels may help keep them grounded by taking care of the concerns of everyday life.

There is a particular burden on the Analyst to care for the feelings of the Sentinel. Analysts can be condescending and come across as though they think they are superior. The Analysts' attitude can be difficult for every type, but consider then what the Sentinel does in an Analyst and Sentinel relationship. Such contempt can be especially hurtful when you consider the effort most Sentinels are willing to put into creating a stable home. And while Sentinels usually don't ask for praise, it energizes them when they receive it, and they may become passive aggressive when they don't. Analysts need to make it a point to recognize the things the Sentinel does for them. Since both types are loyal, caring for the feelings of the Sentinel is not about preserving the relationship as much as it is about improving the quality of life for the whole family.

Whenever you have an Intuitive type with an Observant type there is the possibility for some conflict about life's practical matters. An Analyst may tolerate dirty dishes in a sink a

little longer than a Sentinel. An Intuitive – Observant couple has to be careful to not let such things become an exaggerated problem or let it be used as a weapon in a fight. Sentinels sometimes have an odd way of nurturing and criticizing all in the same breath. Trying to make an Analyst into someone who pays more attention to day-to-day details will likely be a daunting if not impossible task. Choosing battles wisely and taking a position of acceptance might help the Sentinel cope with this.

Lastly, Analysts might do a disservice to the relationship should they begin to treat it as a system that needs to be improved. Sentinels will not connect with this and may even feel that it threatens the stability of what they have worked so hard to build. They will likely become hurt and defensive. Both types would do well to learn about the other’s personality type and to discover their partner’s preferences for dealing with the world.

### **Tips for Sentinels with Analysts**

- Be careful with criticism. Your Analyst may not pay attention to details the way you do. They may even forget birthdays and anniversaries. Chances are you won’t change this about him or her. Practice acceptance and choosing your battles carefully.
- Don’t panic if your partner begins to talk about change. It’s less about dissatisfaction and more about a need to fiddle with a system. Talk it out in a non-defensive manner.

### **Tips for Analysts with Sentinels**

- Make it a point to let your partner know how much he or she has impacted your life and that you appreciate what he or she brings to it. If it helps, look at your life

together as a system and take an inventory of the wonderful things your Sentinel brings to your life. And then speak up.

- Recognize that while you are all about change and innovation, your partner is about stability and tradition. Introducing a “better system” to your relationship can create anxiety for your Sentinel.

### Tips for Both

- Avoid approaching your relationship with the intention of changing your partner. It’s almost always a fatal mistake in modern committed relationships. Enjoy your commonalities and accept your differences.
- Try to find ways to combine your unique strengths through shared activities – you are likely to have diverse sets of skills that, when fused together, can make life more fulfilling and enjoyable. Travelling is one obvious example, with the Analyst taking care of the itinerary and the Sentinel making sure that they do not need to turn around on the way to the airport because they forgot something critical.

### Sentinels – Diplomats

Let’s start by talking about what these two diverse roles share. Both nurture and protect others: Sentinels by creating and preserving stability and Diplomats by fostering growth and values. Both groups also regard loyalty as an important part of any relationship and will commit fully once they find the right person. But then the two groups begin to diverge.

When a Sentinel dates a Diplomat, they may find the Diplomat’s almost fanciful flights of imagination and idealism to be interesting and maybe even attractive. The Diplomat’s focus on values may appeal to the Sentinels sense of what is right and fair. However, once

the novelty wears off, a Sentinel will begin to question how practical all the Diplomats ideas are. Sentinels will begin expecting the Diplomat to be more practical and someone with whom they can set up a household – settling down and stabilizing being always on their minds. They will begin to wonder about the Diplomat's preoccupation with the future and all the time they spend trying to rearrange the universe in their minds. Sentinels may never say it, but some part of their minds will ask emphatically, "What are they talking about?" It's not that they can't understand what the Diplomat is talking about. It just won't seem relevant to them. Nonetheless, to not make waves, Sentinels may listen dutifully with feigned interest to Diplomats for a long time before they take issue with the relevancy of a subject.

Diplomats, on the other hand, may start out appreciating the order and structure that Sentinels bring to the table. This may represent something they lack in their lives. It might be good to anchor to someone whose feet are more firmly planted on the ground. But soon, the Diplomats begin to wonder how this person can so readily miss the forest for the trees. The Sentinels with their attention to detail and tradition may begin to appear obtuse and suffering from a lack of vision. The Diplomat may become bored with conversations that are all about the nuts and bolts of living in the present according to some set of rules. A restless, growth-oriented Diplomat may even start to see their partner as "stunted" in some way.

So does this remove Diplomats and Sentinels from each other's dating pools? Not at all. As hinted above, there may be complementary traits that can unite a couple who seem, on the surface, to have little in common. However, for that to work successfully there needs be understanding and a degree of tolerance for the differences. The problems occur when one type insists the other lives according to their worldview. The contrasting traits that

Sentinel / Diplomat couples need to understand about each other include “the practical versus the imaginable” and “growth versus stability”.

“Practical versus imaginable” may be the opposing traits that most affect the day-to-day relationship of a Sentinel / Diplomat couple. Sentinels live in a world of fixed rules and traditions, and they organize the world around them in very precise ways. Understandably, the Diplomats’ creativity and lofty imagination may seem “immature” and “impractical” to Sentinels, especially if it challenges the rules they see as important. On the other hand, Diplomats see such attention to detail as out of touch with what is really important. When Sentinels see a sock on the floor, they may ask why someone hasn’t picked it up and what they could do to make things more organized in the future. Diplomats, seeing the same sock, may instead wonder about whether we live in an organized or chaotic universe and ask what that means to us spiritually and philosophically, or whether that matters at all. While this example may be a little exaggerated, you can guess which one ends up picking up the sock sooner in real life.

“Growth versus stability” also can affect the lives of a Sentinel / Diplomat couple. While Diplomats are always looking for ways to grow humanity both collectively and as individuals, Sentinels show more interest in connecting the tried and true of the past with the present. This may not impact a couple that much until the point when the Diplomat inevitably begins to seek a deeper and more meaningful relationship – sometimes maybe even without having a clear idea of what exactly that entails, just being certain that things should be moving in that direction. For the Sentinel, life is likely to be just fine as long as everything is sailing along on an even keel in the manner that it should (emphasis on should). Transformational and soul-searching talk from the Diplomat may only serve to baffle the satisfied Sentinel. Diplomats may become impatient at their partners’ “inability” to grow – not fully understanding that Sentinels do not see growth in the same way. There

may be no obvious need for it from where a Sentinel stands. Sentinels may even see growth and change as something that threatens the stability of their household. It can feel like each partner lives in different attitudinal time zones – the Sentinel occupies the past and present grounded in certainty while the Diplomat is probing the future filled with potential.

These two hurdles typically need to be addressed if the Sentinel / Diplomat couple is going to make a successful go of their relationship. Understanding, communication, and a tolerance for individual differences can go a long way in any relationship, particularly if a couple’s traits are markedly different from one another.

#### **Tips for Diplomats with Sentinels:**

- If you are presenting an idea, try to find some practical arguments too. They will go a long way in helping you communicate it clearly to your Sentinel partner. It may sometimes seem like it is worth exploring an idea just for the sake of it, but that is unlikely to convince the highly realistic Sentinel.
- Remember that your partner is likely to have different social attitudes. Diplomats seek authenticity and understanding in their environment and relationships, putting that above everything else, while Sentinels tend to focus on what is expected of them in a certain relationship, regardless of their personal feelings. For instance, you may have no intention of attending a family event because some members of your family are vocal racists, but your Sentinel partner is likely to be much more willing to bite the lip and go in order to keep up appearances.

### Tips for Sentinels with Diplomats:

- Be patient with your partner when they are presenting an idea – Diplomats may sometimes be very enthusiastic and excited about something, but have difficulties outlining their initial thoughts clearly. Give your partner some time to fully think through the idea and do not question its practicality right from the start.
- Your Diplomat partner is likely to be more flexible and open-minded when it comes to experiencing or accepting something new or unconventional. You may shudder at the thought of inviting their anarchist biker cousin to a family gathering, while your partner may have no issues with that because they do not see that person’s unconventional lifestyle as something that people should have a right to judge. Try to find the balance between the stability that you cherish and experiences that make life more colorful.

### Tips for Both:

- Be careful of approaching your relationship with the intention of changing your partner. It’s almost always a fatal mistake in modern committed relationships. Enjoy your commonalities and accept your differences.
- Enjoy the common ground of caring for others and each other. Neither you nor your partner likes to make waves. That is sometimes a sign that indicates a propensity for gentle and generous communication.

## Sentinels – Sentinels

Old saws would have us believe that “opposites attracts” as though the human heart were a magnet. So, what happens when two people within a personality group take on a romance? What happens when two Sentinels meet and fall in love?

Fortunately for Sentinels who do, no two people are alike even if they share the same basic personality traits. There are adaptations and nuances that prevent a relationship between two Sentinels from being the same as looking into a mirror. Degrees of other traits, such as Introversion and Extraversion, can also come into play. There can be plenty of the differences that keep a relationship interesting even among two of the same type. A Sentinel, however, will be quite comfortable with someone who is similar to themselves and reflects the same traditional values that they typically do.

When two Sentinels come together romantically, the emphasis will more likely be on tradition and stability. An old-fashioned courtship is more their style. Such a courtship might feel boring to the other personality types. Sentinels will stick to what they know – there will be little that is adventurous in this coupling. That doesn't necessarily mean the couple is boring. It's just that they find fun and excitement in that with which they are already familiar. There will most likely be no wild parties and crazy weekend excursions. They like parties where they celebrate specific events and such parties are usually steeped in tradition like a birthday, a holiday or an anniversary. Dates might include movies, dinner and other traditional evenings. Dating is less about excitement than it is about practicing social graces and creating time-honored relationships. Sex may follow a fixed pattern and routine without losing any of its excitement for the couple. There won't be much experimentation in the bedroom. Overall, the goal of all Sentinel courtships will be a stable coupling with marriage always on the radar. They like the settled feeling and predictability that marriage offers.

Once Sentinels have established themselves as a couple, they will enjoy the stability of a settled relationship. They will be glad to shed the uncertainty of dating. Their lives together will be about forming a family, creating security, and advancing their careers. Their good-natured approach to life and their need to take care of others can grow into a harmonious relationship and home life. They don't ask much of life or each other beyond a sense that everything is on a solid foundation. However, occasional testiness can come out when either party is tired or when they feel their partner has not recognized their efforts.

Sentinels couples live in a world of absolutes. For them, there is usually a single best way to do anything. As long as both people in the couple agree on what that best way is, this way of looking at things can work well in a relationship. One always knows what to do in such an environment. However, Sentinels can become rigid and argumentative should there be a disagreement on what is the proper way of doing something. Minor differences can lead to major arguments if not handled correctly and if the couple doesn't adopt some flexibility. Sentinels can sometimes display an odd combination of nurturing and criticism, and this can color a Sentinel couple's relationship in unique ways. They want what's best for the relationship, but only if it's the best they know and have accepted from experience.

Once they've found the person they feel is right for them, Sentinels will work hard to make sure that a relationship endures. Sentinels are the types most responsible for keeping our institutions stable and, in doing so, Sentinels provide a great service to society. This includes the institution of marriage and family. A failed relationship may weigh especially heavily on Sentinels, so they tend to take their duties as a spouse more seriously than most. When two Sentinels marry, you can bet there is a solemn sense of responsibility that no other type pairing can match.

### Tips for Sentinel Couples:

- A relationship with another Sentinel is a comfortable thing for you. Enjoy the sense of fundamental agreement and shared goals. You may not agree on all the details of life, but you will be on the same page when it comes to the big picture.
- It will be necessary for both members to work on issues of flexibility and withholding criticism. Any tension you experience with another Sentinel will probably be about obstinance and a disapproving attitude.
- Make a special effort to recognize the things that your partner does and brings to the relationship. Like you, they will never ask for it, but when they get praise for their contributions, it will likely energize them and make them happy. It's always good to have your efforts noticed.
- It might help a Sentinel couple to divide responsibilities in a household or relationship. When responsibilities overlap, there is potential for both wanting to be “boss”. Conflicts around methods can arise. Decide who takes the lead for each duty. And then let go of that which you're not in charge of. Don't let fights over details disrupt your greater harmony.

### Sentinels – Explorers

While Sentinels and Explorers might share many of the same preferences, their contrasting Prospecting and Judgment traits make all the difference. Like the small rudder on a large ship decides its direction, this preference turns the Sentinel right and the Explorer left.

To start with things they have in common – both enjoy a practicality that comes with living in the “here and now”. With each other, they don't have to put up with all the theories and

abstractions that they might with Analysts or Diplomats. Each likes to live in a practical, real world where they manipulate material things. In sharing this focus, they speak the same down-to-earth language.

The differences most obvious in this pairing involve decision-making and certainty. True to their name, Explorers are ever curious and reluctant to make a firm declaration about anything. It's alright with them if everything is a little ambiguous. They like to see where things are going, and they navigate the flow of life spontaneously and with great enthusiasm. Sentinels, on the other hand, like to know that things are going the way they've determined they should (mostly through tradition and habit). They like certainty with little room for ambiguity and often declare their truths in absolute terms. On a date, the Sentinel may say, "Let's go to our favorite restaurant for dinner and then a movie. Here are the movie listings. Let's pick a movie before we go." The Explorer might say, "Let's try that new club downtown. I know nothing about it. I'd love to see what it's like." Should their relationship grow into something serious, these differing attitudes will be a consistent part in their lives.

The good news for the Sentinel / Explorer couple is that they complement each other and provide a perfect yin to the other's yang. When Explorers mature and begin to see the value of settling down, they often gravitate toward Sentinels who settle rather naturally and enthusiastically. Even Explorers understand that stability has its place in every life and may look to Sentinels to provide more of it in theirs. On the other hand, Sentinels find someone they can nurture and care for in the Explorer. And even Sentinels crave a little excitement in their lives as long as it's not too disruptive. It should also be mentioned that Sentinels and Explorers make up most of the population. Statistically, they are more likely to run into each other in the dating pool.

However, there is a caution to this complementary pairing. Some Sentinel and Explorer couples' relationships begin to mimic that of a parent and a child. In such cases, Sentinels act the part of the grown-up and Explorers take the role of a rascally child. This can work until it doesn't. At some point, having all the responsibility may exhaust Sentinels. This may cause them to become resentful especially if the Explorers don't express appreciation for the Sentinels' efforts. And Explorers may resent being treated like an infant and may suddenly want to make their own decisions based on their need for novelty and experimentation. Once Explorers becomes the rebellious children in a marriage, there is potential for a great deal of conflict. The Sentinels may feel that their stability is threatened by this, and they, in turn, may double down on the aspects of life that make Explorers feel confined. It can all get very messy if the couple doesn't understand situation and work with each other to correct it.

Sexually, both type roles have a no-nonsense approach about sex as something very physical. Sex stays in the realm of the senses with these types and won't be laden with a "deeper meaning" as with the Analysts and Diplomats. The Explorer may want to try new things, and the Sentinel may be reluctant to do so. This may be an area that needs careful negotiation and communication between the two types. Explorers, more than other roles, can get restless if not stimulated in the bedroom.

Sentinels and Explorers need to understand and make full use of the complementary nature of their relationships. Sentinels need to give Explorers a little room to be who they are. Letting go and "going with the flow" may be difficult for Sentinels, but it can add textures to their lives which can be valuable. On the hand, Explorers need to recognize they voluntarily joined with someone who values structure and stability, and they need to always be cognizant of the benefits of "playing by the rules" within the relationship. They also need to show appreciation for all that the Sentinel offers by way of an organized life.

### Tips for Sentinels with Explorers

- Give your partner some room to “play”. Recognize their need to be a bit experimental and to seek out the new and the interesting. This can be done without disturbing your shared world in any significant way.
- Keep in mind that Explorers’ love of freedom and independence extends to many aspects of life. For instance, you may need to find the middle ground between their laissez-faire attitude to parenting and your urge to create a very safe and predictable environment for your children. You are likely to hold firm views regarding married life, but do not automatically assume that your Explorer partner will agree with them.

### Tips for Explorers with Sentinels

- Show appreciation for your partner. While Sentinels may not ask for it, they are energized by receiving recognition for what they do. And, generally, if you consider the amount they do to keep things running smoothly, showing them a little appreciation is a small price to pay.
- Try to tone down your “ends justify the means” attitude when doing something that affects you both. Sentinels are dutiful, supportive types and they are unlikely to be comfortable with you stepping on someone’s toes.

### Tips for Both

- Communicate honestly with your partner. While that may sound like generic advice, it’s particularly essential with a Sentinel / Explorer couple. The differences between the two are pronounced enough that a little extra-effort in communicating will go a

long way. Don't assume your partner understands your approach to things. Be willing to negotiate and compromise.

- Remember what attracted you to your partner in the first place. Learn to value their strengths while nurturing your own.

# Friendships

Logistician friends are not spontaneous. They are not talkative, or particularly playful in their affection. What Logistician friends are is loyal, trustworthy, honorable and dependable. Others may come and go with the ups and downs of life, but Logisticians stay by their friends' sides no matter what, with a deepness of commitment that other types may not even believe is possible.

Logisticians are a very methodical personality type, and this loyalty isn't given away lightly. Often slow to make friends, Logisticians usually end up with a smaller circle, but they consider that circle to represent a promise to be there for the people they care about, and Logisticians' promises are not easily broken.

Expressing emotional affection isn't one of Logisticians' stronger skills, but they nevertheless find ways to show it. As Socrates said, "To be is to do", and Logisticians' follow-through, their willingness to take action as a show of support, stands in for their words. These actions convey a sensitivity that many fail to see, but it is a quality that Logisticians' friends come to admire and depend on in the long years of their friendships.

But all of this sounds terribly serious, and indeed it only shows the one side of Logisticians and their approach to their friendships. The other side knows how to stop being quite so staid, and especially in the company of joyful and talkative Extraverts, Logisticians enjoy relaxing and having fun with a good discussion about work, life, and current events.

People with the Logistician personality type don't like conflict, and this applies to how they select their friends as well. Seeking out friends with similar world-views, Logisticians most often befriend other Sentinels, who are likely to share their perspective. While they are unlikely to become friends with substantially different types – sometimes the differences

are just too profound – Logistician personalities still recognize and appreciate others' strengths and qualities.

Of course, none of this is to say that they can't forge friendships with different types. It's a big world out there, and if there's one thing Logisticians appreciate, it's a ground-level understanding of how that world works. They may be more practical than most, but they also can't help but be intrigued by a different approach that proves itself effective. Let's discuss further how each type group fits into that framework, the challenges they face, and the benefits they gain by utilizing their strengths.

## Analyst Friends

Friendships with Analysts don't enjoy that same natural alignment that those with other Sentinels do. Rather, they're based on a growing appreciation for their mutual differences. Logisticians are the ultimate logisticians, keeping their projects and friends straight and sticking to them no matter what. Analysts are practical in theory, with a passion for efficiency and effectiveness, but in reality they struggle to see to the day-to-day details that their plans demand.

Logisticians are results-driven, always seeking out what works. While Analysts' hypothetical postulations can be annoying sometimes, Logisticians are likely to appreciate the way Architects and Logicians provide incremental insights and opportunities to make things work better, or fresh but not outlandish things to do together. Logisticians help these fellow Introverts with practical support for their ideas, satisfying Analysts' need to shake things up and Logisticians' desire to support their friends and have a good time, if a measured one.

Commanders and Debaters, however, are unlikely to sit well. Rather than considering them helpfully insightful, Logisticians consider these Extraverted Analysts to be disruptive and combative. Logisticians may even have a degree of pity, thinking they try too hard to impress, and look the fool for it. Logisticians don't much care for arguing or being argued with, and while all Analysts have a particular passion for that activity, the Introverts are at least good enough at internalizing it that they don't make a fuss unless they really think they need to.

All that being said, if they can swing it, it's certainly a rewarding friendship. Analysts are best known for being good with the future, not the present, and spending time with Logisticians can help them to see the little steps through in ways that make sense. For their part, Analysts are often impressed by and even envious of the energy and focus that Logisticians are able to maintain moment to moment, day to day, even year to year. That kind of strength of character isn't something they see often, and they respect it.

They do face challenges – Logisticians can see Analysts as out of touch and unreliable. Analysts wonder how anyone could stay so focused and supportive without being more ambitious. It's worth the effort to create that mutual recognition and enjoyment though. It can be very rewarding if they appreciate each other's differences and play off each other's strengths. Logisticians can keep Analysts grounded, and are rewarded with a healthy stream of ideas so they always have something to do together.

Ultimately the growth of the friendship is made or broken by one of Analysts' greatest flaws: their cavalier attitude towards actually maintaining their friendships. This is downright bizarre to Logisticians, who all but define the quality of these relationships by their duration and consistency. It takes time for these types to develop a good rapport – these are friendships of circumstance, as coworkers or through mutual friends, over years.

## Diplomat Friends

Logistician-Diplomat friendships are a lot like Analyst friendships in that their appreciation for each other doesn't happen quickly. But, in an odd twist for a Thinking type, Logisticians actually tend to get along better with Diplomats, who are Feeling types, than they do Analysts. This is because Logisticians and Diplomats both value cooperation and both avoid conflict. Logisticians appreciate Diplomats' genuine desire to be helpful and supportive, and Diplomats appreciate Logisticians' calm, matter-of-fact ways.

Not only do they work well together in that basic sense, but the values that Diplomats live by – fairness, kindness, and generosity – resonate with Logisticians' own old-world values. Mediators and Campaigners can be a little too whimsical, but Logisticians help to keep their ideas better-grounded, increasing their odds of actually being seen through. If these friends get into the habit of using their strengths in tandem, taking idealism and actually organizing it into goals and concrete steps, they can be quite the team.

On a more practical level, Diplomats get Logisticians out the door and trying new things. Diplomats have a way of making a little adventure and unpredictability actually sound fun to Logisticians, who are usually cautious. Logisticians know that their Diplomat friends are unlikely to get pushy or judgmental, which makes it a lot easier to put themselves out there and have a good time. On top of that, Logisticians never need to worry about running out of things to talk about – Diplomats love to get other people's perspectives, and they'll always have a conversation-starter lying in wait.

Friendships between Logisticians and Diplomats are pretty unique, because they're one of the few where the opposite types actually seem to get along. Logisticians may be a little too reserved, especially in contrast with Diplomats' unbridled idealism, but they are both

patient, respectful, and understanding, and that goes a long, long ways towards building lasting and important friendships.

## Sentinel Friends

Other Sentinels are a good fit for Logisticians, who share their appreciation for dependability and support. The friendship is defined by day-to-day activities, rather than ambition or purely theoretical curiosity. Logisticians enjoy that the friendships are uncomplicated, clearly established relationships. This may not sound exciting, but Sentinels know too well the flake and the fair-weather friend. Knowing that someone has stood by them through thick and thin for years, and will continue to do so, is no small consideration.

Small groups are usually best for Logisticians. Too many people, and they feel overwhelmed, like they have to cut someone off if they want to get a word in. One-on-one, they'll happily sit down for a chat over coffee, but no matter how long they've been friends, there is a little nagging worry that they'll run out of things to say. It's often much more enjoyable to go out and do something together, watch a sports match or go to the zoo, where the attraction gives them opportunities to frame a new line of discussion.

Regardless of how many people there are, these discussions are likely to revolve around what people at work and home have been saying and doing, and how that's played out. They aren't big on esoteric topics focusing on grand plans and analyses. In fact, Logisticians often consider it an opportunity missed when impersonal topics like global politics dominate a discussion, instead of using that time to really catch up. Having Sentinel friends lets them pursue those conversations with confidence.

Their need to keep things both practical and personal can create a rift in these friendships though, especially if mutual friends have a falling-out. Defenders and Consuls in particular can take these situations very personally. Logisticians define their self-esteem in large part by their loyalty, and if they are pulled in two opposing directions by people they care about equally, it can be an agonizing situation.

There's hardly a good way out of these situations once they've begun, and that's part of why Logisticians prefer to keep their conversations practical and factual. It provides clarity so that right and wrong are clearly established, and prevents unnecessary damage from ideological differences that have little bearing on day-to-day activities. Sentinels can get pretty stubborn, but they often come to trust the impartial and well-reasoned judgment of Logisticians, making them the unofficial mediators in such situations.

When more emotionally-charged situations occur, not just between friends but with things like breakups and deaths in the family, Logisticians enjoy having a friend who is able to stand by their side with genuine and loyal support. Logisticians may not appreciate profuse pity and hugs, but they enjoy having a friend they can trust, who they can tell all to and to know without a doubt that they'll still have a friend afterwards.

## Explorer Friends

The Logistician – Explorer friendship isn't an instant fit. Explorers are defined by the moment and its pleasures. They are known for unpredictability, and to logical and cautious Logisticians, are recklessly short-sighted. But it's not all bad – indeed, one of Logisticians' faults is their inability to lose themselves in the moment and to simply have fun and be excited about something. Explorer friends are just what they need to show them that it's a big, beautiful world out there, to be engaged and handled with childlike curiosity.

Likewise, as fun as the moment is, it certainly does Explorers some good to remember that actions have consequences. A grand adventure is swell, but you need someone beside you thought ahead to bring enough provisions. This is the real beauty of the Logistician-Explorer friendship – Explorers have so many plans, but they often lack the details necessary to work. They need someone to make a reality check. It’s dangerous to act without preparing, but fruitless to prepare without acting. If they can handle the occasional strain, Logisticians are especially likely to be able to meet Virtuosos and Adventurers halfway.

While things work well enough with the Introverts though, the Extraverts can be a little much for Logisticians. Entrepreneurs and Entertainers really grab ahold of life and run with it. They have a far, far greater appetite for personal and social risk than Logisticians are up for, and little patience for waiting for more cautious individuals to catch up. They could both benefit a lot from some mutual understanding, but really these Explorers are just too over-the-top to sit still long enough get to know Logisticians properly.

Like with their Sentinel friends, Logisticians appreciate the practical side of Explorers, especially those who enjoy more low-key projects and activities. Friendships with more technical Virtuosos can be especially fun. But more expressive Explorers are likely to be too far removed and easily put off for Logisticians to even have a chance to try.

# Parenthood

People with the Logistician personality type are often the most comfortable as parents. Their sense of responsibility and honor blends well with a tradition that has been in place since time immemorial: to raise one's children to be respected, contributing members of home and society. As with most commitments, Logisticians do not take their roles as parents lightly, and make it their duty to ensure that this tradition is upheld to the highest standard.

This doesn't always come easily for their children though, as Logisticians tend to be strict, with high standards and expectations. Logistician personalities establish stable, clearly structured environments for their children, always with an eye on helping them to develop a sense of place and useful purpose in society. A clear understanding of hierarchy is a part of developing this identity. Logisticians work just as much to ensure an appropriate respect for authority as they do any other structure.

But when Logisticians' children need the warmth of emotional support, all this loyalty, devotion and structure are of little use. While Logisticians can be sensitive towards those they care about, in their own way, it's hard for younger children and adolescents to recognize this tough love for the love that it is. Often Logisticians need to rely on a more sensitive or intuitive partner to fill this role and balance between clear, rational purpose and a harder-to-define sense of emotional well-being.

Logistician personality types value the principles of patience and hard work, which children often struggle with. Nevertheless, they're expected to meet these standards and share these values, for their own good. This approach often bears fruit in the long run, but Logisticians must understand that it can create barriers and distance between them and

their children. Taken too far, these barriers can become permanent features of the relationship, something both Logistician parents and their children ultimately regret.

The values Logisticians hold to are timeless and reliable, but they must also recognize that each person has their own goals. Meeting their children halfway in attaining theirs by offering their renowned studiousness as a support, not a law, allows Logisticians to pass along those values without trampling their children’s own ideas. Combining their natural devotion and purpose with this more flexible support leads to a sense of accomplishment and mutual respect that any Logistician parent can be proud of.

Of course parenting isn’t so simple that it can be summed up in a few paragraphs. There’s no such thing as a default “child” as far as personality is concerned – they are separate, growing, and whole individuals, with their own wants and needs. Their own personality type guides what kinds of information and interactions are most valuable to them. Each person demands a unique approach.

Logisticians, by the time they become parents, have had years to sort out what works for them. They prize reliability and function above just about all else. They value (or require) clarity and emotional stability in others. They believe that the tried-and-true solution is the right one, and have trouble turning off the need for clearly defined, hierarchical relationships – even when their children are full-grown adults.

If they by chance end up raising a child who shares the Sentinel type group, Logisticians have a head start in sharing these values with their children. But what happens when their children are from other, less compatible type groups? What happens if their children don’t enjoy reading quietly or doing puzzles – or if they actually want to be the center of attention? What happens if their children are impulsive and strongly emotional, behaving in ways that seem utterly irrational (but are in fact perfectly natural)?

Logisticians' strengths lie in stability and function, not spontaneity and sensitivity. They focus on encouraging useful roles, and just don't understand frivolous wants or "excessive" emotional expression. We hope that with these suggestions, Logisticians can strengthen that less-developed side of theirs and gain confidence as they learn to adapt to children who need to know why, or who actually want and crave ambiguity and the freedom to figure out their own way. We also hope to help Logistician parents to develop more meaningful relationships with those children who do share their own traits and qualities.

## Analyst Children

Analyst children expect themselves to be intelligent, independent, successful people. Logistician parents are plenty eager to help them meet these expectations, but they have different ideas about how to get there. Obedience and respect are important qualities to all Sentinels. While Logisticians are less overbearing than their Extraverted counterparts, these qualities are deeply ingrained, and they can be caught quite off-guard by Analysts' willful nature. But the best way is the direct way, and Logisticians teach their Analyst children about the merits of reliability and accountability by example.

While there can be some miscommunications, this arrangement usually works splendidly. Both types share the Thinking trait, so little is taken personally. It all comes down to what functions best. Analysts have different needs from Sentinels though, and it's important for Logistician parents to take the time to really understand what their children need in order to achieve the success they both crave – and more importantly, to understand what their children actually consider to be success. Analysts don't seek out stability and comfort the way Logisticians do. What they need are intellectual challenges. It's why they argue, and why they push limits. Anything less is just damaging to their self-esteem.

There is a middle ground, and Logisticians have the skill to find it. Analysts may not respect authority for its own sake, but they do respect those who prove themselves intelligent. Logisticians’ attention to detail, fact, and down-to-earth practicality are qualities worthy of admiration. They can be used to help steer their children towards structured activities that provide an outlet for those intellectual needs, be it chess clubs, debate or, in the teenage years, elective courses and guidance on selecting majors.

For fun, Analysts create their own stimulating activities, like reading and puzzles. Logistician parents are happy to support such things by ensuring that activities and materials are organized and available. As they grow and activities become more complex though, Logisticians try to provide more guidance, support, and protection. Their Analyst children, meanwhile, crave more independence, especially intellectually. For Logisticians, the right activities are the ones that ruffle the fewest feathers. Debater, Commander, and even Logician children’s argumentative and contrary nature can be positively nerve-wracking for such low-key parents.

Logisticians place a great deal of importance on day-to-day reliability and the ability to sort out the small details, which is exactly the balance Analysts need to their ambitious visions. But working as equals with their children can take some getting used to for Logisticians. If they can adjust to it, Logisticians often find a growing respect for the creativity and intellectual flexibility their children bear. Likewise Analyst children come to respect the simple effectiveness of dealing with things step by step to completion, even the simple satisfaction of a clean room.

## Diplomat Children

Logistician parents and Diplomat children can often be a frustrating match, not so much because they openly disagree (neither type likes to argue), but because they simply don't understand each other. Opposing on both their Observant-Intuitive traits and their Thinking-Feeling traits, and in the case of Campaigners on all four traits, Logisticians and Diplomats just see things from different perspectives.

Logisticians do marvel at the creativity and imagination that their children draw on. But they are also often frustrated by their children's clumsiness with the world around them, from spilling glasses of milk to forgetting chores to missing details on college applications. Diplomats by their nature can appreciate the people that Logisticians are, their day-to-day reliability and studiousness, but struggle to understand the need for those things in their own lives – though it's certainly something they can benefit from.

Emotional expression is the biggest challenge for Logisticians and Diplomats. Diplomats expect a more deep and far-reaching exchange than Logisticians are comfortable with, but this openness is what they need to stay happy and healthy. If all their interactions are reduced to household chores and getting out the door on time, however necessary, they can feel closed in. Diplomats' feelings are tied to their imaginations, and it can feel like there's some deep rift between them, when really it's just a lack of communication.

The most straightforward solution is for Logisticians to just remember to tell their children they love them. It can get left out in the hustle and bustle of daily life, but it can be made a part of the daily routine as well. Further, by explaining how much it means to them to be on time or accurate, Logistician parents can help their children to understand the importance of such things. They may not feel it in the same way, but Diplomats instinctively find value in what they know to be important to those they care about.

By meeting each other's needs, they help each other to be better-rounded people. Despite the misalignments, they share many important values like honesty, integrity, and fairness. Diplomats' gentle emotions can even help Logisticians to grow more comfortable with their own feelings, something all the more meaningful for being shared with the family they care so much for.

But enough of the heavy stuff – what about having fun? Despite their differences, Logisticians and Diplomats have quite a bit of overlap. Diplomats enjoy the wonder of living things and people and ideas, while Logisticians appreciate well-organized and formally arranged information. Trips to the library, zoos, museums and historical landmarks all allow Logician parents to examine the facts, while their Diplomat children can dream about how these stories, creatures, artifacts and landmarks have shaped the world today, and how they may shape the world tomorrow.

Encouraging Advocates and Mediators to write about these experiences, and Protagonists and Campaigners to talk about them, can help to extend and cement the positive experiences these parents and children share in these activities. Even when one thing or another falls flat, Logisticians' patience and Diplomats' forgiving nature can always be depended on to let them try again.

## Sentinel Children

The benefits of Logisticians' having Sentinel children are pretty easy to see. Because they share the Observant trait, they see the world much the same way, as things that simply are, without the baggage of inferences and assumptions. Executives and fellow Logisticians also share the Thinking trait, making decisions based on that information in much the same way. Even Defenders and Consuls, if not always coming to the same

conclusions, at least come to conclusions that can be followed in clear steps. This makes communication between Logistician parents and their Sentinel children very straightforward.

It also means that they enjoy many of the same activities, such as reading and puzzles. Logisticians' actions are planned and hands-on, not impulsive and impressionistic – it can be quite a relief to know that their children, especially fellow Logisticians, would rather plan a trip to the library or swing on a swing set than to write poetry together or play overly-involved fantasy games. Executive and Consul children challenge their parents' need for a low-key social life, but at least with activities that both can happily engage.

However, the drawbacks are the same as in any relationship with poor diversity. Without differing perspectives, neither side is encouraged to develop their weaknesses to become better-rounded individuals. Logisticians encourage learning, but they focus on the things they value: household skills, measurable achievements, and organization. Intrinsic motivation, empathy, and the simple act of spontaneous fun all suffer. Explaining how to save to buy a house is easy enough. Explaining exactly why someone's feelings are important though, or why curiosity is so important, is another matter.

Motivational and emotional lessons aside, flexibility is probably the most vital consideration for Logistician parents. Sentinel children struggle to manage unpredictable environments and conflicting information, and Logisticians have poorly developed tools for encouraging such adaptations. Such situations, like deciding to move to a new area in search of more reliable work, are a fact of life, but with such stable parents, ones their children rarely encounter. Sentinels all crave structure and predictability, and this makes it easier for Logistician parents overall, at least in the short-term.

But if too much structure is given, Logisticians' Sentinel children can grow up without learning to direct themselves, making it all the more challenging to deal with the unforeseeable. Or they can maintain existing situations so stubbornly that they ignore chances to move forward in life. When this happens, even the best-case scenario is that they just lead a sterile life, missing out on adventures like world travel or better careers. At worst, they can miss out on the things that make life itself beautiful: the disruption of falling head-over-heels in love, or trying something because it's what they're passionate about, not because it's what looks best on paper.

It sometimes makes sense to do what's proven over what might be fun, or to do what needs to be done, even if it means containing your passion. But when these behaviors become an ingrained habit, they breed unhappiness and dissatisfaction in ways that can prevent the relationships and experiences that are most rewarding. It's important for Logistician parents to realize the importance of their own need for self-direction, and to ensure that their children, no matter how comfortable they appear to be, realize theirs.

## Explorer Children

If there's one thing Logisticians enjoy, it's getting what needs to be done, done. Lucky for them, Explorers share this passion for efficiency, though their approach is far more sporadic and dependent on the "fun factor". Rather than getting things done because they need to be, Explorers get things done as they strive for mastery and personal skill, with tools and activities for Virtuosos and Entrepreneurs, and beauty and people for Adventurers and Entertainers, even at a young age.

Logisticians easily organize things for their children to explore, and love supporting them as they discover everything such activities have to offer in that quest for supremacy of

their art. They can even frame chores and other daily necessities as games, helping them to associate such things with fun, Explorers' key motivator. It doesn't take long to get a feel for what Explorers consider fun either – they are just so physically expressive, and when something strikes a chord, they can hardly be pulled away.

As they get older, Explorers seek more independence. They don't want their parents to keep offering up things to do, something protective and structure-oriented Logisticians can struggle with. Explorers are creative, energetic people, and it can take everything Logisticians have just to keep their energy pointed in a useful direction, or at least in a direction that spares the walls another crayon mural.

Explorers can easily tax Logisticians' patience – they are so spontaneous and their interests so fleeting that even having to wait from one day to the next can ruin them. This “I want it now” attitude can be pretty frustrating for parents who place so much importance on consistency, who pride themselves on seeing things through from start to finish. If Explorers' demands are met too strictly, especially towards sensitive Adventurers and Entrepreneurs, things can fall apart especially quickly.

Explorers' sensitivity to criticism and tendency to act without thinking about the consequences is by far the biggest frustration for their Logistician parents. This undeterred and often impulsive self-indulgence makes building a reputation for responsibility especially difficult, something Logisticians see as extremely important. But at the same time, Explorers hardly want for passion, the key ingredient in the most fulfilling successes. Logisticians' steady support and practical caution is exactly what Explorers need to have just enough temperance to stay out of trouble, and to otherwise leave their mark in their own unique way.

# Academic Path

Some people spend nearly one third of their lives studying. Some choose to enter the workforce earlier and don't spend as much time in classes or libraries. Regardless, most people spend at least some of their important formative years in school. No matter how long you remain in the academic world, your time there is important. These years not only could set one on a specific career path, but the school experience can also affect self-esteem and other aspects of psychology well into the future – in both positive and negative ways.

## How Logisticians Learn

Pragmatism, duty, and tradition: These are three words that are foundational to how Logisticians learn. They are most comfortable in a traditional classroom with traditional teaching methods. Logisticians have little interest in the abstract or the theoretical. They are much more interested in the practical. They prefer that everything be a "how-to" experience on some level in the classroom. They will tolerate the theoretical only under the condition the lesson ties the idea to something practical. If a debate or lecture does not land on something useful, they are likely to see the whole experience as "going around in circles". They are more at home with proven and conventional ideas linked to a concrete purpose.

Sentinels, careful in their attention to detail, don't mind routine and repetitive tasks as long as there is clear reason for it. (Sometimes that reason can be as simple as preserving a tradition.) Logisticians usually welcome hands-on training, and they appreciate models they can copy and opportunities to receive coaching. They work hard and strive to be good students. Logisticians appreciate feedback and they can see it as an essential part of

learning rather than a judgment. Logisticians work very slowly and steadily making it a point to get everything exactly right.

Logisticians are creatures of habit in both their actions and their thoughts. Once they believe something, it can be hard to get them to accept alternate ideas. This tendency can create difficulty in some courses that rely on imagination and creativity or during general class discussions. Logisticians need to be careful to not discount new information in their tendency to lean toward traditional and perhaps outdated ideas. Courses that ask for creative and abstract thought can be challenging for Logisticians for that reason. They prefer thoughts that connect the past with the present – not new ideas “out of nowhere”.

Instructors can tap into Logisticians’ strengths by providing them with a sense they are doing something, not merely thinking about something. Providing Logisticians with cultural or historic context can also help them feel they are on solid footing. It will be distracting and uncomfortable for Logisticians if the teacher allows things to be “too relaxed” in the classroom. While it may be healthy for Logisticians to step outside of their comfort zones and relax in the classroom a bit, this need for structure might be something instructors might want to understand to create a better learning environment for all of their students.

Finally, Logisticians really dislike people putting them on the spot. They need to be sure of themselves and like to be confident in their answer before they commit to it. Logisticians always appreciate a reasonable amount of time to check their footing before they respond.

## Logisticians in High School

**In the classroom:** Logisticians start high school from a great place just because of the way they approach the world. They’re hardworking and dedicated to doing well. As far as

earning good grades, this comes naturally to Logisticians and they may see it as a duty they need to perform.

Logisticians will do well in courses that promote administrative skills such as business, accounting or even math. Sentinels are great generalists in that they will do whatever is needed to promote the general good. They will approach any subject they take as a resource. While they may like or not like a course, they don't need the course to be interesting or exciting in order to apply themselves like Analysts and Diplomats tend to. The course is there, it needs to be done, it's there for a reason, and Logisticians will simply do it regardless of their subjective feelings.

One of the challenges Logisticians face in the high school classroom is that there is certain rigidity to them. As mentioned above they may have trouble with abstract or novel ideas. They stick firmly to rules and they always have a strong sense of duty. They also may have trouble in relationship to their fellow students in classroom. There may be mutual disdain if they are put in a group with students who want to cut corners or who don't attend conscientiously to the details of something. Logisticians may want to play strictly by the rules while their peers don't. This can cause friction and stress all around. On other hand, teachers will probably value the care and attention that they put into their work. Being the hard-working students they tend to be, they may be very hard on those who are slower or don't carry their own weight. Sometimes, though, it's more about the impression Logisticians give off, rather than an actual need to control.

Logisticians will most likely work from the first day of high school to the day they graduate. They will always work hard and always diligently try to meet all the requirements put in front of them. Other students may slack off when the work becomes too predictable and

easy or when they get toward the end of high school. Logisticians will not. They will continue to work to their highest level until they leave. They will feel duty-bound to do so.

**Outside the classroom:** If you've been to high school, you don't have to watch a single one of the thousands of films about teenage angst to know that there's more to high school than just classes. And most would agree that there are as many lessons in a school's yards and hallways as there are in the classroom. So, let's take a moment to consider high school as a place where some important social lessons unfold.

Logisticians are rarely popular in high school. They may have a group of close friends who they are very loyal to and to whom they feel attached. However, their Introversion may make them a bit reclusive and, therefore, a bit of an outsider. They sometimes lack tact or they defer it in order to meet a goal or to make a point. This will generally be alright as social status is not a primary concern of Logisticians. However, should it go too far, there may be some bullying and this can be difficult for these students.

Then there's the talkative Introvert "paradox". Logisticians can be quite talkative sometimes giving the impression that they are a lot more Extraverted than they are. Since Logisticians do need time alone, this contradiction between what Logisticians appear to be and what they are can be confusing to others. High school friends, mistaking Logisticians as Extraverts, may not understand when they withdraw to restore their energy. The friends may see it as a rejection through their youthful and sometimes sensitive eyes.

Extra-curricular activities often pigeon-hole the modern teen into stereotypical niches. Cheerleaders are seen as the popular kids and Latin Club is for the nerds... and so on. Logisticians will gravitate to the clubs they are supposed to belong to. By that, it could be for academic improvement, service to others, or a career path clubs of some kind. Being practical, they will join clubs that will pad their resumes or their college applications. They

may join the drama club or something of that nature, if it's presented as a community builder that upholds a fine long tradition or a similar rationale.

Logisticians, who do not enjoy the limelight, will be less likely than others to become leaders of any extracurricular organizations. However, with their attention to detail and protocol, they would probably do quite well if they did. They may take a more auxiliary position like secretary of treasury if they do become leaders. They will certainly bring an efficiency and organization to such a club that will surpass anything their peers can do.

## Work or College?

While there are many more reasons involved in deciding whether to go college than personality types, they can have a role in the equation. Not long ago, most thought of college or university as the quickest path to success and security. Now some of the same people are vigorously arguing against higher education for everyone having seen college dropouts succeed on a grand scale in our technological age. Steve Jobs and Bill Gates are the two most famous examples. There's a niche for everyone and college is just one possible path to finding it. So, what might the Logistician consider when thinking about college?

Two questions that Logisticians should ask when deciding whether to hit the books or enter the workforce:

### **Will a degree be necessary in the work you want to aim for?**

Once deciding a profession, it sometimes matter whether one has a degree. The helping professions, many of which require certification, tend to draw Logisticians. Teachers, social workers, nurses, physicians, and other certified positions need a degree. If certification is

not necessary for the path Logisticians choose or they, like many 18 year olds, have not yet decided, deferring higher education may be an appropriate decision. It pains Logisticians to be somewhere they shouldn't be doing something they consider irrelevant. If there isn't a sense of purpose or meaning in college, it's likely just to be a bad experience.

### **Will you be able to gain something intangible and yet valuable from going to college?**

For many there is more to a higher education than just getting a job. It's a life passage and opportunity to grow and take steps toward becoming an independent young adult. Logisticians may find this a less compelling reason to attend college. The “growth argument” for attending school may sound a little frivolous to them. If they are not going for a certification or need any particular training, they may consider going straight to work more reasonable. However, even as practical as young Logisticians are, they may still have a yearning to better discover who they are and may still find a university setting good for that purpose.

## **When Logisticians go to College**

Sentinels may have mixed feelings when entering college. There is an opportunity to gain some real skills and develop professional credentials. However, university life can be a more relaxed environment than high school. This can be disconcerting to a student with as many fixed habits and beliefs as Logisticians have.

College is a time for Logisticians to begin to consider and exploit their strengths and talents in a real way. Logisticians may find this a time where they can develop competence. They need to be careful to choose their major. If the courses are too abstract or theoretical, they will find no satisfaction. A major heavy in useful lectures, labs and practicums will suit Logisticians well.

Logisticians' course choices will be similar to the subjects they connected with in high school. They will do well in any detail-oriented work that needs careful administration: bookkeeping, business administration, health care, education, law, social work and religious studies. For the Logistician the subject isn't nearly as important as its application and purpose. It's unlikely they will be attracted to less traditional courses (“women's studies” for example). They will instead seek more bedrock courses – perhaps something their parents might have taken a generation earlier.

The question for Logistician is not whether they can do something. They have a strong work ethic and will do well in any niche they choose. But will they feel satisfied? Will they be fulfilled? Some feel that college and university is only about getting the tools you need to make a good living. Logisticians may fit into this category, but it won't be just about money. A higher principle will be a priority above money. With Logisticians there will be a sense of mission and money will only be peripheral consideration. Keeping books and keeping a business running smoothly may make Logisticians good MBA candidates.

Will Logistician look for a “party school” to strengthen their university experiences? Like most young people, the Logistician will delight in the autonomy that going away to college offers – but perhaps not as much as other types. Home can represent safety, duty, structure, even tradition for them. For most students, this is the first significant taste of life apart from their families and their families' rules (again, perhaps a mixed bag for Logisticians). However, they are generally too serious and too rules-bound to see the wild “party life” as something that fits who they are. Their social life will probably be relatively subdued when they go off to college.

However, they may take an excursion into the party life if they feel they need a break from stress. Logisticians, especially Turbulent ones, can be perfectionists with very specific

standards and that may cause them to be hard on themselves. If they start creating too much pressure in their lives, they may react by going in the opposite direction of their normally hardworking selves. Parties, alcohol, drugs and casual sex are not out of the question with such a reaction although probably not common at all among Logisticians. More likely than not, such adventures, if pursued at all, will be short-lived phases for the Logistician.

# Career and Professional Development

Logistician personalities are known for their ability to process an extraordinary amount of facts and either categorize them or use that knowledge to point out various discrepancies. Logisticians are excellent logisticians, whose dependability and patience make them irreplaceable in situations where other types are either unable or unwilling to take on difficult responsibilities. These skills can be tremendously valuable in the right career path – people with this personality type are great at jobs that require good administrative skills, thoroughness and ability to notice even the tiniest details. For instance, you could find many Logisticians among auditors, data analysts, medics or accountants. These are often their best career choices.

People with this personality type put facts and duties above everything else. Consequently, best Logistician careers reward meticulousness and dedication. Logisticians believe that everyone should do their best to complete the task to the highest possible standard and loathe individuals who use social activities and networking rather than merit to get ahead on the career ladder. There is no easier way to lose the respect of a Logistician than to show that you believe that fun and games at the workplace are more important than actual work, no matter how hard it is. Logisticians have very high standards, especially when it comes to their own work, and are likely to put an extraordinary amount of effort to get the job done – even when they know that their colleagues or managers are unlikely to notice or recognize their efforts.

Like other Introverted types, Logisticians tend to be relatively quiet and introspective. They are highly unlikely to choose or enjoy customer-facing or teamwork-oriented careers – these are definitely not the best choices for Logisticians. As already mentioned, Logisticians are brilliant analysts and logisticians, but they do best alone or in small teams.

People with this personality type will gladly accept someone else’s authority and leadership, as long as that individual does not break any rules or procedures. These traits make Logisticians excellent detectives, auditors or accountants, quietly working on their investigations and reporting their findings to the management, as opposed to interacting with their co-workers all the time. Logisticians’ performance in such roles is often very impressive.

Regardless of the area they are working in, Logisticians are inspectors at heart. Nothing fascinates them more than noticing a discrepancy and then tracing it back to its source, thus restoring the order in their collection of facts. People with this personality type are factual, no-nonsense thinkers, able to retain an extraordinary amount of information in their memory and then pull out an obscure fact when that becomes necessary. Logisticians’ keen eye and quiet determination give them a distinct advantage over other personality types when it comes to data analysis. These skills are becoming more and more important in today’s world, knowing the mind-blowing amount of data that is collected, processed and analyzed every second.

Unfortunately, despite being smart and highly dedicated, Logisticians are likely to face many difficulties in their careers if they choose the wrong path. People with this personality type demand much of themselves and their quiet nature does not help either – consequently, they usually have difficulties coping with situations where their skills and efforts are not fully utilized or recognized. However, ultimately it all boils down to picking a career that is a good match for your traits and skills.

So, how do you choose the right path?

## Getting on the Career Ladder

The best thing about being a Logistician is that people with this personality type tend to be extremely knowledgeable. Jacks-of-all-trades, geeks, nitpickers, walking encyclopedias – Logisticians would have heard these compliments many times throughout their lives. Actually, most other personality types would not even see these sayings as compliments to begin with. Like other Sentinels, Logisticians are unstoppable when they find a niche that gives them an opportunity to contribute to the good of the organization or the society as a whole, while also being stable and secure – but getting such an opportunity can be a challenge.

Whatever their hobbies or aspirations, Logisticians do best when they embrace administration, factual analysis, or development and enforcement of rules and guidelines. It does not really matter whether a particular Logistician wants or is able to get into commercial, legal or administrative fields which tend to be their top choices – sometimes their chosen profession has no direct links with these areas. What matters is the Logistician's ability to analyze the available facts and use them in a way that not only answers the underlying questions, but also ensures or even enhances the stability of the entire system, whatever it may be.

Logisticians should embrace these strengths in the job-hunting stage as well. The bad news is that they are unlikely to do well when it comes to networking and socializing – the primary means of getting a job for many other personality types. Logisticians can become better at this as time goes by, e.g. by only targeting like-minded individuals and taking time to improve their social skills – however, this is not by any means mandatory and many people with this personality type will do just fine without an extensive social network.

The good news is that Sentinels exude stability and responsibility, and this is especially true with Logisticians. People with this personality type should find it easy to show their prospective employer that they are trustworthy – they are usually able to communicate that fairly well. However, they may encounter difficulties when it comes to actually providing examples of previous work or describing their successes. Logisticians do not feel comfortable boasting about themselves, but that is often an unavoidable part of any interview. People with this personality type may find it easier to highlight their successes if they stick to factual data, describing what they had achieved in the previous role. Furthermore, such an approach will often be seen as more convincing than a never-ending stream of self-centered compliments. If you are a recent graduate, highlighting your academic achievements (which are likely to be quite impressive) may also be a good idea – and in any case, the Logistician may feel more comfortable discussing something they have achieved as opposed to something they would imagine themselves doing.

Of course, you need to be able to present your skills in the right way in order to distinguish yourself among other candidates. As a Logistician, you probably know many things and find many topics interesting, maybe even seeing them as hobbies. Utilize this – think about what hobbies could be attractive in a specific field and then find a way to turn those ideas into real-life projects. There are plenty of opportunities out there – you can participate in competitions or volunteer projects, build an online presence (e.g. a small blog), write a couple of articles and try to get them published in the print media etc. It does not really matter what you do, as long as it is something you can put on your CV – not only this will make you a more attractive and versatile candidate, but will also give you a lot of breathing space in the interview. Answering a question like “describe the situation where you used your problem-solving skills” is much, much easier when you have got 5+ projects listed on

your CV. Be imaginative – your skills are not worth much if you are the only person who knows about them.

You may also need to brush up your presentation skills. If you have an interview coming up, great – but do not make a mistake of thinking that your technical knowledge and enthusiasm will put you above everybody else. No matter how cliché that sounds, you need to be aware of the most common interview techniques and questions so that you are not caught off-guard by something like “what is your biggest weakness?” – answering “perfectionism” or “I work too hard” is not going to result in bonus points, quite the contrary. Try to highlight your achievements and knowledge, but also be prepared to get many template questions, especially in early stages. In some cases, the recruiter will not know much about the role and will simply be going through a checklist – expect that and do not let your confidence cloud your judgment when it comes to preparation. Logisticians tend to be very good candidates, but they usually find it difficult to get that message across and may consequently lose out to less qualified but better prepared candidates. Do not underestimate yourself.

Thanks to their meticulousness and hard work, Logisticians rarely have major difficulties when it comes to landing their first job, or keeping it afterwards. However, it is also important to always keep everything in perspective. People with this personality type often say that they studied extremely hard in school, with their eyes fixed on getting a position in a specific field – but then regretted missing a chance to develop personal relationships that could have helped them a lot during their school years. Logisticians are hardworking and strong-willed individuals, but their perfectionistic tendencies may lead to a lot of stress – and having a social support network, no matter how small, would be of great help in such situations.

You should also never forget to listen to yourself, especially when deciding what would be a good career choice. Logisticians are comparatively good at self-reflection, but this trait is often clouded by other factors, such as outside influences and financial rewards. In the end, you are the only one who knows what is going to make you truly happy. This does not mean that you should have unrealistic expectations at the start of your career – entry-level jobs are rarely interesting or satisfying – but it is your responsibility to find the right career path. Do not choose a profession just because it is popular or pays well – it may not be a good match for your individual set of skills or principles. In order to feel happy in the professional environment, Logisticians need to know that their contributions are respected and valued – this is unlikely to be the case if you are constantly struggling in an incompatible field.

## Professional Development

Let us take a look at what makes Logisticians good at what they are doing, and then move on to discussing what traits are behind most of their problems.

Logisticians have a keen eye for detail and do not give up until they have found what they are looking for. People with this personality type tend to be less interested in building extensive systems or planning for contingency scenarios, leaving that for more technical-oriented Analysts. However, they live and breathe rules and structures – everything must be in order, budgets must be balanced, discrepancies and mistakes must be eradicated. This is what drives and motivates Logisticians and this is what they should be focusing on – positioning themselves in a way that allows them to focus their efforts on analyzing factual data, managing resources or making sure that the rules of the organization are adhered to. Your mind is both your greatest gift and your greatest curse – if the environment is right, you will quickly be noticed and appreciated; if it is not, you will get

frustrated by subpar performance of your colleagues and all the inefficiencies that you would like to fix. Logisticians are hardworking, patient individuals, so they are likely to do relatively well in many fields, but none will satisfy them as much as a logistical role would do. Try to consciously push yourself toward roles of this nature, wherever possible.

Another thing that is definitely worth mentioning here is the Logisticians' love of facts. You are likely to be a dedicated, meticulous individual, with one of your core strengths being your ability to remember and rely on a vast collection of various facts and data. Bear in mind, however, that those facts are likely to be different from what Intuitive types (Analysts or Diplomats) collect – they focus on theories and methods, filling them in with facts as and when necessary. In other words, people with those types pay more attention to abstract statements than concrete facts. Logisticians, on the other hand, focus on the facts themselves, seeing them as something that guarantees reliability and impartiality. Hence the Logisticians' motto, “Just the facts, please” – people with this personality type are kind and cooperative, but they do not care much about superfluous information when it comes to making actual decisions. Facts, on the other hand... They do not lie. For this reason, you should try to steer your career towards roles that reward meticulousness and keen eye for detail, and most importantly, focus on concrete, factual data rather than abstract matters such as ideas, brainstorming, diplomacy or planning.

That being said, this does not mean that you should rely too much solely on what you know at the moment and refrain from developing your skills or expanding your knowledge. Logisticians are good at absorbing new knowledge, especially of technical nature – therefore, try to use every opportunity you get to learn and experiment with something new, if possible. For instance, many organizations offer various training programs or subscriptions to professional magazines – there is always something else that you can learn. Use that mind of yours the best you can – even if a particular piece of information

does not offer any immediate benefits, it is very likely it will prove useful at some point. You never know when someone will come in and ask if there is a person in the office who has an idea how a certain computer program works or how they should approach a specific project. Life is full of opportunities and Logisticians have a major advantage over other personality types when it comes to retaining and categorizing knowledge in their memory. Remember that regardless of what you are doing, you are constantly gaining experience and perspective – and that knowledge is not going to disappear. You may find it quite difficult to force yourself to learn something new, depending on the topic – but try to get out of your comfort zone as otherwise you may be outmaneuvered by other people. Consistency and stability are important, but they should not prevent you from trying out new things.

Tangentially, it is worth mentioning that this applies to educational qualifications as well. Regardless of whether you are employed or not at a given time, you may want to consider exploring fields and subjects loosely connected to your main specialization. There are plenty of areas that reward Logisticians’ logistical thinking and ability to administer systems, whatever they may be – keeping your eyes open can sometimes yield great results. Few Logisticians can say that they are always satisfied with their roles, so if you are not among the lucky few, trying out a new subject can easily open new horizons and boost your self-confidence as well. You do not necessarily have to get formal qualifications – nowadays, studying independently is easier than ever. New knowledge is always valuable, so why not keep your mind occupied with meaningful studies as opposed to something that has no lasting value.

If you have an opportunity, you should also try finding a hobby that you could potentially turn into a source of income later on, if you choose to – this approach is quite common among Logisticians, especially those in stable and well-paid, but not very intellectually

challenging positions. The actual earnings do not really matter that much in the beginning – what matters is the chance to do something that truly excites and inspires you, without the constraints of the employer-employee relationship. If you create value – and it is hard not to, if you are truly enjoying what you are doing – other people will quickly notice it and reward you accordingly. It could be anything – a website about your favorite hobby, a local neighborhood initiative, a home improvement project etc. Logisticians tend to enjoy tinkering with things, especially mechanical ones – so why not try something like this if you have got time? The main principle is that you should try to do what you truly enjoy, while retaining the safety net of the regular employment – and who knows, maybe your idea will keep you going through difficult times or grow into a proper business. If you are also in a position where you can divert some financial resources to your hobby, then all the better. Logisticians tend to be excellent logisticians, so you should not have any difficulties managing your resources and this parallel “career”.

But let us go back to the world of offices and cubicles for a moment. Another big problem for most Logisticians is going to be personal relationships – people with this personality type rarely care about making friends in the office, seeing their work and duties as far more important. Such an attitude is not really surprising – after all, this is their *modus operandi* in many other areas of their life. However, difficulties in developing casual relationships at work can stifle professional development and result in missed opportunities, both personal and professional. It is important to keep your mind open and not cringe at the thought of getting to know your colleagues better – or at least not actively avoid them.

We are stressing this not only because having connections *will* help you advance your career, regardless of how competent you are – but also because you may find that you are actually a very good leader. Logisticians tend to have strong willpower, which, combined

with their meticulousness and sense of duty, makes them excellent managers – and most people instinctively want to follow the lead of someone who is confident in their opinions. Consequently, you do not need to compromise your integrity in order to be able to influence others. All you need to do is make an effort to establish a connection and some level of mutual trust. If you are in a role that is a good match for your personality traits (e.g. requires technical and logistical thinking), you will probably notice at some point that most of your non-Logistician colleagues will share a certain sense of respect when it comes to dealing with you. Logisticians tend to be seen as walking encyclopedias – this is a compliment, but try not to scare people off by being arrogant or condescending. This is a mistake most often made by younger Logisticians.

In all likelihood, you will only be satisfied with your career path if you feel confident that it makes you a respectable and productive member of the society. Logisticians want to be seen as dependable and trustworthy, working hard to achieve that status, as well as security and stability. Consequently, if your work is not being appreciated and respected, you will likely feel restless. Unlike some other personality types, Logisticians always push themselves hard in the professional environment, even if their efforts are underappreciated – but that cannot last forever, with the Logistician being secretly stressed and frustrated. Ultimately, everything depends on how flexible your chosen organization is – there are few career paths that are really unsuitable for Logisticians, but there are plenty of roles where your primary skills will be underutilized. So explore, learn and try to find a way to use your logistical thinking skills in that specific field – and do not ever think that the gnawing feeling that you are in the wrong place will pass, if all rational arguments point to the fact that a particular role is unsuitable for you. Logisticians aspire to be influential, dependable managers, seeking to administer and direct resources in the

way that ensures the survival and prosperity of their organization. Technical wizardry, sensuality or empathy are not their domains.

There are some other things worth mentioning in this section. The first is that Logisticians do not fare well in situations where they need to do unfamiliar work under time pressures. People with this personality type are decisive and able to keep a cool head in critical situations, but they feel far more comfortable when they have enough time to assess the situation and make an informed decision. Logisticians have an excellent set of leadership skills lurking beneath the surface, but being in the “emergency mode” can exhaust them very quickly. Unlike Explorers, Sentinels in general are more suited to be logisticians and administrators than frontline executors.

Second, it is important not to underestimate the importance of what is generally called “people skills”. We have touched this topic before, but it bears repeating – social intelligence is just as important, if not more so, than everything else. Many Logisticians dismiss this idea, seeing little value in things like small talk and socializing – but also missing the bigger picture. It is not a surprise that being as dutiful and responsible as they are, Logisticians are often disappointed by the recklessness or head-in-the-clouds attitude of some people they come in contact with – however, this does not mean that there is no point in learning more about what drives and motivates other members of the society. You do not necessarily have to enjoy that or seek deeper meaning in such exercises, but having these skills can give you a tremendous advantage both at work and elsewhere. Sometimes defusing a difficult stakeholder can get you much further than finding that annoying little mistake in the accounting journal.

## Communication between Types

It's useful to have something in common when you begin to talk with someone. It can make the rest of the conversation much more productive if you start with a resounding "yes" rather than stubborn "no". This section will cover four possible pairings of type groups, including brief overviews of potential synergies and obstacles, as well as some tips that may help you navigate these tricky waters.

### Sentinels – Sentinels

#### Common Ground

Obviously, two Sentinels will find themselves "speaking the same language". They're about getting the job done and that will be the main thrust of their conversations. That doesn't mean that people belonging to this type group won't engage in casual conversation, but their motivation in that will likely be to create harmony in the workplace. They are often sincerely warm and personable. However, when it's time to go to work, that becomes the clear focus. There can be a no-nonsense quality to their conversations.

Sentinels are pragmatists and are not much for the abstract and the theoretical. Discussion among them would most likely include discussions about facts and procedures. They like tradition and linking the things of the past with the things of the future. Sentinels would not spend much time talking about concepts or visions like the Analysts or the Diplomats. They are more likely to reflect on the here and now and getting things done. This doesn't mean they don't plan or talk about the future. Just that they will more likely discuss the more tangible aspects of it.

Sentinels are nurturers in the sense that they want to take care of other people. They try to make their lives easier through attention to detail, following policy and completed action. Sentinels will want to make sure that they consider every possibility toward that end. They will spend most of their time going over logistics and organization together to make sure that everything runs smoothly.

### **Potential Problems**

The problems two Sentinels may have when talking to one another will most likely have nothing to do with understanding. However, they may have trouble if they become stuck in their own style of thinking without the benefit of insight from those who think differently. In business and in life, it's good to have varied personality types around to provide balance.

In this rapidly changing world of commerce, there is a constant need to switch perspectives from a macro view to a micro view and back. Many feel thorough mission statements combined with long-term imaginative planning is essential for an organization to survive. The Biblical book of Proverbs says, “Without a vision, the people perish.” So it goes with modern businesses as well.

However, room full of Sentinels would be more likely to focus on the “nuts and bolts” plans of an organization but would not be comfortable dealing with the big picture. The Sentinels are wonderful at handling the micro view. When you need things achieved, these are the reliable and loyal people you want. However, for the macro view, the more visionary Analyst or Diplomat has much to offer a brainstorming session and efforts should be made to include them in such exercises.

Similar to that, a discussion of innovation and change, if extensive enough, may be unsettling for Sentinels. They connect with the traditional ways of doing things. Sentinels bear their name for a reason. In that important role, they take care of others and they take care of a fixed way of doing things. They serve as the anchors needed in a stable society. However, having said that, the world is a rapidly changing place and often organizations need to innovate to compete. “Thinking out of the box” is an overused cliché that shows through its overuse how important thinking in new ways has become.

For Sentinels, a challenge to the confines of the proverbial box may feel almost like an affront. They have probably spent a lot of time protecting the status quo and may get uncomfortable when it’s threatened. Sentinels should be aware of these traits and invite other personality types to the table when the topic becomes about developing new products or systems.

Control may be issue when two Sentinels try to communicate. While they try to get along well with others, they are willing to sacrifice harmony if they feel it is in the way of their goals. They may decide there is a “right way” to do something and defend that way vigorously. Their internal read on the situation will be that they are working for the “greater good” within whatever context they are acting. Two Sentinels with a sense of conviction and different ideas on how to bring about results may clash.

### **Tips for Communicating**

- Enjoy the comradery of someone who sees things the way that you do. Alliances of like-minded people often make life easier. There’s much less of need to expend energy making the case for something.

- Be sure to recognize the efforts of your fellow Sentinels. Recognition provides them with energy to move forward. However, their work is not always recognized as it is frequently done behind the scenes. But who understands better than Sentinels what other Sentinels do and want?
- Beware of control issues. Understand that your ultimate goals are probably the same and there is more than one way to do almost anything.

## Sentinels – Analysts

### Common Ground

While they can be complementary (see below), Sentinels and Analysts have few things in common. If there’s anything at all, perhaps it’s their shared need for efficiency. Analysts work with systems trying to get them to run smoothly. Sentinels do the same with more practical matters.

### How They Complement One Another

Sentinels bring order to an organization and see to perform practical tasks. Analysts gain knowledge and assemble the building blocks a system in their minds and on paper. Each plays a different role when they have a job that suits them in an organization. Analysts are visionaries while Sentinels efficiently attend to business in the here and now. Analysts often ask “what if” and “why” while Sentinels are more likely to ask “how” and expect a tangible answer.

So how do these two different types work with each other and communicate successfully? Analysts sincerely need someone to carry out their vision. They are masters at manipulating ideas but need someone else around to turn their ideas into something

practical. Sentinels are great at getting things done. In many ways, that’s a perfect match. A good fictional model might be the visionary CEO with the practical administrative assistant. Think Tony Stark (Robert Downey, Jr.) and Pepper Potts (Gwyneth Paltrow) as comic book caricatures of this in the Iron Man movies. While he busies himself designing his technologies, she keeps Stark Industries running. (From such examples, one might easily think the Sentinel is always subordinate to the visionary Analyst. However, if you consider an Analyst in a research position with a Sentinel boss, you have the opposite power relationship. Yet they complement each other’s roles just the same.)

By clearly understanding and accepting one another’s role and communicating from their positions of strength, each type can become invaluable to the other. Analysts and Sentinels can create a mutually useful and productive partnership in the workplace.

### **Potential Problems**

There’s an old saying: “Nobody likes change except a wet baby.” Whole industries have grown up around “change management”. But it’s not true that “nobody likes change.” Intuitive types like Analysts and Diplomats love change. They always look for ideas that improve things. On some level, these types crave it as it represents growth and possibilities to them.

On the other hand, Sentinels focus more on doing the right thing according to proven standards and traditions. With Sentinels, making the status quo work is a priority. Analysts have little regard for the status quo, especially if it gets in the way of improving a system. Sentinels may insist on doing it the “right” way according to how it’s always been done. Meanwhile, Analysts may insist on doing it a “better” way regardless of how it’s always been done.

The universal conflict between those trying to preserve a system and those trying to change it is perhaps as old as man himself. It is an area that can be difficult in the workplace. This can play out as passive-aggressive resistance or discounting the importance of one another’s contributions to an organization. These two diverse approaches may need careful communication, reassurances and much understanding.

Analysts’ social style can lack warmth and consideration for the emotional needs of others. Sentinels are nurturers and preservers who can be warm with their co-workers. While, they can be rigidly efficient to the point of being controlling sometimes, they keep the welfare of others in mind and they can be extremely loyal. Sentinels would do well not to take an Analyst’s criticisms too personally whether it’s directed at themselves or others. Analyst would do well to understand that Sentinels may react badly to harsh comments and off-the-cuff negative comments. Since they are so invested in things running well, Sentinels sometimes take criticism of an organization or others on as their own.

### Tips for Communicating

#### Advice for Sentinels concerning Analysts:

- Understand that Analyst co-workers benefit from your attention to detail even if they don’t always recognize or seem to appreciate it.
- Try not to take any criticism or harsh comments from an Analyst to heart.
- Don’t load Analysts down with too many details that aren’t necessary. They may show little interest, and they may not even respond to such information.

### Advice for Analysts concerning Sentinels:

- Make an effort to show appreciation for what Sentinels do. They will not necessarily seek gratitude from others for what they do, but they become energized when they get it.
- Talk to Sentinels about any changes to a system. Understand that their first impulse is to preserve the status quo. Change may feel like something is out of control for them.
- Avoid unproductive criticism of others when speaking with Sentinels.
- Talk about practical tasks rather than theories if you want to connect with a Sentinel.

## Sentinels – Diplomats

### Common Ground

Both Sentinels and Diplomats like to take care of other people and will have much to talk about when it comes to the human side of work. While the Diplomats focus more on ideological matters involving compassion, Sentinels’ interests lie more in taking care of others on a more practical level. For example, Sentinels might want to make sure they complete the payroll so everyone receives their pay. Meanwhile, the Diplomats might focus on making sure that everyone receives fair treatment and they genuinely benefit from professional development. Both find energy and self-respect in doing good for others, and there is plenty of common ground on which to bond in that area.

## How They Complement One Another

As hinted at in the preceding paragraphs, Sentinels and Diplomats will most likely complement each other by providing different kinds of support for the organization. For Diplomats, it's the larger picture and the big ideas that are important. They are interested in growth for themselves and others. Details do not always concern them, and anything that comes across as "picky" may feel unimportant to Diplomats. So, they sometimes miss small but essential details. Sentinels do not and organizations need their diligence to run smoothly.

On the other hand, Sentinels can become so involved in making sure they do every little thing correctly that they can "miss the forest for the trees". They can get so caught up in the details and procedures that they lose the larger purpose of what they're doing. Partnering with a Diplomat can help them hold onto the greater vision of an organization, especially around issues about human capital.

## Potential Problems

Conflict arises between Diplomats and Sentinels when there is an opinion that one is too controlling (Sentinels) or the other is too lax (Diplomats). If one arrives 10 minutes early for work and another arrives 10 minutes late, you can almost guess which one is the Sentinel and which is the Diplomat. It won't be because Diplomats thumb their noses at the rules or time clocks. It's just that those 10 minutes are not as important to them on their mental list of priorities. To them, as long as they get their job done, what does it matter? However, that might be hard to explain to a Sentinel supervisor who finds comfort in enforcing the rules. It can become difficult to bridge this gap in attitudes.

Diplomats are often able to understand things intuitively. Their view of the world comes from an almost subconscious linking of information and feelings. They are always imagining something better. Sentinels protect efficiency and order using proven standards and methods. In a way, they try to connect something that has worked in the past with the future hoping that will bring guarantee the same results.

Similarly, Diplomats often accurately size up other employees simply by using their instincts. Sentinels will prefer a proven established employee evaluation check list to do the same thing. While these two styles may not necessarily conflict, they can. Sentinels have to be careful not to judge Diplomats as “flaky”, having their “heads in the clouds”, or too future-oriented. Diplomats have to be careful not to judge Sentinels as too pedestrian or lacking imagination.

The two personality types can resolve these potential problems by understanding that both world views have something to offer. Practicing patience in the middle of pronounced differences is always good advice and always helps communication.

### Tips for Communicating

#### Advice for Sentinels concerning Diplomats:

- When talking about procedures with a Diplomat, couch the discussion about how these specific standards might affect larger considerations in the workplace. Connect these rules to values and fairness. You have a better chance of connecting with them if you appeal to their sense of morals and empathy rather than a set of rules that may feel arbitrary to them.
- Diplomats will not respond well to “that’s the way we’ve always done it” or “that’s what you’re supposed to do.” Take care not to offer that style of argument. Growth

and development motivate Diplomats, and they always assume there is potential for something different and better. A company rule book usually says little about evolving, and so it probably won't carry much weight in a discussion with a Diplomat.

- Diplomats like to encourage others. Remember that sometimes they need encouragement themselves. Take a moment to recognize their efforts out loud even if you don't always agree with their methods.

#### **Advice for Diplomats concerning Sentinels:**

- Be careful not to judge Sentinels as too unimaginative, work-a-day or rigid. Try to remember the efficiency and stability they offer is a necessary part of any organization and don't be quick to write them off. Share abstract thoughts or imaginative ideas with them sparingly. While they might not have any trouble grasping your vision, they will probably have little interest in it.
- Don't spend much time talking to Sentinels about feelings. While they can be warm and friendly at work, getting the job done and preserving order is more important to them than how an individual feels. They will most likely view any necessary sacrifice of someone's feelings as something “for the greater good.”
- Show appreciation for what Sentinels do. While they may not actively seek recognition, it energizes them when they receive it, and they gain self-confidence from it.

## Sentinels – Explorers

### Common Ground

It's easy to get the impression that Sentinels and Explorers are polar opposites. While they often approach things differently, they both gather their information from the world around them rather than from an internal source like the Analysts or the Diplomats. However, that's where most of their likenesses end. While Explorers are more in touch with things directly and immediately, Sentinels usually filter their experiences through what they remember and how things have always been. Explorers relish the new and exciting while Sentinels favor the traditional and stable. Despite these differences, they both speak in terms of what is practical and tangible.

### How They Complement One Another

Explorers and Sentinels most often complement each other when things go wrong. Sometimes even the tried-and-true ways of doing things fails us. This can be disconcerting to Sentinels, but a compelling problem to solve for Explorers. In this ever-changing world, there are often times when the old methods no longer work. There may be no other choice other than to develop a new way of doing things and there's nobody better equipped to help a Sentinel should this happen than Explorers.

On the other hand, sometimes an Explorers' impulsive drive to find solutions can get off-track. Sometimes, the best answer when a situation goes bad is to retreat to a known starting place. “Known places” are where Sentinels like to spend their time. Some have commented that sometimes, as Explorers get older, they seek out Sentinel marriage partners to help them settle down. While this makes sense, it also makes sense that it could apply to professional situations. There are times when boldly “winging” it can lead to

effective solutions. However, there are also times when such approaches create more problems than they solve. Sometimes a Sentinel can help an Explorer "come home", figuratively speaking. Sentinels usually know how to repair a situation or they know someone who does. This can be of great help to the Explorer who has wandered too far in the wrong direction.

### Potential Problems

There are clearly things about Explorers that drive Sentinels crazy and the other way around. However, the Explorer has the advantage in this as they usually go with flow and don't allow others to bother them much. For the Sentinels, however, their problems with Explorers can be disturbing for them.

While Explorers have no problem cutting corners when necessary, Sentinels usually dedicate their lives to making sure those corners remain intact just the way they've always been. Sentinels like things to be orderly and predictable. Explorers can have a freer attitude and loves things that are new and interesting. Metaphorically, Sentinels will have a favorite restaurant they go to most of the time, and Explorers will want to sample all the latest restaurants that open in town. At work, Explorers can come across as reckless and undisciplined to Sentinels. To Explorers, Sentinels might appear boring and uninspired by their environment. While the opinions of each type are usually more reactionary stereotypes than real, they can get in the way of trust and open communication.

While keeping the status quo strong and in place seems essential to Sentinels, Explorers will have no problem doing whatever they need to done to solve a problem regardless of "how it's always been done". Sentinels see the tried-and-true means as the way to a guaranteed end. Only the end concerns Explorers and they may use any means necessary to get there. For them, it doesn't have to follow traditional protocol.

It's easy to see how Sentinels can view Explorers as being at cross-purposes with them. Sentinels may devote an undue amount of time trying to get Explorers to walk in a straight line according to the rules. Meanwhile, Explorers may ignore the Sentinels as they do whatever they feel they must do, going in a straight line or serpentine, to master a situation. The possibilities for conflicts are endless.

### Tips for Communicating

#### Advice for Sentinels concerning Explorers:

- Smile and enjoy an “it takes all types to run a world” attitude. Explorers can be a strong asset in the workplace. While everyone needs to follow the rules, you playing the role of “rules police” may be more trouble than it's worth if the Explorer is contributing in positive ways. Try to keep it all in balance.
- Actively show appreciation for the good things Explorers do. Do this as much for you as for the Explorers. It may go a long way toward seeing them in a different light.
- In a discussion with an Explorer, avoid any form of the argument “because it's always been that way”. If you follow that line of reasoning, they will probably no longer be paying attention to the point you're trying to make.

#### Advice for Explorers concerning Sentinels:

- As Santayana wrote: “Those who cannot remember the past are condemned to repeat it.” Don't be too quick to dismiss the Sentinels' attachment to the past, the settled protocol. There can be much to learn there. Don't be afraid to ask why you need to do something a certain way. Doing so may avoid problems.

- Recognize the necessary work Sentinels do and show appreciation for it. This will help build a work relationship with Sentinels who are energized by recognition.

## Career Progression

You got that job, settled in and have been an exemplary employee ever since. What now? How can Logisticians progress in their careers and what difficulties are they likely to have?

Answers to these questions depend heavily on the field that the Logistician is in. People with this personality type tend to do better in non-managerial roles, becoming knowledgeable and respected subject matter experts rather than senior managers with dozens of subordinates. Many companies have recognized that there are two distinct career progression paths and come up with ways to retain and promote personnel who are not really interested in managerial roles. Large corporations and science/technology companies are naturally better at this, so if you are able to get a job there, it is likely that you will be able to secure promotions without being burdened with supervisory tasks.

However, it is also often possible to progress in a field where achievements are measured by the number of people reporting to you. Logisticians, like other Sentinels, are very good when it comes to administering resources and making sure that systems work as they are supposed to, and it is nearly inevitable that someone with this personality type will come up with ideas and suggestions aimed at improving the efficiency of the business model. Furthermore, their natural curiosity (some might call it nosiness) leads to Logisticians having fingers in many pies and indirectly influencing activities not related to their specific role.

This is one way of being recognized and promoted – as the Logistician gets a better understanding of how the company operates, they can grow their responsibilities without

overburdening themselves. This would increase their job security and future prospects as well. However, getting appropriate financial rewards can be a challenge in such situations – many managers are understandably reluctant to grant (or try to justify) a raise without any additional managerial responsibilities, not even talking about situations where raising the Logistician’s salary would mean that it would reach or surpass the salary of the manager themselves.

It is also important to remember that a better position does not necessarily come with more freedom. If anything, it can mean more red tape and more supervision. Logisticians excel in roles where they are given a clear set of rules and are able to work more or less independently. Ironically, getting promoted can often hinder rather than ease such efforts – sometimes, you may be better off staying in the same role for longer, using the time to learn something new and then looking for a better paid job at a different company. In most cases, traditional promotion paths suit Logisticians very well, but corporate jockeying may exhaust them very quickly.

There may be times when getting a promotion is simply unrealistic, either because of the organizational culture that sees little value in the skills that the Logistician can offer, or simply because of the lack of room for growth. Here are some ideas of what Logisticians could do – changing the employer is an obvious option, but is it the only one?

## Alternative Options

However radical this may seem, you do not need to be employed to live comfortably. We live in the age of possibilities and selling your time to a corporation is not the only way to generate income. Logisticians are hardworking, diligent individuals, and their impressive

ability to remember copious amounts of facts can be very valuable. So why not try putting some of those ideas into practice and turning them into your own business?

Many people find the notion of self-employment quite scary – however, the times when someone could spend 20+ years working at the same company and not worrying about the future are over. Job security and guaranteed prospects are a thing of the past, with the exception of several fields such as military or medicine. Consequently, working for yourself may actually be a more secure and viable option, which also comes with a range of other benefits such as ability to plan your time, see tangible results of your work and, obviously, be your own boss. Logisticians value respect, control and self-reliance, and being self-employed would give them an excellent opportunity to enjoy these things.

Furthermore, self-employment solves one of the major hurdles that Logisticians are likely to encounter in the corporate environment – forced interaction with other people. As a self-employed individual, you are free to choose which tasks you want to perform and which ones you want to delegate or outsource – no more following irrational orders or dealing with people who are more interested in play than work. Self-employment offers many major benefits to Logisticians, especially in today's global and always-connected environment, and people with this personality type are highly likely to be successful in this area.

However, there is no point in trying to start a business without a good idea. This is where the Logisticians' meticulousness and hard work start to shine. Anyone could come up with a random idea and try turning that into a business (and failing 99% of the time due to poor planning) – but it takes a lot of hard work to do proper research, develop a solid business plan and ensure that your business does not crumble after the first month. Think of an interesting way to fulfill an existing need (or create one) and do it better than your

competitors – which will not be that difficult, given the Logisticians’ amazing ability to plough through mundane work with a smile on their face. Logisticians can be excellent entrepreneurs, having both the knowledge necessary to develop a good business model, and the willpower to keep going in difficult times.

## Suitable Careers

Let’s look at some specific jobs that Logisticians may find fit them the best. We do not try to offer a full list of professions. That would be impossible and the list would grow daily. We offer a sampling of jobs that are consistent with Logistician personality traits with added explanations of why they are. Use this to create guidelines when thinking about your own career goals.

For those of you already employed, this may serve as a confirmation or an explanation for why you might be happy or unhappy where you are. We do not presume this to be a firm prescription of what you must do to be successful or happy. Rather, we hope it will provide you with some insight as you make your personal decisions.

### **Business (Logistics and Administration)**

Having something or someone you need at the right place and at the right time is the heart and soul of logistics and management. There is perhaps no better personality type than a Sentinel for carrying out this important work. Logisticians are sticklers for details and getting it right and will be more likely than others to catch a discrepancy. Beyond a doubt, somebody who crosses all the “Ts” and dots all the “Is” is of great value in an office. Any analysis a Logistician makes will be fact-based and according to the rules so accuracy is assured.

Logisticians are happiest when working alone and will probably do just fine in a cubicle with a pile of spreadsheets or a computer. They are less likely to do well if they have to face customers or interact as a team member. But there are plenty of solitary jobs in the business world and some of them can be done no other way. Jobs that utilize these qualities might include:

- Clerical work
- Shipping
- Inventory management
- Accountant / auditor
- Banking
- Asset management
- Data analysis
- Actuary
- Computer tech or application specialist

## Healthcare

At the core of most Sentinels is the need to take care of others in tangible and practical ways. Logisticians are no different. This makes them excellent candidates for healthcare work. Clearly their traits equip them to care for patients especially when you consider their attention to detail and their ability to organize and to meet goals.

Logistician health workers typically will not tolerate negligence or mistakes and this is invaluable in a medical setting. Logisticians' bedside manner will probably not earn them any recognition, but they will be kind enough and do a commendable job. Jobs that may fit them well include:

- Family physician
- Nurse
- Dentist
- Medical secretary
- Physical therapist
- Dietitian
- Speech pathologist

## Education

In elementary education and in courses that involve teaching practical skills, Logisticians make excellent teachers. “No child left behind” which was the motto of an education movement is a marching order for the Sentinel teacher. Logisticians own the internal motivation necessary to help children progress as they should both individually and as a group. They genuinely will care whether their students learn or not.

Logisticians function best with younger children who need instruction involving rudimentary skill building. They may do well teaching older students as long as the courses involve building a skill such as home economics, second languages or automobile mechanics. This is also perhaps the best type for collecting and organizing raw data for research projects at universities. Education jobs for the Logistician might include:

- Elementary school teacher
- Auto mechanic or shop teacher
- Home economics teacher
- Coach (any sport or skilled-based activity)
- Language teacher for non-native speakers
- School principal (if the job’s not too political)

- Academic researcher (particularly collecting and organizing data)

## What Would Make a Job Unsuitable for a Logistician?

In modern society, we not only spend a great deal of time at work, but we also tend to allow our work to give us meaning. We need to be careful not to get stuck in a situation that doesn't suit us unless we risk all manner of difficulties. Here are some characteristics of the type of jobs that may not be suitable for Logisticians.

### Loose Structure

Logisticians need a strong sense of structure to feel at ease in their positions. They respect the authority of the boss, the reliability of their colleagues or subordinates, and the sovereignty of time-honored rules. A clear hierarchy and chain of command at a job provide Logisticians with a sense that there is a solid foundation holding everything up.

Logisticians don't like improvised action or taking unproven paths. They need a sense that they have a firm foothold in a company, but they will not have that sense if the ground is continuously shifting. If the company culture is too forgiving of mistakes, which sometimes are the results of useful risks, Logisticians (especially Turbulent ones with their perfectionistic tendencies) may feel out of place. Logistician workers demand a tight ship.

### Lack of Recognition

Logisticians enjoy others recognizing the work they do. They may not be obvious about it, but others noticing their efforts energizes them. Sentinels, more than the other types, need some positive acknowledgment for their undertakings. It could be a monetary reward or simply applause, but they need a signal that they are appreciated.

A lack of recognition could have the opposite effect on Logisticians and create a sense of malaise. However, people with this personality type are unlikely to overtly advertise their accomplishments and may instead employ passive-aggressive behaviors. It may pay off for Logisticians to check to see if there is an “Employee of the Month” display in the reception area when they go for a job interview. Does the culture of the business recognize hard work? Logisticians thrive when it does.

### **Work That Is Too Dependent on “Face Time”**

Logisticians tend to do much better as solitary workers. They may do adequately as part of a loose team, but in all likelihood, they will be much more comfortable and perhaps even more productive when working on their own. Too much of other people may prove exhausting for Logisticians who work full-time. Jobs that require a lot of interaction with customers can also be very demanding for Logisticians.

## **Workplace Habits**

Most of us will spend a huge percentage of our life at work. This is why we believe that discussing how different personality types behave in the workplace is important. What drives them or makes them miserable? How can you create a mutually beneficial and productive relationship with a specific personality type? How should you handle conflicts with them?

### **Logistician Colleagues**

- Very trustworthy, but reluctant to open up
- Want to do everything “by the book”

- May find it difficult to express their emotions or offer emotional support to a colleague
- Value peace and security in the workplace
- Prefer working alone or with someone who has a similar personality type
- Dislike brainstorming and theorizing, but enjoy putting ideas into practice
- May find it quite difficult to acknowledge the validity of ideas that contradict their opinion, unless they have a lot of respect for that person
- Have perfectionist tendencies and very rarely give up
- See little point in networking, socializing or small talk at work
- Intensely private and likely to deflect personal questions

### **Logistician Managers**

- Able and willing to make difficult decisions
- Strongly opposed to breaking rules
- Live by the “Only the facts, please” motto, especially when it comes to requests from subordinates in the workplace
- Love responsibility and power resulting from it
- Very intolerant of their subordinates’ failures to meet their obligations at work
- Believe that truth is more important than sensitivity
- Expect their subordinates to go above and beyond their duties, but may forget to praise them (though to be fair, Logisticians treat themselves in the same way)
- May dislike changes and innovations

### **Logistician Subordinates**

- Exceptionally loyal, dedicated and committed, but may also be quite inflexible
- Very punctual

- Likely to be “jacks of all trades”
- Respect authority and prefer traditional hierarchies at work
- Meticulous and patient
- Need to have a clear set of instructions and well-defined responsibilities
- Sensitive to criticism if the matter is related to their duties in the workplace
- May be very reluctant to give up responsibilities even if it becomes apparent that another person is better suited for that task or if the workload becomes unmanageable

## Some Final Words

We've covered many different topics in this profile. Our hope is that you better understand not only yourself, but also other people and their perspectives. It is often tempting to try to change others, especially if we believe our reasons are good and noble, but such attempts usually fail. By simply understanding each other better, we can be more aware, genuine, and peaceful as we each make our way through the world.

This profile is not meant to be read once. Don't file it away and never open it again. Whenever you wish you understood someone better, or struggle to understand yourself, take another look. Maybe you'll find a relevant insight or piece of information.

Furthermore, spend some time at [16personalities.com](https://www.16personalities.com)—especially in the [articles section](#), [research area](#), or [members' zone](#). There is a wealth of inspiring advice and information on the site, and we strongly recommend that you take a look. If you have some spare time, consider lending us a helping hand by contributing to the [translation project](#), taking additional [mini-tests](#), or simply [sending us a message](#) and sharing your thoughts about this profile or the website in general. We would love to hear from you.

Personality types are useful tools for personal growth and mutual understanding, but remember that people are too complex to be completely defined by their types. Please try to avoid using types as lazy labels. Make sure you stop yourself when you catch yourself thinking something like, “What else can you expect from [type],” or “She is a [type] so I must do this.” These reductive analyses can do more harm than good. Types can be amazingly helpful, but no type will fully describe who someone is. Use the type as a lens, not as a box to put people in.

Best of luck on your path, Logistician. It may not be easy, but few things worth doing are. Ultimately, what matters most is that your path reflects who you really are, deep within. Our lives are often too full of troubles, conflicts, and worries that lie beyond our control or matter little in the grand scheme of things. But if you remember to take a break from time to time and think about your values, dreams, and ideals, the right path will become just a little clearer of superficial distractions. We modestly hope that we have lighted a few lanterns along the way too.

Until next time.

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