

# ENTJ

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.

Commanders are Extraverted – they tend to have good social skills and feel recharged after spending time in the company of other people. Individuals belonging to this personality type enjoy taking command and issuing orders, often going ahead and voicing their opinion even before it has fully formed in their own mind. That being said, Commanders socialize in a rather unique way – they enjoy socializing, but are always driven by a specific purpose, usually interacting with other people because they have a specific goal in mind, not because they care about the latest gossip or concrete things. People with this personality type cannot stand nonsense and do not like wasting their time chit-chatting about things of little importance.

### **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%).

Commanders are Intuitive individuals. This is why they are so good at seeing possibilities and honoring different points of view. People with this personality type spend more time engaging in various internal discussions than observing things around them. Commanders are not that concerned about what *is* happening; instead, they focus on what *might* happen or *why* something has happened. Commanders hone this focus throughout their lives, which makes them bright and imaginative thinkers.

Of course, every stick has two ends, and focus on novelty and change comes at a cost. By directing their mental resources toward possibilities and the future, Commanders inevitably lose sight of what is happening around them. They may have difficulties dealing with practical matters or data. If they aren't paying attention, they may even miss something right under their nose. Because the majority of the population has the Observant trait, Commanders may have difficulty finding a partner and connecting with others.

## 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 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

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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).

<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].

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%).

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

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<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].

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%).

Commanders belong to the Thinking group. They trust and prioritize logic, relying on rational arguments and doing what they can to prevent their true feelings and emotions from surfacing. People with this personality type are known for their use of the "is this going to work?" filter, regardless of the circumstances. Commanders will question everything—from teachers' methods during their schooling to the prospects of their romantic relationships later in life. The Intuitive and Thinking traits form the core of the Commanders personality, making for highly intelligent, open-minded, and practical individuals, capable of great intellectual feats, especially in scientific or technological fields. However, these qualities also push Commanders away from the majority of the population, making it difficult for them to relate to other people, especially when it comes to handling emotions.

### **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

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

<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].

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%).

Commanders are Judging individuals. Decisive and proactive, they often find it difficult to cope with uncertainty and unpredictability. This is what makes Commanders not just visionaries, but also implementers, both willing and able to bring their ideas to life. That being said, people with this personality type are not overly meticulous or rule-bound. They seek closure rather than obsess over tiny details or procedures. Commanders are idea people rather than logisticians.

### **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%).



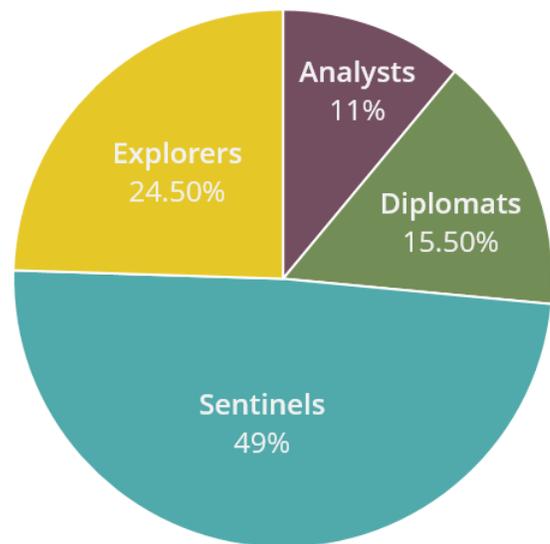
## Type Groups

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,

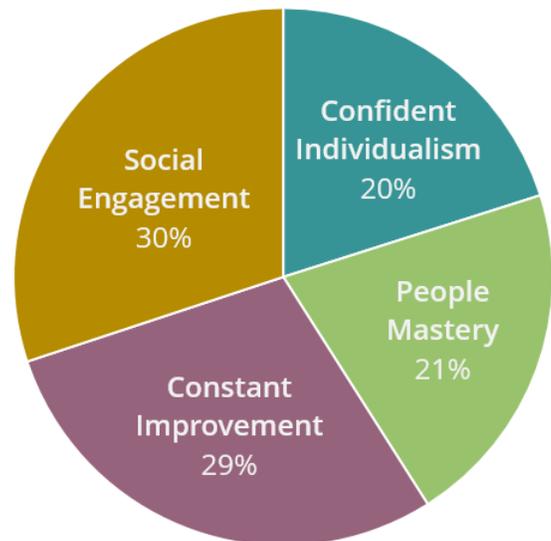
while Louisiana, South Carolina, and Georgia all scored just 23%. A difference of just a few percentage points might seem minimal, but it is worth pointing out that our study covered 4,645,382 respondents in the United States. With such a large sample size, a distinction of just a few percentage points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

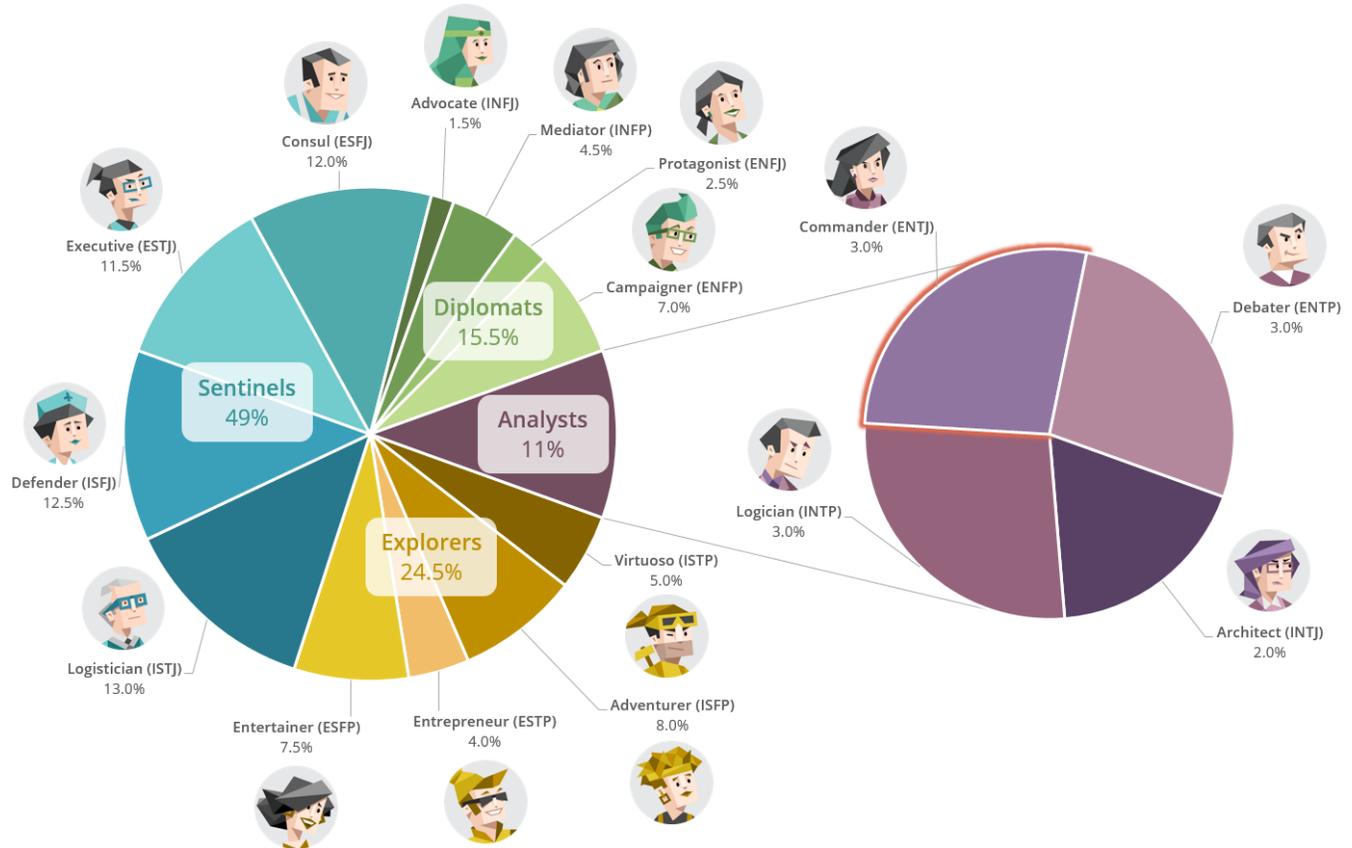
Now that we've established this background, let's proceed to discussing your personality type and its place in the world!

## So Who Is “The Commander”?

Like other Analysts, Commanders are comparatively rare – only about 3% of Americans are believed to be Commanders, averaging 3-4% among men and 1-2% 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.

Commander personalities are very charismatic, rational and quick-minded. They are meant to lead and inspire other people and there is no other type that can do this with such an ease. According to Commanders, nothing is impossible if you try hard enough.

Naturally, they rarely have difficulties convincing other people that the goal chosen by the Commander should also become one of their personal goals.



These leadership traits form the core of the Commander personality type. Commanders can be unbelievably confident and charismatic – these qualities draw most other types like a magnet and this makes it quite easy for a Commander to achieve what they want to achieve. People belonging to this type love challenges, big and small, and firmly believe that they can accomplish everything given enough time and resources. More often than not, this confidence results in a self-fulfilling prophecy – where other types give up and move on to the next project, the Commander ploughs ahead and usually achieves spectacular results simply because of that sheer willpower.

That being said, no one can accuse Commanders of narrow-mindedness or short-term thinking – Commander personalities are excellent strategists and have no difficulties crafting elaborate long-term plans, which are then executed with determination and precision. These personality traits make Commanders brilliant entrepreneurs and business strategists – their charisma and confidence can truly shine in the business world. People belonging to this type also tend to be very dominant and persuasive when it comes to arguing with others or negotiating a deal – while this can certainly turn against the Commander, usually it is their opponent who gives up in the face of Commander’s willpower and unyielding belief in his or her arguments.

When someone with the Commander personality has mastered their chosen area of knowledge (and Commanders can find their strengths in several fields), they can quickly and honestly say whether they know the answer to a specific question. Commanders know what they know and more importantly – they are confident in that knowledge and able to turn it into something practical. People with this personality type tend to firmly believe that they are intelligent and capable of many things – and sometimes this is a self-fulfilling prophecy. Commanders see no reason why they should not feel smart and act as if they are smart, knowing that there have been many occasions where their conclusions were proven correct.

Further to the above, Commanders are very energetic and tend to have excellent communication skills. They genuinely enjoy interacting with other people and respect those who stand up to them, especially in an intellectual debate. Commanders have no trouble recognizing someone else’s talents and such encounters are actually very healthy for them as the Commander’s self-confidence can easily turn into arrogance and condescension if it is not kept in check. Like other Analysts, Commanders tend to radiate self-confidence, usually relying on their huge archive of knowledge spanning many

different topics and areas. People with this personality type lean towards scientific or technological subjects, but there are plenty of exceptions – Commanders’ skills can be applied successfully in many different fields, as long as they have an opportunity to devise and improve some kind of a system.

Commander personalities cannot tolerate inefficiency and cannot stand those who they perceive as lazy or incompetent. A Commander can be chillingly cold and ruthless when it comes to such situations – they have a very rational mind and could not care less about being sensitive when that mind tells them that someone has failed. People with this personality type put rationality above everything else – and this is one of the main reasons why they are so efficient in the business world, even if such a behavior gives them a reputation of cold-hearted tycoons. In all likelihood, a Commander would simply shrug their shoulders and say “I don’t care if you call me an insensitive b\*\*\*\*\*d, as long as I remain an efficient b\*\*\*\*\*d”.

Ironically, Commanders must have the support of other people in order to be truly efficient. They are great leaders, but even the most brilliant mind cannot do everything by itself. This is especially true for Commanders, whose confidence partially depends on the feedback they receive from their “audience”. Consequently, Commanders should try to pay more attention to other people’s feelings or at least pretend that they do – most mature and successful Commanders do that to some extent, even though their sensitivity may hide a cold and calculating mind.

All these personality traits relate to Commander’s behavior in the professional environment. People with this personality type often believe that any expression of emotions is a display of weakness, but that does not mean that they cannot be loving and sensitive in a different environment. Feelings and emotions are definitely the Achilles’ heel

of most Commanders and they are likely to find it very difficult to reveal the emotional side of their mind. Even the most confident Commander is likely to feel quite powerless in such situations. People belonging to this type should make conscious efforts to develop that aspect of their personality – this does not have to affect their behavior in the workplace, but any Commander would benefit tremendously from combining a good grip on their emotions with that rare gift of extraordinary charisma and confidence.

To summarize, Commander personalities are very efficient and confident individuals who rarely have difficulties achieving what they have set out to achieve. However, people with this personality type may have difficulties in their personal life, especially when it comes to recognizing and expressing emotions – while logic and rationality are highly valuable in the business world, they may cause many problems in personal relationships if the Commander does not make conscious efforts to grow and develop.

Some famous Commanders:

- Steve Jobs
- Gordon Ramsay
- Harrison Ford
- Margaret Thatcher
- Whoopi Goldberg
- Jim Carrey
- Franklin D. Roosevelt

Some fictional Commanders:

- Tony Soprano from The Sopranos
- David Palmer from 24

- Malcolm Merlyn from Arrow
- Mary Talbot from Downton Abbey
- Francis J. Underwood from House of Cards
- Jacqueline A. Sharp from House of Cards
- River Tam from Firefly

# Strengths and Weaknesses

Commanders’ leadership skills and ability to unite their forces in pursuit of a specific goal give them a significant advantage over other personality types when it comes to achieving a difficult task. Commanders are highly rational, pragmatic and utilitarian, seeking knowledge and intellectual challenges wherever they go. More often than not, hearing that a specific task is “impossible” motivates rather than discourages people with this personality type – the Commander will jump in and, in all likelihood, come up with a plan that no one else has thought of before. It would be difficult to find a type that is more decisive and willing to push hard to get what they need.

Commanders are the ultimate leaders, usually surpassing all other personality types when it comes to combining rational, strategic insight with leadership skills. This trait can be both their greatest advantage and the most difficult obstacle, depending on the situation – as the life itself is not always logical, Commanders need to learn how to combine their intellectual prowess with the skills they must have in order to succeed in life. Let us start by taking a closer look at their strengths and weaknesses.

## Strengths

- **High self-confidence.** Commander personalities trust in their abilities and do not hesitate to tell other people what they think. They are confident being in the center of attention and rarely doubt themselves or care much about their perceived social roles, expectations etc. This exudes confidence and reinforces the Commander’s self-esteem even further.

- **Quick and versatile mind.** Commanders are very good at improving their knowledge of (often diverse) topics and fields that interest them. People with this personality type take pleasure in tackling intellectual challenges and their natural curiosity pushes them forward as well.
- **Strategic thinkers.** Commanders have no difficulties making long-term plans and approaching problems from several different angles.
- **Energetic.** People with this personality enjoy leading people and putting plans in action. This energizes and motivates them.
- **Jacks of all trades.** Other personality types pride themselves in being artistic, empathic, convincing, athletic etc. In contrast, Commanders excel at being able to analyze anything that life throws at them and then marshalling all the available resources, pushing towards a specific goal. Consequently, Commander personalities are usually able to become what they want to become – be it a respected project manager or a high-flying politician.
- **Charismatic and inspiring.** Commanders find it easy to convince and inspire other people, mostly because of their high self-esteem and strong opinions.
- **Honest and direct.** People with this personality type hate playing social games and putting comfort or social expectations above honesty and facts. Commanders tend to see these activities as pointless and irrational, preferring inconvenient truth over a comforting lie.
- **Very efficient.** Commander personalities loathe inefficiency, irrationality and laziness, seeking to root out such behavior wherever they go. People with this personality type are ruthless when it comes to analyzing the usefulness of methods

or ideas. They could not care less if that idea is popular or supported by an authority figure – if the Commander believes that it does not make sense, only overwhelming rational arguments will convince them otherwise. This strength makes them efficient and impartial decision-makers, often at a very young age. Commanders also tend to be quite resistant to conflicts, usually remaining rational and calm in an emotionally charged situation.

- **Strong-willed.** Commanders tend to be very determined individuals, who rarely give up and abandon their vision, regardless of the opposition.

## Weaknesses

- **Stubborn and dominant.** Commanders can be quite inflexible and seek to win all debates and arguments, doing their best to promote their vision and ideas.
- **Arrogant.** People with this personality type are usually able to accumulate a lot of knowledge and make well-informed decisions – however, they may also look down on people who are less competent or unwilling to argue their points. There is a fine line between confidence and arrogance. Some less mature Commanders may overestimate the importance of their knowledge or leadership skills, seeing most other people as irrational or intellectually inferior – and often making their opinion known.
- **May be cold and ruthless.** Commanders are obsessed with efficiency and rationality when it comes to work and professional goals. They will often ignore personal circumstances and dismiss sensitivities and emotions as irrelevant.

- **Poor handling of emotions.** Commanders are very rational – not surprisingly, they are likely to have difficulties understanding and expressing their feelings. They may also inadvertently hurt their partners and friends in emotionally charged situations.
- **Impatient.** Commander personalities are quick thinkers and may lose patience very quickly when dealing with people who need more time to make a decision.
- **Intolerant.** People with this personality type see little value in ideas that are based on emotional arguments or address issues that they do not consider important – and a Commander will not hesitate to make that clear to those around them. Even though people with this personality type tend to be open-minded, they have little patience for things they consider illogical – e.g. decisions based on feelings, irrational stubbornness, emotional outbursts etc. A Commander is likely to believe that someone who behaves in this way is either very immature or irrational – consequently, they will have little respect for them.
- **Loathe highly structured environments.** Commander personalities do not respect rules or regulations just because they are there, they need to be confident that those restrictions make sense. Consequently, Commanders strongly dislike environments that are built on blind obedience, traditions or respect for authority – they are likely to challenge the status quo and clash with people who prefer stability and safety.

# 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 Commanders?

Commanders are nearly immune to conflict and criticism, but only when they see such comments as rational. They will be more than happy to listen to alternative views and change their opinion if the opponent proves them wrong. The Commander may even act as a devil’s advocate themselves if something seems like an interesting idea. However, any argument the Commander sees as irrational or coming from a person that they have not evaluated yet will likely be discarded straight away or, if the Commander feels particularly charitable, ripped apart as illogical, statement by statement, and then handed back to the critic in pieces. As the Commander’s mind is used to filtering out irrelevant information, it is applying the same approach to criticism as well – and this is not always the best option.

Commanders should remember that every type has many weak spots and they are not an exception – Commanders tend to be quite perplexed when it comes to emotional matters and practical things such as fashion, sense of space, aesthetics etc. No matter how difficult it may be for a Commander to accept this, but there are many types that are much better at these things, even though they may not have the analytical abilities of the Commander. Consequently, their criticism may be entirely justified and valid. People with the Commander 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, Commanders are also very confident in their abilities and knowledge, and their Extraversion makes it easy for them to get noticed. This is usually a very attractive trait which helps Commanders attract potential partners or get ahead on the career ladder. However, a Commander should make sure that such confidence does not come across as arrogance or condescension – this is a sure way to alienate other people. The Commander’s natural instinct in this situation is to assume that those individuals are less intelligent or rational and therefore unworthy of their attention – and this vicious circle is then completed by the Commander concluding that they are, yet again, right but misunderstood by inferior minds. This prevents personal growth and development, severely limiting the Commander’s prospects. A mature and wise Commander can achieve truly amazing things, but only if they recognize that their abilities and knowledge are not limitless. It is not unusual to see Commanders taking leadership roles since young age – whatever happens, people with this personality type want to be in charge, to coordinate and build, to arrange and lead. However, they are also prone to getting stressed if other people do not support them. Commanders need other people just as other people need them.

It is very important for a Commander to accept the idea that their intellectual capacity can and will be enhanced as a result of consciously seeking opportunities to connect with and listen to other people. The one thing that all Commanders are afraid of is that something can compromise the integrity of their inner sanctum, that nucleus made of critical thinking, logic and knowledge. Of course, there needs to be an emotional distance between the Commander and the environment – however, that sanctum is not at risk just because they spend some time listening to someone who 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”.

As highly rational creatures, Commanders are likely to face many difficulties when it comes to emotions and sensitivity. They will find it quite problematic to both express and understand feelings – and this may cause significant problems in their relationships. A Commander is likely to even take a certain pride in being unemotional, seeing feelings as illogical and contrasting them with rational thoughts. However, emotions form a crucial part of everyone’s personality and consequently it is imperative to recognize their importance. It is a myth that Commanders do not have emotions – rather, the trait responsible for their expression and recognition is underdeveloped, giving way to rational thinking. This does not mean that Commanders are, or should aspire to be, cold-hearted robots shunning all emotional contact.

Rational thinking and unquenchable desire to improve things inevitably lead to another typical Commander weakness – relentless perfectionism. This can be a great trait, but it often becomes disastrous in personal relationships, if the Commander is unable or unwilling to control their mind. Neither the Commander’s partner nor the relationship itself will ever be perfect and it is crucial that the Commander recognizes this and does not get lost in never-ending thoughts about how this and that could be improved. No matter how difficult this may seem, Commanders 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 the relationship as yet another personal improvement project. Furthermore, Commanders are prone to seeing so many opportunities around themselves that it may become very difficult to focus on one single goal.

Commander personalities may also have difficulties finding enough time for their partners, especially if they do not really enjoy intellectual discussions. Like all Analysts, Commanders take pleasure in sharing their ideas, particularly with people close to them – and if their spouse is not really interested in that, the Commander may get too engrossed in their projects while forgetting to spend time on communicating with their significant other. Furthermore, people with this personality type often have difficulties understanding their partner's feelings or expressing their own, which may compound the problem. Commanders should try to moderate their rational and intellectual approach when it comes to romantic relationships, and pay more attention to the emotional side of things, no matter how difficult that is. Commander personalities are usually charming and fun to be with, but their strong willpower and tendency to suppress emotions can easily frustrate people who are more sensitive or more vulnerable to conflicts. Commanders make excellent mindmates, but they need to consciously work on fulfilling their partner's emotional needs as well.

Finally, Commanders tend to (and more often than not, need to) believe that that they are always right. Unlike some other personality types who base their self-esteem on material things or social status, Commanders are more interested in seeking knowledge and achievement. The Commander's mind and will are their most precious gifts and the most prized possessions – consequently, people with this personality type can become very defensive when they sense that their conclusions may be wrong. This is a natural instinct, but such an approach can hinder personal growth and development, as well as endanger personal relationships. It would be good for Commanders to recognize that even they can make mistakes. Furthermore, the human mind is geared to seek facts that reinforce the existing views and ideas – and even a Commander can easily fall victim to this.

Commanders need to understand that recognizing one's faults and limitations is the only path to personal growth.

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 Commander Traits?

The Commander's mind is at its best when it comes to analyzing tendencies and hidden meanings or devising unusual ways to achieve a specific goal, and then marshaling the available forces in pursuit of that goal. Commanders 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 strategists, but there is one caveat. In order to achieve the full potential of their abilities, Commanders need to maintain a balance between their Intuitive and Thinking traits. Think of this in terms of checks and balances – both traits need to keep each other in check. Used properly, your Intuitive trait should be given the priority when it comes to assessing ideas, but prevented from overloading the mind with a swarm of random thoughts; in contrast, your Thinking trait should keep your Intuitive trait in check, but not filter the incoming data too much.

Commanders can be very determined and passionate if they truly care about something. However, they should make conscious efforts to keep their mind focused on one project instead of jumping from one topic to another. The Commander's mind is not meant for routine things or following steps A, B, C, D... - it will jump from A to D, then back to C, then think of a better way to handle B etc. It is important for a Commander to keep this tendency in check in order to guarantee the project's success. No matter how intelligent a

Commander is, their mind needs to stay on track, especially if that phase of the process is relatively dull.

Commander personalities should also recognize the true value of their communication skills. People with this personality type have a unique gift of being able to become wizards of science while retaining the ability to articulate complex ideas. This combination is invaluable in scientific fields, considering that many brilliant scientists face major problems when it comes to actually presenting their findings. In contrast, Commanders are often able to both come up with a unique solution and captivate the audience during its presentation or crush their opponents in a debate. These traits can potentially make them very successful researchers or technological entrepreneurs and should be consciously developed. Commanders would also be wise to present this as one of their strong points in job interviews and similar situations – people who are able to both handle the technological side of things and communicate with the non-technical audience are always highly sought after.

It is also likely that a Commander will be able to understand and utilize principles or ideas that would normally be considered to be beyond their intellectual capacity or knowledge. This may come as a pleasant surprise to a Commander and provide an opportunity for significant personal growth – however, the only way to do this is to recognize that there is much to learn and then go into the uncharted territory. Even though Commanders tend to be very confident in their abilities, this naturally makes them reluctant to do things that might endanger that feeling – such as trying to learn something that is completely new to them. A growth-oriented Commander should recognize this and overcome the powerlessness and frustration that often form part of the learning process. This will allow the Commander to go above and beyond what other personality types can achieve.

It is also fair to say that as a Commander, you will likely have better critical thinking skills than most people you meet. Ability to self-reflect and analyze your own motives, decisions and mistakes is a great strength, and you should utilize it often. This is especially important when it comes to personal development – making goals for yourself and managing your ego is an excellent recipe for personal growth. However, it is just as important not to overthink things, especially where there is plenty of subjectivity involved. For instance, people’s actions cannot always be explained with rational arguments, and this affects numerous other things in life. Commanders often find it hard to accept the notion of “going with the flow”, but that is unavoidable in many situations. You will not be able to find objective answers to everything.

We will finish this section by pointing out that one of the most surprising (and inspiring) things about Commanders is that regardless of all their weak points, people with this personality type often say that they would not change one thing about themselves. Commanders know they are not perfect, but they are very good at drawing upon their inner strength and imagination. There are plenty of people who like to say that they would “fix” themselves in so many ways if they had a chance – this is not the case with Commanders. We have recently conducted a survey of 20+ Commanders, asking them what aspect of their personality they would change given a chance – and a striking majority of respondents stated that they would not change a thing or that they would simply like to learn how to use their gifts in a more effective way. Not a single Commander stated that they would like to change something radical, in a stark contrast with other personality types.

At first glance, this may seem arrogant – but it is in fact a perfectly sensible approach. Commanders like to explore everything – secrets of nature, wonders of technology, depths of their own mind – and more often than not they are able to find a way to improve things

they do not like. Unsurprisingly, most Commanders are well aware of what their weaknesses are and they know how to address them, if necessary. Many even say that there is no such thing as a weakness, and that it is all a matter of perspective. And they are right – some people are better at certain things than others, but that does not mean that everyone should strive to be good at everything.

Most importantly, you need to be happy with yourself, not try to meet other people's expectations or work hard on developing traits that the society says are valuable but that go against who you are. As you are probably well aware, Commanders (especially Commander females) are rare, so it is completely understandable that many of the things the wider society seems to value – such as seeking materialistic rewards, socializing, following the well-travelled path of study-work-buy a house etc. – may seem forced and unnatural to you. The society, especially in the Western world, is dominated by Observant types (especially Sentinels), who usually get to set the rules of which traits are considered strengths and which ones are seen as weaknesses. However, this does not mean that you need to change who you are in order to be successful – recognize your weak points, but do not try to mold your personality to suit someone else's expectations.

## 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.

Commanders are not an exception to this rule. Your “evil twin” would be an unhealthy version of the Adventurer personality – it may push you towards things like emotional outbursts, completely unstructured lifestyle, pointless repetitive activities, drinking, gambling etc. This may even feel liberating at times – for instance, you may feel strangely energized by risky decisions that pay off or by activities that engage your senses but not your mind – 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 Commanders’ personal growth is emotional stability. This is determined by the last trait that we discussed in the “Commander 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 Commander, 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 Commanders tend to be good at controlling their emotions, but Assertive Commanders go further, refusing to internalize them – this means that even deep down, they are not really affected by either negative or positive emotions. 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 Commanders are likely to have a lower drive and potentially productivity, due to lower sensitivity to negative outcomes. People with this variant of the Commander personality also tend to be more forceful and self-confident, which can isolate them from other people – it is important to

remember that Commanders 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 Commander, you would still be rather confident in your abilities, knowing that you are a resourceful and knowledgeable individual – 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 plans coming nicely into fruition, 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 Commanders 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 Commander, 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 Commanders should not try to present themselves as highly intelligent yet completely unemotional. 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.

## Motivation and Self-Esteem

Closely related (but distinct), 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 overheat they can overwhelm you, becoming a source of great difficulty. This usually happens because something in our psychological make-up needs support, 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 this compensation up too high.

We begin each of these sections by discussing 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.

We follow with the 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 Commanders and other Analysts. People generally exist with different degrees of expression, 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 our comfort zones to expand our lives for the better. Lastly, we suggest a simple way to get along more effectively in the world through some simple rebalancing exercises.

## Self-Esteem

**Ideal Self-Esteem:** Commanders base their sense of self-worth on their resourcefulness. Being able to use their agile minds to figure out what is what and to find effective solutions makes them feel like they are at their best. Commanders are often knowledgeable and can perform like a walking search engine, with all the pertinent facts at their fingertips. Combining their preference for intuition and thinking, they can deftly put facts together in a logical and useful way.

Since this is such an integral part of their identity, it's natural that they measure their worth by how they see and utilize their resourcefulness, and preserving it is the basic motivator in their lives. Commanders like to come across as experts who know how to apply facts and logic and as the people to go to if anyone needs to make sense of anything. They can be most helpful in untangling complex problems and helping to discover solutions.

**Unbalanced Self-Esteem:** Commanders are not the most “socially smooth” people from any perspective, often being considered awkward, condescending, and abrasive. They often believe what goes on in their heads is more important than the people around them.

If they need to strengthen their sense of self-worth, their resourcefulness can overheat and transform into arrogance. Commanders may begin to believe their own press, placing their own ideas and solutions above the opinions of others. It’s not a matter of the press not being true, it’s just that sometimes ingredients other than logic can contribute to the right decision.

Commanders run the risk of discounting the contributions of others, damaging both social and career satisfaction and advancement. Condescension is not pretty, and nobody likes a know-it-all.

**Rebalanced Self-Esteem:** To rebalance, Commanders may do well to use their analytical tools in a way that mimics empathy. Empathy doesn’t come naturally to them and clearly isn’t a strong point. Think Sheldon Cooper on “The Big Bang Theory” as an extreme example. Instead of trying to identify with others’ feelings, Commanders might learn what that looks like and note how others respond to the world.

For Commanders, learning to deal with the other character types might be an intellectual exercise akin to visiting a foreign culture. While one may not necessarily “go native” when visiting a different culture, one does try to respect their way of life. Become an observer and learn the language and the customs to get along in the new setting. An anthropologist might relish the opportunity to learn about the culture.

Commanders can do something similar. Playing the mental game of “anthropologist”, they can try to understand enough to take on repairing any alienation they might have created.

It's just a matter of deliberately channeling their analytical skills in a socially healthy direction. Learning the 16 personalities and their variants can be useful for this.

## Self-Respect

**Ideal Self-Respect:** Commanders respect themselves when they have a sense of independence. They like to keep their own counsel as they navigate the world, using their ideas and heavy-duty thinking as much as possible. That's when they feel that they are at their best. Commanders interpret doing otherwise as being dependent, and depending on someone else's ideas or conclusions is not nearly as satisfying.

This motivator can lead down the “road less traveled” and that, in turn, can lead to fresh perspectives that can be useful and even revolutionary at times. Commanders' agile minds can see what others miss, and when this occurs, it can be a powerful point of pride and self-respect for this personality type.

**Unbalanced Self-Respect:** “Overheated” Commanders may go so rogue that they come to disdain even necessary structures that support their academic or career goals. They can take their loathing for conformity to an extreme and this can make them useless to an organization and simply unpleasant in most other ways. This is especially true if the system they're bucking doesn't mesh with their rational framework. If it doesn't make sense to them, it's a safe bet that they aren't going to easily fall in line. To Commanders that is the worst kind of dependence. However, no person is an island, even if that person is a Commander. An extreme belief in going it alone can seriously hamper success.

**Rebalanced Self-Respect:** The solution for Commanders will always be to return to their intellect and their world of ideas. For them, rebalancing extreme independence might mean learning to accept the idea that there is such a thing as “healthy opportunism”.

Logically, they don't have to accept or agree with the principles of an organization or a social structure to benefit from it.

The questions Commanders might seriously ask when at odds with an idea or philosophy, "What can I get from this? How can this help me advance?" might sound manipulative, but that's because they are – this isn't always a bad thing. Aren't we all just trying to have our needs met? Why shouldn't Commanders put their skills to good use? Certainly, with their resourcefulness, they can figure out a way to make any system work for them if they need to. That's independent thinking. And who knows? By "playing the game", they may genuinely soften and expand their comfort zone to the point where they begin to understand the viewpoints of others.

## Self-Confidence

**Ideal Self-Confidence:** Commanders move forward relying on their willpower. They have to believe that their will is strong enough to enable them to tackle any challenge that comes their way. Mostly trusting their own thoughts and ideas, Commanders need to feel the locus of control is coming from inside them to confidently move forward – if that is where the trust lies, who else is there? – and a strong-willed person with the right values and insight can change the world.

**Unbalanced Self-Confidence:** When they invest too much in their own willpower, Commanders may lose confidence in areas of their lives where that control means little. Sexual feelings are not always rational. Emotions will not always comply with how we want to feel at a particular time. Even if we adopt the healthiest lifestyle habits, sometimes we get sick anyway. Other people will refuse to take direction no matter how much we think they should. People we care about die and there's nothing we can do about it.

When it becomes clear that their willpower is useless in a certain situation, Commanders may feel lost. It might even cause a fear reaction and result in inappropriate behavior in their attempt to regain confidence. They may try to push through even though reality says they can't.

**Rebalanced Self-Confidence:** Many 12 Step programs include an exercise where members are encouraged to think about accepting what they can't change, changing what they can, and recognizing the difference between the two. This is a great exercise for Commanders. Taking an inventory of these things and coming to grips with the undeniable truth that not everything can be bent to their will may help Commanders preserve their peace of mind. While this is not deeply satisfying to them, acceptance can help them adopt a perspective that, nonetheless, allows them to enjoy a certain level of serenity and confidence.

# Romantic Relationships

Commander personalities are energetic and enthusiastic dating partners who take their romantic commitments very seriously. As in other areas, Commanders strive to seize the leadership position in the romantic relationship – however, this is likely to be a good thing as the Commander will be eager to assume responsibility for making sure that everything goes smoothly. Commanders are creative and innovative dating partners – this is reflected in their long-term relationships as well. It should be noted, however, that Commanders will sometimes ask themselves whether the relationship is heading towards a dead-end – if this seems to be the case, they may break it and leave, without looking back.

People with this personality type are likely to apply a rational approach to dating and relationships as well – a Commander is likely to have a “checklist” in their mind long before they actually start thinking about a relationship. It is also likely that “he/she must be rational” will be at the top of their list of criteria, right next to “he/she must be strong-willed” – and this is exactly what usually holds the Commander back, especially if they are male. There are certain rules (e.g. do not appear too interested) and types of behavior (e.g. a girl should not start the conversation first) that a person interested in finding a dating partner is expected to follow – and unfortunately for Commanders, the majority of people will follow those rules. Even those potential partners who a Commander would normally see as rational will probably yield to societal expectations. Consequently, Commanders are likely to get quite disappointed after the first few attempts at dating and may even start thinking that most people are either irrational or intellectually inferior.

When dating, Commanders tend to always keep their eyes open, scanning the environment for potential mates, although their approach and criteria will likely be significantly different from the rest of the population. Many other types place a lot of

importance on physical attractiveness, social status or communication skills when they try to determine whether someone would be a suitable mate. Commanders rarely care about these things. In contrast, they try to evaluate another person’s intelligence, rationality and wisdom. They see right through the act, have no patience for individuals whom they perceive as shallow, and loathe dating games and “rules”.

This is one of the main reasons why Commanders are often branded as picky and snobbish by people who are used to getting attention primarily because of their looks or social status, or cannot understand how the Commander could remain rational while looking for a partner. Commanders tend to see dating as a way to find someone they could invest their time and effort in, someone that would understand and appreciate their ideas – most other types would find this very odd and unromantic. Furthermore, Commander personalities often come up with lists of intellectual and physical traits they would like their partners to have or obtain, ticking boxes as the relationship progresses. The problem is that those requirements may be quite unrealistic – people with this personality type need to find the middle ground between having overly strict criteria and settling down with the first person who is interested in having a relationship with them.

Commanders are usually quite bad at sensing their partners’ feelings and emotions. This personality type should try to pay more attention to improving these skills, as the combination of insensitivity and tendency to dominate can easily break the relationship, especially during the early dating phase. Commanders also have a tendency to always trust their knowledge and understanding – not surprisingly, they can sometimes inadvertently hurt other people, especially during the dating phase and even later in the relationship. The mind of the Commander personality is geared towards looking at conflict situations as logical puzzles, worthy of analysis, which does not always help when their relationship partner does not share the same notion of fun.

That being said, Commanders’ 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, Commanders tend to be wonderful mates – loyal, honest and always eager to work on improving the relationship.

From the sexual perspective, Commanders are energetic, enthusiastic and very imaginative. It is likely that the Commander will often push their dating or long-term partner to explore new ways to show their love and affection. However, the Commander is also likely to seek some structure and predictability in their sexual life. Furthermore, people with this personality type, especially female Commanders, need to feel that their mind is aroused just as much as their body in order to be fully stimulated – for Commanders, lack of intelligence tends to be a big turn-off, even if it is a one-time thing.

Commanders are unlikely to have any issues with neediness or self-esteem – this makes them very attractive to potential dating partners. However, many other types (especially those with the Feeling trait) need a lot of praise and support – Commanders should bear this in mind. If the Commander does not consciously try to meet their partner’s emotional needs in such a relationship, they may both end up inadvertently hurting each other.

People with the Commander personality type may terminate the relationship if they are confident that it is at risk of breaking down, and not look back. Commanders’ approach to dating is quite similar – they will not keep trying if their mind is telling them that the likelihood of a strong relationship is very low. However, the calm exterior can be deceiving – it is more than likely that the Commander will feel very hurt inside and spend extensive amounts of time figuring out what went wrong, especially if they had devoted a lot of time

to dating or making the relationship work. When it comes to break-ups, Commanders' ability to rationalize everything is both a blessing and a curse. If the Commander believes that there was a clear reason behind a break-up, they will continue with their life quite easily, even though they may never forget the hurt. However, if the Commander cannot find a rational explanation, this will be quite frustrating for them as they will assume that either their partner was irrational and all relationships are like that, or that they are not insightful enough to find the real reason behind the break-up.

Commanders do not really mind being criticized and pay attention to critical comments, as long as they are logically sound. However, they should remember that many personality types, especially Feeling (F) ones, are likely to have a different opinion. These types are very vulnerable to criticism and are likely to avoid tense situations at all costs.

Generally speaking, Commanders bring a lot of great things into their romantic relationships and are likely to be reliable, growth-oriented and dedicated partners. They will be eager to take the steering wheel right from the start and defend their partner from harsh realities of life.

## 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 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 you:

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 your partner:

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 Extraverted (E) Partner

The best thing about being in a relationship with another Extravert is that you both are likely to complement each other very nicely when it comes to socialization. As each partner is likely to have a large circle of friends and an active social life, there should be no tension in the relationship as far as social needs are concerned. You will meet each other’s friends and make new connections, effectively combining both social circles without any major difficulties. Furthermore, your communication skills will prove to be very useful in social events - both partners will be able to hold their own and shine together as a couple.

You will also be in a good position when it comes to resolving problems in a relationship, although your conflict resolution style will depend largely on your other plans. Unlike Introverts, who are used to reflecting in solitude and only then expressing their thoughts

verbally, Extraverts think while they speak - consequently, you are both likely to verbalize your discontent immediately instead of allowing it to take a more concrete shape in your minds.

This can be both a good and a bad thing - on one hand, you will likely resolve the conflict once and for all instead of letting the resentment simmer; on the other hand, it is sometimes necessary to keep your cool and reflect a bit.

There is also a danger of focusing too much on socialization and maintenance of social connections - as both Extraverts are likely to be used to spending a lot of time with their friends before the relationship, realigning the priorities can be a challenging task. If one of the partners does not slow down and finds it difficult to step back from socializing and start paying more attention to their significant other, someone is going to get hurt sooner or later.

Tips for both individuals:

1. **Manage your time.** You are unlikely to have difficulties when it comes to socializing with other people. However, you also need to make conscious efforts to step back from engaging others and focus more on your partner.
2. **Handle your friends' expectations.** You are both likely to have many friends and they may be used to having your full attention. Both partners will inevitably have to cut back on time that is spent with friends, so it is best to manage those expectations early instead of trying to pretend that nothing has changed.
3. **Learn to listen.** As Extraverts, you are most likely used to thinking while talking - however, you need to make conscious efforts to develop your listening skills as well. They will prove to be very useful in a relationship.

4. **Value privacy.** You may be used to sharing many details of your daily life with your friends and relatives - it may be necessary to change that habit when you are in a relationship.
5. **Know how to focus.** You may have difficulties spending time alone or focusing on something for an extended period of time. Learn to refrain from the temptation to chat when you both need to concentrate (e.g. while studying).

## An Intuitive (N) Partner

As Intuitives, you are both likely to prefer introspection over observation – that is, you will spend more time exploring the world of ideas as opposed to keeping your feet on the ground. A relationship between two Intuitives is an amazing thing to observe – both partners are usually able to establish a connection that allows them to understand each other without words. The combination of intuition, introspection and imagination is likely to be a great driving force in your relationship.

Intuitives are relatively rare (only 15-25%), so the fact that you managed to find another Intuitive is impressive in itself. Usually, the connection between such partners is instantaneous, making them feel as if someone finally understands them. This is often a welcome break from all the comments about their tendency to have their heads in the clouds or to miss things that other personality types consider obvious. It is quite unlikely that two Intuitives will run out of things to talk about – 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. It is very important to be able to communicate with each other effectively, but it is often the practical matters that cause problems in Intuitive-Intuitive relationships. As both partners are going to favor abstract

issues, ideas and future plans, one of them will inevitably have to take the lead and handle the concrete things, such as shopping, cooking, maintenance, money management etc. Intuitives tend not to be good at these matters and this may cause tension in the relationship.

Another problem that you are likely to face is your tendency to distract each other. Intuitives often get lost in their world of ideas and possibilities, drifting from one concept to another – and while this is a wonderful trait when it comes to creativity and innovation, it can also cause significant problems in the relationship. It is important to take time to enjoy the present and the simple things in life – otherwise both partners may feel overwhelmed and tired all the time. Keep your eyes on the stars, but also remember to keep your feet on the ground.

Tips for both individuals:

1. **Deal with practical tasks.** Neither partner is likely to enjoy (or be good at) handling routine, daily tasks – however, it is important to deal with them on time, avoiding the buildup of problems.
2. **Do things that engage your creativity.** You both will find it easier to deal with ideas than practical things, so do not try to mimic the behavior of other people and push your partner (or yourself) to participate in activities that require good use of all five senses. This is especially important in the dating phase.
3. **Be realistic.** As Intuitives, you will both have plenty of ideas that may or may not be realistic. Do not overcommit yourselves.
4. **Enjoy the present.** You are both likely to spend a lot of time thinking about the future. Find a way to enjoy the present as well – time flows quickly.

5. **Share your ideas.** Imagination is one of your greatest assets – use it. Your partner will likely be able to see some things from a different perspective, while at the same time staying on the same wavelength as you.

## An Observant (S) 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 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 traits 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 types 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 labeling 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 you:

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 your partner:

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 types 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.

## 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 section differs from those of the other traits, simply because we see this final trait as a variant of the personality rather than an integral part of the personality type itself. However, the importance of this trait should not be understated, as 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 even-keeled. Their calm temper allows them to sort out any disagreements without much stress, as opposed to being rattled by even the most insignificant issues. Furthermore, individuals with this personality trait tend to be quite optimistic and content about their achievements and about 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. Their self-confidence often overshadows any signs that might make less sure individuals 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, perhaps feeling at the top of the world in the morning and being overrun by negative thoughts by 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 their never-ending quest for improvement often help these individuals achieve impressive heights in their careers, or to pleasantly surprise their other half, simply because they really care about whether they are good enough.

The Assertive trait is often viewed as preferable – after all, what’s not to like about being self-confident and relaxed? However, somewhat ironically, being resistant to stress and pressure may not always translate into being more successful, even in romance. 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. It is exactly that “must do better” attitude that makes them put more effort into their relationships. 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 careless mistakes.

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 briefly discuss the three potential combinations between Assertive and Turbulent partners.

### **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 also probably feel quite relaxed about your work and social status, instead trusting yourselves and paying more attention to what you want, not what others say you should do.

On the other hand, you need to be aware of the tendency to assume that everything is OK. The ability to simply not be perturbed by occasional issues in your relationship can cause you to miss crucial signs that something is moving in the wrong direction or that you may

potentially face bigger issues down the road. Too much confidence can be just as bad as too little. 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 growth and for 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 the other person's attitude.

If you are the Assertive individual in the relationship, you should recognize that your 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 to try to improve themselves and their relationships as much as possible. As a positive 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 their mood swings, this trait can actually be quite beneficial in a romantic relationship.

Similarly, if you are the Turbulent individual in your relationship, you should understand that your partner's calmness and relaxed attitude do not mean that they are unsupportive or disinterested in working on the relationship. Being less likely to feel nervous in challenging situations, Assertive individuals may seem somewhat detached or blasé, especially from the perspective of someone who is Turbulent – however, it is precisely that

emotional stability that should be utilized wherever 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 “good enough”, this level-headedness can also be invaluable in emotionally charged or unpredictable situations.

With this in mind, you and your partner should both work on covering each other’s weaknesses with your respective strengths instead of focusing on your differences and trying to “fix” each other. For instance, the Assertive individual can 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 in order to take a bolder, riskier step every now and then.

Similarly, the Turbulent individual can bring more organization and goal-setting into the couple’s life. Their hard work and success-driven attitude pushes both partners to grow and develop instead remaining 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 you will both probably experience very strong positive emotions, they will be accompanied by negative feelings as well – it is in those moments that both you and your partner must remember to take a couple of deep breaths and to refocus your thoughts and emotions. Otherwise there is a

risk that you will end up fuelling each other's anxiety, with minor frustrations boiling over and becoming full-blown crises. Turbulent individuals are vulnerable to stress and you both may need to make a conscious effort to find mutually acceptable ways to overcome it and relax instead of stressing each other out even further.

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

## 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.

### Analysts – Analysts

Old saws would have us believe that "opposites attract" 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 Analysts meet and fall in love?

Fortunately for Analysts 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 Analysts 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.

When two Analysts come together romantically, the emphasis will more likely be on intellectual stimulation rather than emotional. That’s not to say that they are incapable of emotions or passion. Their feelings can, in fact, run deeply. But expressing them is not typically their strong suit. They often feel a little disoriented when a situation becomes too laden with emotion. Love can blossom as a primal response to another, and it can defy fitting into a systemic structure which would provide Analysts with an anchor they can appreciate. Sometimes people with whom we fall in love do not neatly match our preconceived checklists.

Having said that, the intellectual approach that two Analysts share can provide a foundation for endless stimulating conversations and common interests. A dinner together may be less about small talk and more about big ideas that include “what if” scenarios to explore. A couple who are both Analysts may even come to see each other as a refuge from the small and the inane world they have to put up with outside of their relationship.

A fictional example of this might be Frank (Francis) and Claire Underwood from the American version of the House of Cards. No matter what has happened with his Machiavellian plots during the day, Frank always returns home at night to Claire who understands him. She is his refuge from the others who they clearly see as their inferiors. This Analyst power couple may not have the most classically romantic relationship, but the

viewer cannot deny their closeness. (That’s not to say their relationship is entirely without passion. It’s just muted in favor of their shared strengths.) Their lives are deeply intertwined, and they work as a single unit. Of course, most Analysts are not like the morally-challenged Frank and Claire Underwood. However, this television couple does explore the idea that not all love is about soft romantic evenings. It’s not just about two people whispering sweet nothings to each other. This ever cerebral pairing may look unique and even somewhat eccentric to those looking in.

Many Analysts have difficulty reading the emotions of others. That includes other Analysts. They may spend more time deconstructing and rebuilding their relationship than they do experiencing it. They may try to make it “better” in theory or in principle rather than just plunging in and living it. Without question, there can be an emotional distance between two people having an “intellectual” relationship, but another Analyst might not be bothered by that distance. However, romance can be messy and people hurt each other’s feelings. When the pieces don’t fit snugly together, Analysts may go to their default position of logic rather than empathy – potentially creating problems.

Typically, Analysts will come to a relationship with a list of expectations that they expect from the person. They need to learn to let go of these preconceptions. They may also need to learn to accept that even the most logical human contains complex mysteries that are hard to understand on a rational level. If they don’t learn to embrace their partners as they “are” rather than as they “should be”, this can be problematic with Analysts in relationship to anyone.

Organization can also be problematic for the Analyst couple. If both of these Intuitive types involve themselves mainly with the abstract, the larger ideas and the future, who’s going to make sure dinner is on the table every evening? Who’s going to buy the groceries in the

first place? When you have two visionary types together, practical matters sometimes get lost or relegated to a lower place on a couple’s list of priorities. It’s necessary for an Analyst couple to concentrate on attending to life’s more practical matters. A systematic list of chores and household deadlines can be helpful in making sure that someone pays the bills and keeps the house in order.

Analysts can be loyal, responsible, and stimulating partners. However, they have to be careful not to be too exacting of each other. Expanding their comfort zone to include a degree of flexibility and adding some spontaneity may be a necessary part of growing together as an Analyst couple.

#### Tips for Analyst Couples:

- With another Analyst you have someone who understands your approach to the world. Enjoy and share your imagination and your visions. This is a great opportunity to be yourself and not feel pressured to be something that you’re not. You don’t necessarily have to look like other couples.
- Experiment with living more in the “here and now” and accept that human beings are complex. You may never understand everything about your partner. Don’t be afraid to spend some time in ambiguity and not knowing. Learn to “free-fall” occasionally and try not to be controlling.
- With two Analysts, it may become necessary to organize yourselves better. You may need to create a system to assure that your life together runs smoothly on a practical level.
- Talk about the things that bother you. It’s too easy to try to figure things out rather just talking to your partner. While Analysts often have powerful mental gifts, it’s

unlikely that one of them is mind-reading. Be careful about assumptions. If necessary, think about communicating with your partner as “collecting data”.

## Analysts – Diplomats

Diplomats and Analysts share a visionary, open-minded view of the world. Both live with ideas and abstractions and this distinguishes these types from Sentinels and Explorers. On a first date, this common area may become something that provides quick cohesion between two from these types. While one focuses more on systems and rationality and the other on humanity and values, they both love talking about big ideas. Neither type has much patience for small talk. There are endless subjects to talk about since both fill their mental landscapes with creative concepts and dreams.

The Analysts may feel that Diplomats balance them by providing a sense of warmth and emotion that are not usually traits Analysts trade in. Diplomats, on the other hand, may like Analysts for their rationality and their ability to work with ideas in a smart and unique fashion. Both may represent some ideal that they admire because it is complementary to their own approaches. Diplomats may romanticize the Analysts’ reasoned approach while the Analyst may appreciate the emotional depth Diplomats bring to their relationships. Both see sex as something beyond just physical stimulation and release. They bring creativity, imagination and meaning to the bedroom, and this can make their sex lives powerful. Both groups are loyal to their partners and, once they’ve found the right person, commit fully and responsibly to that person.

However, there is no such thing as the perfect pairing and complications will always need to be addressed no matter what the type. An obstacle this pairing may face might be the differing views of romantic gestures and emotional expression. Some Analysts may find romantic overtures to be silly and illogical. Diplomats lead from the heart and find such

overtures important when entering a relationship. An Analyst may think that buying flowers only to have them sit in a vase to die is a trivial gesture, and, unless told to, may not consider sending a bouquet. Diplomats, on the other hand, may feel the flowers serve as some larger symbol of appreciation. Diplomats will give such things metaphorical meanings.

Analysts may forgo some of the rituals of courtship or they may just “phone it in” having learned that others expect such behaviors. Diplomats will probably pick up intuitively on something that does not come from the Analysts’ hearts and may feel some disappointment. While not as much a problem once they get to know one another, at the beginning of a relationship when romantic gestures send messages of interest, this can be a little confusing. This “romantic gesture gap” might continue throughout their relationship, but its’ impact will lessen as the partners gain more understanding of each other. In time, Diplomats will learn the Analysts have a deeper, more thoughtful romantic interest that they don’t always expressed outwardly. In turn, the Analysts will learn the Diplomats are not simply being silly when it comes to such gestures.

Analysts may be too quick to offer a solution to a problem when Diplomats are simply looking for someone to listen to them and to “feel” their problem. The Diplomats’ concern for the feelings of others may seem “squishy” and inefficient to the Analyst partner. Analysts will seek the most rational solution to a problem, even if sometimes that means they sacrifice the feelings of others. Taking time to get to know one another and to appreciate these differences can smooth over potential conflicts for Analyst / Diplomat couples. Learning and discussing each other’s personality type can be a good conversation starter when it comes to these matters.

As is the case with Analyst couples discussed in the previous section, organization can also be a problem. An Analyst / Diplomat couple should make conscious efforts to ensure that life's more practical matters are not left unattended. Deep, meaningful conversations can be immensely rewarding, but it is sometimes necessary to talk about bills, savings and expenses too.

#### **Tips for Analysts with Diplomats:**

- Understand that sometimes the romantic gesture is a metaphor for something deeper with your Diplomat partner. It's not something silly. Diplomats enjoy symbols and infusing meaning into things, and it can be quite an important expression of who they are.
- Know that when Diplomat partners bring a problem to you, they are not always looking for a solution as much as they are little empathy. Providing one of your trademark rational solutions may miss the target entirely. Try asking questions and listening. Don't be afraid to ask if it's okay before offering your fix.

#### **Tips for Diplomats with Analysts:**

- Understand that the lack of emotional expression or a gesture does not necessarily signify a lack of interest on the part of your Analyst partner. It just means they that romance is sometimes a second language that doesn't trip easily off the tongue of Analysts. Don't mistake that for disinterest.
- Know that when your Analyst partner offers solutions to the problems, it may sometimes appear cold and callous. To them, the rational solution serves the

greater good and is, therefore, valuable to others. You may not like their means to an end, but, with discussion, you may find their intent ultimately comes from caring.

### Tips for Both

- Should the relationship become a life commitment, it may become necessary to organize yourselves better. See if you can come up with some kind of a system to manage practical things better – neither of you is likely to enjoy dealing with household chores.
- Learn to deliberately spend some time in the “here and now”. Both of you tend to spend a lot of time in a wonderful world of theory and abstractions. A dose of the present can bring some added texture to your relationship. Two visionary types constantly rearranging the universe can be exhausting. Add a little variety.

### Analysts – Sentinels

Whenever an Intuitive person and an Observant person sit down to get to know each other, there are subtle or not so subtle differences. Analysts have heads full of 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. Sentinels, on the other hand, 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 clinging 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.

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 probably never 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. 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 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 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 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.

## Analysts – Explorers

As we have mentioned previously, there are some key differences between Intuitive and Observant types. When it comes to this particular type combination, those differences become very clear. Analysts have heads full of 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 ideas on a higher order going on all the time with the Analysts.

Explorers on the other hand, live fully in the present. They are curious about everything – except long-winded conversations based on abstractions and ideas. They are always looking for what is new and exciting. Often they seek challenges of a material and physical nature that they can master or conquer – a musical instrument or a craft, for example. However, both types enjoy solving things – for Analysts, it’s theoretical puzzles and for Explorers, it’s finding a solution to real and immediate problems.

So what happens when Explorers and Analysts meet for a date? Starting from an optimistic place, Analysts might impress Explorers with their theories for a while, as long as they can connect them to something practical. Technically-oriented Analysts talking about writing computer code, for example, may impress Explorers who typically appreciate tools and devices. However, should Analysts go on too long and slip into the theoretical, as they often do, they may quickly lose the Explorers.

Analysts, on the other hand, may enjoy the spontaneity of the Explorers as well as the practical perspective they bring to conversations. They will appreciate Explorers who have mastered a craft. They may also be attracted to the looser, fun-loving nature of the Explorers and see that characteristic as something that could balance their more serious

lives. Too much spontaneity, however, may begin to color Explorers as too frivolous in the eyes of Analysts.

Should Analysts and Explorers become serious and commit to one another, each type might appreciate the other's lack of concern for social convention. There won't be much pressure in that area as there might be with a Diplomat or a Sentinel. They can go through life together near oblivious to social expectations should they choose to. They might also appreciate the breathing room likely to be granted by their partners. At times, Analysts may seem almost entirely detached from their home lives when in the middle of a project. This could work out quite well for Explorers, giving them ample time to discover more about their world in their particular way. Nobody will ever accuse a pair made up of these types of smothering each other.

While Explorers are not highly sensitive to the opinions of others, Analysts should always be aware that they can come across as condescending. Analysts can easily convey to Explorers that their work or contribution to the world may not be as “deep” and, therefore, not as important. This may come across in subtle ways, or it would not even be too far-fetched to imagine some Analysts announcing it out loud. Coming across as superior can cause a lot of hurt in a relationship, and Analysts need to learn to take care of their partners' feelings.

Explorers, on the other hand, may become impatient with the Analysts' constant hunger for more knowledge and their need to theorize about everything. Explorers might begin looking at their partners as stodgy or out-of-touch with anything the least bit interesting. While Analysts may appear at times as though they have no feelings, the truth is they often feel quite deeply. They just don't necessarily feel comfortable expressing their emotions. An Explorer partner may learn in time that it is just as possible to hurt an Analyst's feelings

as it is anyone else's. Analysts sometimes need to come out of their cloud of concepts once in a while and there's no better way than being invited to play in the Explorers' playground of discovery. So, rather than becoming irritated at what they perceive as the Analysts' stodginess, Explorers might occasionally encourage Analyst partners to come along on one of their adventures.

Finally, small details never interest Analysts nor are they usually involved with a lot that is hands-on and mundane. This may leave Explorers to deal with such matters in a shared household in their somewhat casual fashion. While it may sound like a small issue, things like this can take on exaggerated importance when the clothes are piled high in the middle of the bedroom floor. Such a couple may need to decide things like who does the laundry and when early on in their relationship before such things become a problem.

### Tips for Analysts with Explorers

- Be careful with your partner's feelings. Deliberately express some appreciation for who they are and what they do. A little can go a long way with an Explorer.
- Try to find ways to de-stress through shared activities. As an Analyst, you are likely to overthink things, ruminating on the meaning of life, universe and everything – and your artistic and action-oriented Explorer partner may be the perfect person to drag you out of your mind palace, forcing you to relax and see the brighter side of life.

### Tips for Explorers with Analysts

- Invite your partner to try some new experiences with you. Perhaps a new restaurant or a cultural event. This will not only give you time together but may also contribute to balancing your Analyst’s very cerebral life some.
- Remember that your partner does not share your love for the present moment. Your constant search for novelty may exhaust the Analyst or worse, may be perceived as unreliability if it concerns the relationship itself. From your partner’s perspective, actions should make logical sense and the thrill of adrenaline may not always be a sufficient reason.

### Tips for Both

- Discuss household duties early in a committed relationship. Your different styles of approaching such matters may make this an important discussion. Consider hiring some help from outside to handle such chores.
- Take some time to understand each other’s personality types. Suspend judgment and consider that both styles are legitimate – one approach is not better than the other. Accept that each type serves a purpose in the world and in your relationship. Learn to appreciate the differences and to enjoy the good things your partner brings to the relationship. And most importantly, resist trying to change your partner.

# Friendships

As in most aspects of their lives, in friendship Commanders seek personal growth and inspiration, and they usually have a plan for how to accomplish it. Friendships of circumstance, built on things like shared routines, are not Commanders' preferred method. Rather, they pursue their friends, seek out individuals who share their passion for deep, meaningful discussions, and who enjoy learning and development as much as they do. It's not always easy to be Commanders' friends – they demand a lot – but they pay a great deal of attention to their friendships, and it is unlikely that it will ever feel stagnant.

Commander friendships are built on carrying out ideas. A lot of what they find enjoyable is putting thoughts forward and defending them from assault. People with the Commander personality type are very smart and highly critical, and they won't back down if they are put on the defensive. In fact, there's no better way to earn their respect. But it's not easy to stand up to a personality as forceful as theirs, and they too often find that others crumple under the pressure they apply when they really start to enjoy themselves.

Only the most hardened rationalists are able to hold their ground against strongly expressed Commander personalities, who neither need emotional support, nor understand others' need for it. This lack of sensitivity is Commanders' chiefest weakness. Their tendency to challenge their friends, question their conclusions, and dismiss emotional arguments as irrelevant is especially difficult for Feeling-oriented friends to cope with. Either a point is supported by logic and reason, or it is erroneous.

More enlightened Commanders recognize that if ever there was an area where they could learn from others and improve themselves, it is in the realm of emotional sensitivity. Dismissing any aspect of personal growth borders on hypocrisy. Friendships with people

from the Diplomat type group can be especially rewarding for Commanders. The shared Intuitive trait fosters an instantaneous connection that can bridge the chasm between their sense of efficiency and the recognition that cooperation and conciliation can often accomplish more than logic ever could alone.

The bulk of Commanders' friends tend to fall into the Analyst category though. They all share the same passion for logical, far-reaching ideas and critical debate. Anyone matching Commanders' ability to brainstorm and theorize finds an honest and dedicated friend. Anyone who can't find themselves ignored.

Of course, none of this is to say that they can't forge friendships with different types, with a little effort. It's a big world out there, and if there's one thing Commanders appreciate, it's an unassailable plan, and that can only be forged with input from all types. They may be more forceful in their intellectual discussions than most, but they also can't help but be intrigued by a vastly different perspective that sheds new light on their assumptions and forces them to think about things from new angles.

Commanders are a little different, but that's never stopped them before. But how does this bold and, perhaps, slightly arrogant personality type head down the rabbit hole to the world of day-to-day things and experiences? How do they relate to someone who gushes with feelings and sympathy, or who prefers unchallenging entertainment, or who holds firmly traditional perspectives and beliefs?

Commanders are known for their keen and unconventional strategies. But if they only surround themselves with like-minded individuals, they risk tunnel vision and limited perspectives to draw from. Diversity is key to the creativity and success Commanders require. We hope that with these suggestions, they can strengthen those less-developed

sides and gain understanding as they learn to identify with those who shut down in the face of criticism, or who want to share feelings without making plans about resolving them.

They must work to expand their idea of who can be their friends, going beyond other Analysts. Commanders help others bring convoluted situations into focus and to act on solutions. In return, they are helped to keep an open mind, reinforcing their plans with fresh perspectives. They can disdain emotions all they want, but if they fail to accommodate the half of the population who prefers them, they're bound to fail too. We also hope to help Commanders develop more meaningful relationships with those friends who already share their own traits and qualities by shedding more light on their mutual strengths and weaknesses.

## Analyst Friends

Other Analysts are a natural fit for Commanders, who share their passion for bold ideas and solutions. These friendships are defined by intellectual curiosity, not emotional support, and that's just how they like it. Commanders enjoy that the friendships are a bit like looking into a mirror. This may sound vain, but it actually keeps that vanity in check. Few others can stand against them, especially for the sake of fun – encountering another Analyst staves off complacency, and is an invigorating breath of fresh air.

That fresh air comes in handy, because these friends rarely run out of things to discuss. From the moment they head out the door, Commanders' minds buzz with analyses and potential, and few others are up for keeping pace. Analysts love bouncing ideas back and forth, and Commanders' intellectual prowess helps to dissect their friends' ideas piece by piece – an oddly enjoyable process. There is even a spirit of competition, each friend challenging the other to establish a stronger foundation for their thoughts.

These discussions are unlikely to revolve around people or feelings. Instead, they are more actionable topics focusing on establishing systems, strategies and goals. In fact, Commanders are unlikely to place much emphasis at all on understanding the origins of friends' social status or their emotional states – the past shouldn't define the future, and emotions shouldn't dictate a solution. Having an Analyst friend lets them pursue that mode of thought uninhibited.

When emotionally charged situations do occur, not just between friends but with things like breakups and deaths in the family, Commanders enjoy having friends who are able to help them rationalize the situation, or to simply leave them alone about it. This has its drawbacks and can leave important things unsaid, but Commanders don't appreciate profuse apologies, pity, and hugs, especially if they sound obligatory, and this is something they need not worry about from fellow Analysts.

Their powerful need to see their plans carried out can create a rift in these friendships though. Commanders define their self-esteem by their effectiveness, and their tendency to see broken systems everywhere creates a strong pull towards taking action. Solutions are Commanders' projections of themselves, and if discussions about them never move forward, something Debaters and Logicians struggle with, they can become very frustrated, and have no problem calling their friends out on that weakness.

Commanders need to work on being a little more relaxed about their ideas, and their friends should make an effort to actually follow through. Commanders may not care about moral support per se, but they need to know who they can trust, and Analysts have a knack for thoughtlessly carrying on in their own direction. Commanders have little tolerance for ineffectiveness. If their friends never pick up the slack, it can end poorly.

If they can avoid burnout from their constant debates and projects by becoming both a little more flexible and a little more encouraging, these two types can have a tremendously stimulating and productive friendship. That productivity depends on Commanders' ability to help their friends translate intellectual curiosity into a course of action, not a simple goal, but they're always up for the challenge.

## Diplomat Friends

Commander – Diplomat friendships are likely to begin with an instant connection, owing to their shared Intuitive trait. Both see in each other the ability to look beyond face value into a deeper, more complex machine. Diplomats' seeing that machine in terms of human or spiritual interactions, not rational systems, is a challenge these types have to overcome, but they'll both be fascinated by new perspectives as insightful as their own, something not always easy to find.

Much like Analysts, Diplomats are full of fresh ideas. Commanders think of what would work best in terms of dispassionate efficiency, if everyone would just do it their way. Diplomats think of ways to bring people together, to strive for the common good. If these friends use their strengths in tandem, taking rational and efficient ideas and showing how they can create a more idyllic reality, they can be a force to be reckoned with, especially in the workplace – if they can avoid stepping on each other's toes.

Commanders struggle with that last part, especially with more sensitive Mediators and Campaigners. Commanders are blunt, forceful people. They think of emotions as wrenches in their clockwork, coming off as bitter or even cynical. But not only do they ignore others' feelings, they ignore their own – Commanders have little desire to express their feelings. This is both offensive and sad to idealistic and empathic Diplomats. All the

same, Diplomats’ idealism strikes Commanders as unrealistic or even inauthentic. “You can’t honestly believe all that, can you?” Commanders bypass the human equation, while Diplomats believe that humans *are* the equation.

Both believe strongly in their own perspectives. Pressing the two together can be a bit like trying to achieve fusion, requiring extraordinary energy and effort to get things started. But if they can succeed, the benefits are almost unimaginable.

Ultimately, they want the same thing: a world that functions better. Diplomats, especially Advocates and Mediators, help their friends recognize the importance of emotional health and the simple act of listening with an open mind. Commanders help their friends develop their analytical abilities, placing that raw compassion and idealism into a position to achieve a tangible good. If they can strike the right balance, this is likely to be a friendship that flies high for many years, enduring both distance and time.

## Sentinel Friends

Friendships with Sentinels don’t begin with the instant connection Intuitive types enjoy. Rather, it’s defined by a growing appreciation for their mutual differences. Commanders are often impressed by the energy and focus that Sentinels are able to maintain moment to moment, day to day, even year to year. That kind of hearty strength of character isn’t something they see often, and they respect it. Sentinels appreciate Commanders’ realistic foresight, and their ability to line it up with an actual course of action.

Logisticians and Executives especially are results-driven, always seeking out what works, and are likely to appreciate the way their Commander friends provide consistent visions and plans. Managed properly, these alignments can be very satisfying for both parties. In return, Thinking Sentinels help Commanders with practical support for their ideas.

Analysts are best known for focusing on the future, not the present. Sentinels can help Commanders to see the little steps through. But it takes time for these types to develop a good rapport – these are friendships of circumstance, as coworkers or through mutual friends, over years.

Commanders have even more to learn from people-oriented Sentinels such as Defenders and Consuls. If there's one flaw Commanders are famous for, it's burning out social relationships with their disregard for others' needs. Relationships with Intuitive types can sustain time apart and the occasional faux pas because they look past such things naturally. Most people are more in tune with day-to-day happenings and reputation though. These Sentinel friends help them to at least be aware of that.

These personality types do face some significant challenges – Sentinels can see Commanders as disruptively ambitious, disturbing to a group so intent on not making waves. Commanders may not be flexible enough to handle low-key activities consistently, let alone participate with enthusiasm. This aversion is how friendships that match on as many as three traits start to break down. Their shared stubbornness can be incompatible. It's worth trying though – it can be very rewarding if they appreciate each other's differences and play off each other's strengths. Sentinels can keep Commanders present, and are rewarded with a healthy stream of ideas so they always have something to do together.

## Explorer Friends

The Commander – Explorer friendship isn't an instant fit, but it definitely has potential. Explorers are defined by the moment and its pleasures. They are known for unpredictability and, to objective and goal-oriented Commanders, are recklessly short-

sighted. But one of Commanders' glaring faults is their inability to lose themselves in the moment and simply have fun and be excited. 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. It's dangerous to do without knowing, and fruitless to know without doing. This is the real beauty of the Commander-Explorer friendship – Commanders have so many ideas about what's possible, but those ideas often suffer death by over-planning. They need someone eager to dive right in. If they can handle the strain, these friends are likely to meet each other halfway to accomplish many adventures.

Friendships with Adventurers though, their opposite, are unlikely to ever have the chance. Adventurers quietly appreciate aesthetics and the senses. They are exceptionally sensitive and artistic, doing what they do for simple joy and generosity. Commanders tend to try to press people's interests into “productive” outlets like new careers or entrepreneurial efforts. It doesn't even occur to them that the only goal here, to the extent that there even is an active goal, is simple appreciation. Even their gentlest coaxing is bound to be an intolerable frustration, and anything more critical, Commanders' default, is likely to end in tears.

Like with their Sentinel friends, Commanders appreciate outlooks and styles that are different from their own, but still get results. Friendships with more technical Entrepreneurs can be a great deal of fun as they work together to get out there and make a splash. But more solitary or sensitive Explorers are likely to be too far removed and easily put off for Commanders to even want to try.

# Parenthood

Given their strong will and critical nature, it can be hard enough to spend a great deal of time with Commanders by choice, as in friendships and romance. To be with them by default, as in the parent-child relationship, can border on the impossible. This by no means suggests that Commanders are bad parents – far from it – but their relationships with children, who are typically more sensitive and less able to conduct truly rational analysis, require much more emotional tact and personal liberty than they are accustomed to giving.

Commanders are always up for a challenge though, and take their roles as parents seriously and with the utmost sense of personal responsibility. Holding themselves to a higher standard than most, Commanders see the success of their children as a reflection of those standards, and want nothing more than to see them grow into smart, independent people who strive to achieve their goals. Establishing specific moral values is less important to Commanders than the cultivation of the intellect and independent, rational thought.

Commanders welcome differences of opinion, and this is true with their children as well. But while gladly having rational, well-thought-out discussions about roles and responsibilities, at the end of the day Commanders expect their authority to be respected. A disagreement is no excuse for shirking established responsibilities, and Commander parents can be utterly uncompromising in maintaining this structure. This strictness can be a tremendous source of tension in the household – a little flexibility goes a long way.

When these debates devolve into emotional appeals, Commander parents run into real trouble. Their persistent weakness with emotional tolerance makes dealing with growing

children, especially adolescents, a baffling ordeal. As in their other relationships, Commander parents should strive to strengthen this skill. Often enough young children don't have the words to express their needs rationally, and adolescents don't have the patience for it – a perfectly natural condition.

By learning to listen to emotional expression as a valid form of communication, and responding in kind, Commanders can help to minimize emotional conflicts with their children. This isn't simple peace-keeping – it builds trust and understanding that can help to make typically rebellious and combative teenagers more comfortable confiding problems that are somewhat more serious than a dropped glass of milk.

Commander parents should remember that a part of developing the sense of independence they prize so highly is being able to control one's own schedule and activities, one's own life, at least to a certain extent. People with the Commander personality type spare no effort for their children. Sometimes though, taking a deep breath and loosening their structures as their children grow and mature does more to achieve their goal of raising capable, intelligent adults than forced extracurricular activities ever could.

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.

Commanders, by the time they become parents, have had years to sort out what works for them. They prize achievement and rational strength above all else. They require focus and thick skins in others. They believe that the most efficient solution is the right one, and

have trouble avoiding saying how every little thing ought to be done if it's to be done “right” – even when their children are full-grown adults.

If they by chance end up raising a child who shares the Analyst type group, Commanders 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 healthy debate, or organized group activities? What happens if their children are impulsive and strongly emotional, behaving in ways that seem utterly irrational (but are in fact perfectly natural)?

Commanders' strength lies in the forceful execution of well-laid plans, not spontaneity and sensitivity. They focus on encouraging development of the rational mind, and sideline emotions as a weakness. We hope that with these suggestions, Commanders can strengthen that less-developed side of theirs and gain not just confidence, but understanding, as they learn to adapt to children who shut down in the face of criticism, or who actually want and crave free time alone. We also hope to help Commander parents to develop more meaningful relationships with those children who share their own traits and qualities.

## Analyst Children

The benefits of Commanders' having Analyst children are pretty easy to see. Because they share the Intuitive trait, they take in, or rather infer and create, information in much the same way. Because they share the Thinking trait, they also make decisions based on that information in much the same way. This makes communication between Commander parents and their Analyst children much more straightforward.

It also means that they enjoy many of the same activities, such as debate and analysis. Commanders' actions are confident and rational, not quiet and sensitive – it can be quite a relief to know that their children, especially fellow Commanders, would rather discuss the morning news or go to a science exhibit than to paint quietly or just watch TV. Logician and Debater children challenge their parents' need for group structures, but at least with activities that focus on things and ideas both find genuinely interesting.

However, the drawbacks and challenges are the same as in any relationship with poor diversity. Without differing perspectives, neither side develops their weaknesses to become better-rounded individuals. Commanders encourage growth, but they focus on the things they value: rationality, efficiency, and results. Emotional expression, appreciation for beauty, and day-to-day practicality all suffer. Explaining the consequences of intellectual laziness is easy enough, but explaining how to relate to a friend who is upset, or taking the time to actually teach how to use a washing machine is another matter.

Aesthetic appreciation and practical lessons aside, mental and emotional health is probably the most vital consideration. Analyst children struggle to understand their own emotional needs, and Commanders have poorly developed tools for encouraging such healthy expressions. This makes things easier in the short term, but if Commanders' children grow up emotionally stunted, even the best case scenario is that they just don't know how to relax and have fun. The worst case scenario is that they grow up to be cold, ruthless individuals who dominate those around them – something Commanders can sometimes relate to personally.

It sometimes makes sense to do what's efficient over what's more fun, or to do what's necessary, even if it hurts someone's feelings. But when these behaviors become an ingrained habit, they breed unhappiness and dissatisfaction in ways that can ruin those

relationships that are most rewarding. It's important for Commander parents to realize the importance of their own emotional needs, and to ensure that their children, no matter how stoic or logical they appear to be, realize theirs.

## Diplomat Children

Parent-child relationships between Commanders and Diplomats have a lot of the same advantages and difficulties that relationships with Analyst children have. Both are imaginative and inspired by the many intricate connections between ideas and people. They enjoy creative games and long discussions about what they can do with the connections they see, but are clumsy and neglectful with day-to-day practical tasks. They also have a way of meeting each other halfway between what is effective and what is just, appreciating principles like honesty, integrity, and fairness, which need be explained only once.

But Commanders can be stunningly harsh in their communication – flowery euphemisms are not common. They need to understand that when they say they're disappointed because their children lied, that it's not seen by Diplomats as just a statement of fact rooted in a logical assessment of what works and what doesn't – it's a deep and far-reaching breach in the bond of trust they share, seen all too well.

Diplomats are sensitive, and when criticisms come from loved ones, especially with the gravity of a parent, it can be a staggering blow. They are imaginative, easily reading into emotions and extrapolating interpretations – if their Commander parents aren't careful, especially with more Turbulent children, a single remark can create a sense of lasting failure, not just in one action, but as a person.

Commander parents must take exceptional care, especially with criticisms, to also express love. Even with more benign advice, they need to understand that not every problem demands a solution. When their children go through a breakup, it is not helpful to recount the mistakes that were made to keep in mind for next time, nor is it helpful to observe that they now have extra time for studies. Sometimes, things just need to hurt for a while, whatever the cause, and Diplomat children need warmth and sensitivity, not a statement of facts.

Luckily for everyone involved, Judging Diplomats can usually make their needs known clearly enough, and Prospecting types are tolerant and understanding individuals. Commanders who've made at least some effort at self-awareness can learn to curb their overly rational tendencies in favor of a more sensitive approach to get the best results. Both types have a powerful desire to learn and improve, and both have much to teach each other, making this relationship one of the most rewarding.

## Sentinel Children

As parents, regardless of what personality type their children may be, Commanders have a clear expectation that their children grow up to be rational, independent, successful people. Sentinel children are usually eager to meet expectations, creating a bit of a paradox – they achieve that independence through obedience and respect. Sentinels strive to live up to the standards of their role models, and there's no one more natural to imitate than their own parents.

In the early years, this model works well. Commanders are happy to suggest stimulating activities, like team sports and camping, and their Sentinel children, especially Executives and Consuls, appreciate that such activities are available, and that their parents enjoy their

enjoyment. As they grow and activities have to be balanced with other needs, Commanders push for their children to get out and do more, while their children, especially Logisticians and Defenders, would rather stay focused on a few important things and people.

Sentinels, especially Feeling types, to try to keep up with the activities they think their parents want, rather than what they enjoy or can handle themselves. Whether clubs or college majors, the question is always “What will Mom and Dad think?” Commanders’ favorite activities, and their quantity, are often hard for Sentinels, and they can collapse under the pressure, wrecking their self-esteem. It’s important for Commanders to take the time to really understand what their children want, and can handle, and to encourage *that*.

Commanders are perfectly capable of this – their skill with identifying others’ strengths helps them to steer their children in the right direction, and they have no problem making the effort. The problem for them is that what Sentinels enjoy, especially the Introverted types, are often Commanders’ weaknesses. Keeping their heads down with quiet, practical activities just isn’t how Commanders operate, and they struggle with it.

Sentinels need day-to-day reliability, social hierarchy, and steady authority, so Commanders have a head start. If they want to keep that lead, they need to exercise their emotional sensitivity, and learn to communicate and act in practical terms, keeping their broad, organizational visions and debates to themselves. Their children, however much they look up to their parents, also serve as role models themselves. Commanders often come to genuinely respect their Sentinel children’s strength of character and ability to organize and coordinate things and people in very practical ways, and take notes as needed.

## Explorer Children

If there's one thing Commanders enjoy, it's shaping a flabby structure into something lean, clean, and effective. Lucky for them, Explorers share this passion for understanding and efficiency, though their approach is far more tangible and free-form. Explorers 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.

Commanders have little trouble organizing new things and ideas for their young children to explore, and love helping them discover everything such activities have to offer in that quest for supremacy of their art. It usually doesn't take long to get a feel for what Explorers are passionate about either – they are just so physically expressive, and when something strikes a chord, they can hardly be pulled away. Understanding why it is that their children have an interest in fashionable clothes or jumping off of roofs is another matter.

As they get older, Explorers appreciate a sense of independence and really don't require, or want, their parents to keep offering up ways to stave off boredom, which is something Commanders have a hard time adjusting to. Explorers are very creative individuals, and though Commanders' organized activities can help them focus their energy in a more useful direction, or at least a direction that spares the walls another impromptu expressionist mural, they are rarely seen as desirable by Explorers themselves.

Explorers can tax Commanders' patience – they are so spontaneous and their interests so fleeting that enjoying something yesterday is no guarantee for today, and even having to wait from one day to the next can spoil it. This "I want it now" attitude can be pretty frustrating for parents who pride themselves on mental focus and seeing things through from start to finish. If Explorers' demands meet a hard line of criticism, especially towards sensitive Feeling types, things can fall apart especially quickly.

This sensitivity and tendency to act without thinking about the consequences is by far the biggest frustration for Commander parents. Explorers’ undeterrable and impulsive self-indulgence makes organizing a framework for future success especially difficult, something Commanders see as extremely important. At the same time though, Explorers hardly want for passion, the key ingredient in the most fulfilling successes. Commanders’ long-term advice (and effort to respect their differences) is exactly what Explorers need to have just enough guidance 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 can not only could set 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.

Knowing the challenges Commanders face in the academic world can go a long way in helping them make the best use of their time and experience. To help Commanders get positive results from any academic path they follow, let's explore some guidelines based on their traits.

## How Commanders Learn

Commanders rely heavily on logic and rational thinking. With maturity, they learn to work with relevant details while grasping the bigger picture provided simultaneously by their intuition. However until they do, young Commanders may respond to questions with the first thought that pops into their heads. It's not that they are sure of their answer. They tend to brainstorm out loud. They will update this impression later as they sort out the information a little more thoroughly, but it can be off-putting to others. Too quick of a response can be trying for a teacher interested in teaching students analytical skills in a methodical progression. However, that's all external. Inside they will not be so quickly satisfied until they have turned the material over and over in their minds, subjected it to their intuitions, and corroborated it with evidence. Unlike their initial quick response, this can take a while.

Commander students are leaders and collaborators. They love group activities and they love learning with others. A team will energize them and enhance their educational experiences. However, that being said, they will feel most comfortable in a leadership role in that it allows them to take control which is very important for this personality type. They are natural leaders.

Commanders love ideas and are quick to grasp the possibilities within an idea. They like assignments and goals to be clearly defined and measurable when they learn. They love working as part of team, and they will usually end up being the leaders during such endeavors.

For Commanders to learn according to their full potential, the teacher, the topic and the classroom methods need to leave them free to run around in their mental playgrounds. This is not to say that they don't like a theoretical framework and need a sense of clear purpose. However, once the direction is set, they need to be allowed to figure out how to get to goal their own way. Trying to pin them down and restrict the way they organize their thoughts is counterproductive. Their imaginations and creativity need room to explore.

Commanders love a problem that needs solving. Many have said that Analysts see the world as a big chessboard, and their only goal is to become chess masters. For Commanders, the operative word is "master" as they try to control as much as they can around them. They like rules and frameworks that hold things in place. They like to plan and prefer a clear idea of where they are going when they sit down to learn something.

## High School

**In the classroom:** Commanders (especially Turbulent ones) are perfectionists and do whatever it takes to embrace high standards, though usually standards of their own

creation rather than from external demands. They dedicate great amounts of time and effort to solving complex problems or unraveling mysteries. As far as earning good grades goes, this comes naturally to Commanders – although they may falter if the goals and purpose of a curriculum seem too vague or trivial. But even when they falter, with their intelligence and their raw drive, they nonetheless pull through and receive good grades even in those subjects. Their curiosity puts them well above the ordinary student when it comes to the energy they apply to studying.

Developmentally speaking, conceptualization - seeing beyond the concrete – is still a novel tool for Commanders entering high school. Like a new toy, abstract thoughts feel invigorating to young Commanders. They will begin to enjoy a fuller experience as they balance their rational thinking with their intuition during their adolescence and early adulthood. As they achieve more of a balance between the two, they become formidable students.

When they choose their courses, science, technology and the arts attract Commanders. These allow them to shine as “the seekers of solutions” and provide them with the skills they need to enjoy a sense of “wizardry” or expertise. Political science and economics may prove interesting to them for similar reasons.

Commanders may need to take care not to show impatience with their classmates who will generally take longer to learn what Commanders will see immediately. Also, they tend to want to rush to complete things. This is fine for them with their intellect and their drive. But their peers may not be able to keep up and Commanders may become impatient. This can cause friction and tension in a group setting in the classroom. As with most Analysts, the feelings of others, while they may be important enough, will not take precedent over

meeting a goal or accomplishing a task. Commanders may need to develop empathy or at least adopt behaviors that suggest empathy in order not to be offensive.

Commanders may not apply much work to certain subjects when they see how easily things come to them. They may take it for granted that they will do well and not put as much effort into acing tests and papers especially if the subject doesn't excite them. Commanders don't necessarily see this neglect as "being lazy" or not attending to their work. They would have a lot of trouble dealing with such a self-concept anyway. But the bigger picture always takes priority, and the need for a clear, relevant reason will always be more important than work that feels routine, unfocused or not challenging.

**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 it 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.

Commander high school students will attract friends and do well socially. Other students will gravitate toward them because they appear as though they know what they're doing. During high school, when confidence may not be at its highest among young students, this aura of competency can be attractive and add to a Commander's charisma.

Commanders feel more comfortable in academic, scientific or technical extracurricular groups. Any group that highlights brainpower and leadership skills will attract Commanders. Student government, Drama Club, Debate Team... anything that challenges them and presents an interesting mental exercise is something they might join. Commanders, with their combination of strong will and social skills, will be natural student leaders regardless of the activity. They often run for student government and will probably

keep their influence in a lion share of the student life in high school. This will feed their sense of purpose and their need for control. Sometimes they may even push their young peers too hard when they are in a leadership role or simply as part of a team.

## Work or College?

While there are many other reasons for deciding whether to go college than just personality types, they can play 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 those 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. College is just one possible path to discovering one’s niche. So, what might Commanders consider when thinking about college?

There are two questions Commanders should ask themselves when deciding whether to hit the books or enter the workforce:

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

Considering their interests, Commanders may want to earn credentials, in the form of a license or a degree. Becoming a scientist, economist, political scientist, lawyer, professor or academic researcher obviously requires some training. The most attractive careers for Commanders often need a diploma.

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

For many there is more to higher education than just getting a job. It’s a life passage and an opportunity to grow and take steps toward becoming an independent young adult. There is ample opportunity at college to explore the systems, theories and models that

Commanders are so fond of. The guidance and the dedicated time available at college can be helpful for young Analysts who are discovering their places in the world.

## When Commanders go to College

Commanders who choose to go to a college or university feel at home almost immediately. No matter what high school experience they had, Commanders have a real opportunity to shine when they go to college. And unlike most high schools, the right colleges can give Commanders a larger opportunity to freely exercise their powerful and creative intellects. There are also plenty of opportunities to flex their leadership muscles as well.

College is a time for Commanders to begin to consider and exploit their strengths and talents in a real way. They may find kindred spirits who they can play off of in the classroom and in study groups. They may even become dismayed when they find similar personality types in the room at the same time. Other Analysts may come to the same place for the same reason, and by choice, unlike high school where they go randomly to their neighborhood schools. Suddenly, Commanders may not be the only Analysts in the pond, nor the smartest kids in class. This could create some resentment and a competitive environment that could be new territory for Commanders. Other Analysts may compete for the same leadership positions.

Commanders must choose their subjects carefully or suffer from misery until they rectify the situation. Subjects that might attract Commanders in college include: science (any kind), technology (any kind), economics, political science, law, business analysis, education, and anthropology, just to name a handful. Commanders do well with anything they try. However, a major that demands they arrange complex and tangled facts into something that makes sense appeals most to them. The question for Commanders is not whether

they can do well with any given subject they find themselves studying – they have the fundamental intelligence and dedication to do well regardless – but rather, will they feel fulfilled?

Some feel that college or university is only about getting the tools you need to make a good living, a goal Commanders may adopt. They have no hesitation about pursuing wealth and this may be obvious as early as the first years of college. From the list of the preferred majors above, it’s easy to see the courses they prefer will lead to well-paying jobs. Wealth holds meaning for Commanders and they may include future financial considerations when choosing their majors.

One area of difficulty for Commanders in college is the need to go to those courses nobody wants to – the foundational prerequisites. Most Commanders will “test out” of these, making them unnecessary, and they will probably make their lives easier by doing so if they have the opportunity. However, into every college career a little mundane must fall. Some needed courses are too elementary for Commanders and lack the challenge they need. They may find them dull – or worse, irrelevant. However, learning to cope with this may also be good disciplinary practice for Commanders and other Analysts. It won’t be the last time they run into necessary tasks that feel meaningless and boring. While they would rather spend their time in their intellectual ivory towers, in the real productive world, the mundane constantly invades our lives. College can help those Commanders aware enough to gain a degree of tolerance for such detail and prepare them to approach the adult world in a more practical manner.

Like most young people, Commanders delight in the social autonomy that going away to college offers. For most students, this is the first significant taste of life away from their families and their families’ rules. Some even choose their universities based on the

distance from the family home. It's no different for Commanders, who are just as interested in coming into their own. However, the hard-core “party life” will probably hold little attraction for Commanders. Commanders take life too seriously to consider that lifestyle as viable.

However, they may make an excursion into the party life if stress from their hard work and perfectionism becomes overwhelming. Commanders, especially Turbulent ones, tend to be perfectionists and that causes 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. However, a party will be a strange and untamed place for them and their need for control, and activities with clear goals will eventually take over. More likely than not, such adventures will be no more than short-lived phases for Commanders.

For the typical Commander, university life may feel like the first step away from the “amateur league” and a step closer to being a professional player in whatever field they follow. As they advance their coursework through the undergraduate level and on into their pursuit of graduate degrees, they feel more and more like they are coming into their own. And while Commanders may not be as socially smooth as more down-to-earth types, those around them will likely begin to gain a respect for their abilities and leadership skills.

# Career and Professional Development

Commander personalities are known for their ability to digest difficult and complex theories and principles relevant to their careers, and then convert them into clear and actionable ideas. Commanders are excellent strategists, possessing intuition and confidence that allow them to devise and implement challenging long-term plans without many problems. These skills can be tremendously valuable in the right career path – people with this personality type are great at jobs that involve planning, strategy and application of complex theoretical principles.

Typical Commander careers are defined by several traits that anyone interacting with a Commander can easily notice – drive, determination and leadership. These traits tend to push Commanders towards a certain set of careers and somewhat limit their choices; however, people with this personality type are unlikely to complain about that. Commanders love difficult challenges and strongly detest routine, doing whatever they can to avoid, delegate or automate mind-numbing tasks. It is difficult to imagine a Commander willingly choosing a strictly administrative or teamwork-focused role. Commanders excel in leadership roles, although they can work alone as well, provided that they have enough breathing space to use their creativeness and dedication without being constantly questioned by their supervisors.

Commander personalities love turning their ideas into plans and this is one of their most important traits as far as typical Commander careers are concerned. They focus on the future and possess the level of self-confidence rarely seen among other personality types. These traits make Commanders excellent executives, entrepreneurs and corporate strategists – they will have enough drive and determination to push a certain idea forward

even if there are many obstacles in their path. There is no surprise that the aforementioned careers are seen as ideal by many Commanders.

People with this personality type tend to have excellent leadership skills and inborn love for knowledge. They loathe incompetence, laziness and inefficiency. This makes Commanders very strict and demanding, but also extremely effective and objective managers. Commanders believe that everyone should do their best to complete the task to the highest possible standard and loathe individuals who are incompetent and rely on their connections instead. Commanders 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. Consequently, typical Commander careers reward inventiveness, dedication and insightfulness.

Regardless of the area they are working in, Commanders are problem solvers at heart. Nothing fascinates them more than coming up with an effective, innovative solution, and then using their leadership skills to mobilize the available resources and put that solution in place. People with this personality type are strategic thinkers, able to jump from step A to step D and then come back to steps B and C without much effort. When combined with excellent leadership skills, this particular trait can be unbelievably powerful – no other personality type can do so much good (or cause so much destruction) by using their skills. This is why when Commanders are given adequate resources and authority, few things can stand in their way.

Finally, Commanders are excellent communicators (especially verbally), enjoy structure and order, but strongly dislike routine tasks. Once again, this means that Commanders are more suited to be visionaries and leaders rather than day-to-day administrators. Typical Commander careers always involve at least some degree of leadership. It is quite unlikely

that a Commander will remain happy as a low-level employee for long – they truly enjoy being in a managing position and some of their traits only come to light if they have enough power to utilize them.

Unfortunately, despite being versatile and highly intelligent, Commanders are likely to face many difficulties in their careers if they choose the wrong path. People with this personality type are rare and their intelligence can also be a burden – they may have difficulties finding a satisfying career path or inspiring role models. Jobs that are perfectly suitable for 80%+ of the population would likely frustrate and exhaust most Commanders very quickly.

So, how do you choose the right path?

## Getting on the Career Ladder

The best thing about being a Commander is that people with this personality type tend to have a very clear vision of what they want to achieve. Thanks to their amazing ability to locate and manage available resources in the most effective way, Commanders are usually able to develop the skills and connections that enable them to get on the career ladder relatively easily. Like other Analysts, Commanders are unstoppable when they get a chance to combine their knowledge with their imagination – but getting such an opportunity can be a challenge, even for people with this personality type.

Whatever their hobbies or aspirations, Commanders do best when they embrace technology and science. It does not really matter whether a particular Commander wants or is able to get into a purely technological field – sometimes their chosen profession has no direct links with technology. What matters is the Commander’s ability to combine their strategic thinking, technological prowess and leadership skills in a way that not only excites their imagination, but also increases the efficiency of the entire system.

Commanders should embrace these strengths in the job-hunting stage as well. People with this personality type are likely to do quite well when it comes to networking and socializing – often the primary means of getting the first job. This is not by any means mandatory and many Commanders will do just fine without an extensive social network – however, such connections are definitely helpful. People with this personality type should do their best to get involved in as many projects as they can while they are still studying – this will give them plenty of opportunities to showcase their skills and potentially secure the support of fellow students and supervisors, which is likely to prove to be crucial when it comes to finding the first job. Furthermore, leadership skills are highly sought after and it is always useful to have some leadership experience under your belt, regardless of the scope and nature of the previous projects.

Another bit of good news is that Analysts know how to plan and Commanders are really good in this area. This is what they should focus on – thinking about what they want to achieve in life and then working backwards, developing several possible action plans. Finding out what the first steps could be, mapping out the potential channels, seeking out the contacts and presenting the arguments – these things come naturally to Commanders and they should not hesitate to focus on such strengths. Not many people have the willpower or imagination necessary to come up with a highly targeted approach and follow through with a convincing presentation – Commanders are uniquely placed in this respect, thanks to their strong willpower and strategic thinking skills.

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 Commander, you probably find many things 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. Commanders tend to be very good candidates and their sheer self-confidence alone often puts them head and shoulders above the rest of the candidates, but there may be times when they will find it difficult to get that message across and may consequently lose out to less qualified but better prepared candidates.

Thanks to their strategic thinking and planning skills, Commanders rarely have major difficulties when it comes to landing their first job. 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. Commanders are very independent 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. Commanders are 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 pays well or is seen as prestigious. Other personality types may get away with it, but as a Commander, you will always know that you are in the wrong place and that feeling will not be quelled by materialistic or social arguments. You are likely to be a great leader, but remember that conquering yourself is the greatest challenge of all.

## Professional Development

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

Commanders often say that the best thing about their job, whatever it may be, is using creativity and decisiveness to find and solve problems related to various systemic issues. In other words, Commanders tend to be less interested in why entry #319 in the

accounting journal contains incorrect information; they ask why the system is not good enough to pick this up automatically. However, unlike Architects, their reserved counterparts, people with this personality type are more interesting in managing people and directing them towards a specific goal than devising a functional system. As already mentioned above, Commanders are the ultimate leaders, and this is not some kind of a feel-good overstatement. Some personality types (Diplomats) are great at being empathic, which wins them many friends in the workplace. Others (Explorers) excel at living in the present moment, being unbeatable in rapidly changing situations. And some (Sentinels) are bastions of stability and care, putting authority and rules above everything else – the safe keepers of balance books and procedure documents. However, none of these types come close to Analysts, and Commanders in particular, when it becomes necessary to devise a plan, gather the available resources and execute the chosen strategy in the most effective way, finally bringing many moving parts together, and managing the giant chessboard of opportunities, threats and goals. Commanders' abstract and rational thinking are unmatched in those situations. 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 all the inefficiencies that you would like to fix and all the problems that you would like to solve. Commanders tend to have many transferable skills, so do not be hesitant to promote them and look for greener pastures if a specific role is not a good match for you and it is not a life-or-death situation (it rarely is).

Commanders are also good at absorbing new knowledge, especially of technical nature. You are probably already aware of this particular trait, as it becomes clearly visible at school, especially in the later years. 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 Commanders 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.

Tangentially, it is also worth mentioning that this particular strength can be very useful when it comes to educational qualifications. 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 Commanders' strategic thinking and ability to design and work with systems, whatever they may be – keeping your eyes open can sometimes yield great results. Few Commanders 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 necessary have to get formal qualifications – nowadays, studying independently is easier than ever. Your mind will always be hungry for new knowledge, so why not keep it 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 – this approach is quite common among Commanders, especially those in 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. This would also tick another very important checkbox in the Commander’s happiness checklist – the desire for independence. It could be anything – a website about your favorite computer game, a local neighborhood initiative, a small consulting company etc. Some Commanders want to change the world in some way; others focus on local or personal matters. 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 be the next “big thing”. If you are also in a position where you can divert some financial resources to your hobby, then all the better. Commanders tend to be excellent strategists, so you should not have any difficulties managing this parallel “career” and finding people that will help you along the way.

Remember when I mentioned that your mind is both a gift and a curse at the same time? Here is another thing to consider, building upon the ideas discussed in the previous paragraph – you are bound to overthink things and get bogged down on trying to determine which path is best for you. Try to find time to think and reflect, but do not obsess over details – ironically, Commanders are usually at their best when they are truly relaxed and confident in their skills. If there is one thing you take away from this section, let it be this – it does not really matter which path you are going to take, if there is something about it that you know will keep you going. That path will always be the right one. As a Commander, you are highly likely to be more knowledgeable and resourceful than the majority of the population, not to mention your strong will and leadership skills – you will be fine. Even if you do not know something, your intuition will allow you to improvise and your thinking trait will keep you on the rational path. Think about what you truly are and what you want to achieve in life – and be confident that your skills and knowledge will take

you far. Consider self-employment as an example – there are many failed businessmen, but try asking any one of them if they have ever regretted trying. You will be surprised. Whatever you do, wherever you go, do not ever doubt yourself or settle for less – quoting John Greenleaf Whittier, “for of all sad words of tongue or pen, the saddest are these: it might have been”. Do not settle if there are still areas you can explore or branch into.

Let us go back to the world of offices and cubicles for a moment. Another big problem for most Commanders is going to be personal relationships – people with this personality type rarely care about making friends in the office, paying more attention to efficiency and their own personal goals. Such an attitude is not really surprising – after all, this is their *modus operandi* in many other areas of their life. However, difficulties to developing casual relationships at work can stifle the 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 will find that you are actually a very good leader. Commanders tend to have strong willpower, which, combined with their desire for independence, makes them natural leaders – 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 strategic thinking), you will probably notice at some point that most of your non-Commander colleagues will share a certain sense of both fear and respect when it comes to dealing with you. Commanders tend to have an aura of mystery and that is easily

noticeable – so try not to scare people off even more by being arrogant or condescending. This is a mistake most often made by younger Commanders. True, you will often wonder why other people are not as strong-willed or knowledgeable as you are, but that does not mean that you are better off going alone.

In all likelihood, you will only be satisfied with your career path if you feel confident that it gives you enough intellectual stimulation. Commanders like to set goals for themselves and their thirst for knowledge, regardless of its nature, is unquenchable. Consequently, following a career path that is not really challenging or interesting for you is likely to make you restless and frustrated. Unlike some other personality types, Commanders never actually satisfy their curiosity, always looking for new puzzles and refusing to accept unsatisfying answers. Ultimately, everything depends on how flexible your chosen organization is – there are few career paths that are unsuitable for Commanders, but there are plenty of roles that your primary skills will be underutilized. So explore, learn and try to find a way to use your strategic 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. Neither money nor stability will satisfy you in such a case. Commanders aspire to be wizards – of science, of technology, of nature – seeking to understand and control the unknown and the mysterious. Stability, sensuality or empathy are not their domains.

There are some other things worth mentioning in this section. The first is that Commanders 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, especially if this affects other people or the end goal itself. Commanders have an excellent set of leadership skills lurking

beneath the surface, but being in the "emergency mode" can exhaust them very quickly. Unlike Explorers, Analysts in general are more suited to be planners and leaders 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 Commanders dismiss this idea, seeing little value in things like small talk and socializing – but also missing the bigger picture. One of the most often repeated complaints is that many people are complacent, easily intimidated and egoistic creatures of habit. It is not a surprise that being as growth-oriented as they are, Commanders are often disappointed by the shallowness and passivity 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 building a system that is twice as efficient as the old one.

## 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 a 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.

## Analyst – Analyst Communication

### Common Ground

Obviously, two Analysts tend to find themselves “speaking the same language”. They both make rational arguments and remain theoretical. While facts must play a role when they talk to each other, those will be secondary to the larger ideas.

As puzzle-solvers, Analysts explore systems and concepts, engaging in “what if” discussions with each other. They share their tendency to improve any system or enterprise they come across. Two people with the Analyst’s perspective can be a perfect match for bouncing ideas off each other or for brainstorming. Two original thinkers, in collaboration and when they agree, can be a powerful thing. More than likely, brainstorming between Analysts will be a series of discussions over a long period of time as each will want time to ponder the different facets of an idea.

When sharing the Turbulent trait, both parties also value perfectionism and insist on it with each other. While this can seem demanding to many, two Analysts easily agree that excellence is a worthy goal. (However, they may not always agree on how to define “perfect”.)

Two Analysts quickly agree when there are inconsistencies in a business or venture. They are both likely to notice the flaws of either a company or its leadership and may form a casual alliance around such matters. While Analysts are impatient with others who make emotional or ideological arguments, this is much less likely to happen between two Analysts. They share the same contempt for “soft” rationalizations.

Conversations between the two are often lofty, as small talk interests neither of them. In fact, they may find each other a relief from the tedium they experience at the water cooler

with other types. They both show an interest in work that has a strong purpose and relevance and are prone to be visionaries, and Analysts are likely to connect well on this level.

### Potential Problems

One of the biggest potential problems occurring with two Analysts communicating is competition. Analysts are rare enough that they may not be used to another Analyst in the room, especially one that shares their specific interest. In high school, they were likely unique in their classrooms. University was a shock when they found themselves with other like-minded Analysts. When they enter a career, the competition with any other Analysts could be full on, especially for those drawn to leadership positions. While not prone to drama in an emotional sense, they are stubborn enough to cause workplace turmoil nonetheless. Competition could lead to demanding their way.

Analysts are open-minded and easily accept ideas from others as long as they feel those expressing the ideas are competent. However, should they sense incompetence, they can be harsh in their assessment of not only an idea, but also the person sharing it. They often show scorn when people make mistakes or display flawed logic. Analyst character Sheldon Cooper from "The Big Bang Theory" is an often mentioned archetype for this attitude. And just like his Analyst friends on the program are not immune to his judgmental inclinations, neither are other Analysts in the workplace immune to similarly harsh criticism. If they miss a beat, their fellow Analyst will call them on it, and perhaps not in the most pleasant manner. While maybe not a dominant feature, Analysts have feelings as well.

Two Analysts can also find themselves in a quagmire of genius if they produce too many great ideas while brainstorming together. They may become trapped in their own cleverness, as each new idea requires new resources and comes with opportunity costs.

At some point, they may need to pull in a Sentinel or an Explorer to start weeding out what can't be carried and to harness the brainstorming frenzy. Mentors have taught writers for years to “Murder their darlings”, meaning get rid of the lines and ideas that are favorites but don't lend to the story. Analysts, at times, may need to kill their darling ideas for the practical good of a business. Analysts can be stubborn if they sell themselves on their own concepts. Two or more together may be nearly unmovable.

### Tips for Communicating

- You can be comfortable asking “why” and sharing your own observations with another Analyst.
- Give other Analysts space to process material on their own. Don't be quick to insist on a conclusion to material the other Analyst has not had time to mull over.
- Be aware of any competitive urges that may get in the way of honest and full communication.
- Just because they are also Analysts doesn't mean they agree with you or that their assessment will always be perfect. Be prepared to display some patience and allow them to prove (or fail to prove) their points in their own time and in their own way.
- Enjoy the productive debate. Most Analysts like intellectual sparring and what better partner than another Analyst? Other types may be too sensitive or set in their opinions. Regard other Analysts as opportunities. They are probably looking for the same. Most Analysts love a challenge to their ideas. Just be careful not to waste too much time at work on the theoretical jousting.

- The Introverted types within the Analyst group may need some encouragement to share ideas even with other Analysts. Encourage them to do so while not demanding it.

## Analyst – Diplomat Communication

### Common Ground

Neither Analysts nor Diplomats like many details, both preferring to deal with the “big picture” instead. Both can absorb knowledge almost subconsciously like sponges and then incorporate it into a larger constellation of intuitive understanding. They are both imaginative and creative as they connect the dots, often in deep ways. This likeness of styles and love for the more abstract should give them plenty of common ground and opportunities to combine their talents.

### How They Complement One Another

Diplomats live in a world of values and empathy. Analysts are more comfortable with systems and puzzles. Diplomats add to Analysts’ offerings by bringing humanity to their systems. An Analyst working even with a human system like, for example, psychoanalysis likely allows efficiency to trump empathy every time. A Diplomat can typically provide “soul” to any system that Analysts devise or innovate.

On the other hand, an organization which is only about love, peace and harmony can get a little mushy around the edges. Rational analysis of an organization is an important ingredient needed for it to grow and prosper. This is where Analysts contribute.

Diplomats and Analysts both like to work with ideas. Their imaginations manipulate these ideas into models. They differ in that Diplomats create ideal designs for a perfect society

(or the perfect workforce) and Analysts create ideal schemes for a perfect system. Simply put, Analysts show interest in things while Diplomats show interest in people. While their targets are different, if they can recognize and accept the other's focus while being able to freely share their own contributions to an organization, they may get along well.

### Potential Problems

While Analysts and Diplomats can certainly use their different focus in complementary ways, this same focus can create points of contention. An Analyst may be critical of a Diplomat's point of view and consider it too soft while a Diplomat may regard an Analyst's point of view as without concern for higher values.

As an illustration, let's suppose we have a Diplomat and Analyst trying to decide about an action in a wildlife organization. As a solution to overpopulation, an Analyst might consider thinning a wildebeest population through hunting. Overpopulation of any one species wreaks havoc in an ecosystem. A Diplomat, on the other hand, may value all life as sacred and be reluctant to release hunters on the wildebeest, instead proposing trapping and relocation efforts, redistributing the population without harming the wildebeest themselves. The conflict between efficiency and empathy is obvious, but is either wrong? While you have limited resources to preserve balance in a wildlife community, you don't necessarily want to be inhumane about it.

Analysts and Diplomats working together spend a significant amount of time debating these different approaches in the workplace, though usually in less dramatic ways. An Analyst manager might argue that it would be more efficient to replace the receptionist at the front desk with a touch screen computer. Computers are cheaper than a continuing salaried employee and can do essentially the same job. A Diplomat manager in the same office will wonder about the welfare of the current receptionist and the lack of human

warmth involved in greeting a visitor with a machine. One would highlight the time and money saved while the other would bemoan the sterile approach and the disregard for the employee. It may take some negotiating to resolve such a difference. However, it's hard to say that either perspective is invalid.

Analysts can be brusque and impatient with people who don't see things their way. Diplomats can feel frustrated and disappointed for the same reason. The Diplomats' aversion to conflict may cause them to disengage if Analysts come on too strong and if they appear too condescending. However, they might not let it go if they see the Analyst's attitude as an "injustice". If both are aware of these sensitivities, it can go a long way to maintaining harmony in the workplace.

### Tips for Communicating

#### Advice for Analysts concerning Diplomats:

- If you want an honest response, ask Diplomats questions that combine both “who” and “why” inquiries.
- Try to discover what values are important to the Diplomat. When you discover this, you'll discover what motivates them and that can be helpful in communicating with them.
- Be aware that Diplomats can be acutely sensitive to criticism or harsh words. This can shut them down, at least temporarily.
- Try to compliment or show appreciation, at least occasionally, to Diplomats with whom you work. They respond well to positive regard.

### Advice for Diplomats concerning Analysts:

- If you want a heartfelt response, ask Analysts questions that begin with “why”. Be willing to explore their view of your organization and what they think it will take to make it run well.
- If you find that you are having trouble communicating with Analysts, don’t be afraid to ask them why they think that’s the case. They most likely won’t be offended and will probably take some time to dissect the interpersonal dynamic between the two of you. It may give you clues as to how to approach them in the future.
- As intelligent as Analysts often are, they are also notorious for lacking *emotional* intelligence. Be aware of this and try not to take any unfriendly responses or comments too seriously or personally.

### Analyst – Sentinel Communication

#### 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 broad 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 seek to perform practical tasks. Analysts gain knowledge and assemble the building blocks of a system in their minds and on paper. Each plays a different role when they have a job that suits them. 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 roles and communicating from their positions of strength, each type can become invaluable to the other. Analysts and Sentinels can create a mutually useful and enviably 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 entirely true – 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 humanity itself, and is certainly 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, reassurance 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. Analysts would do well to understand that Sentinels may react badly to harsh comments and off-the-cuff negative feedback. Since they are so invested in things running well, Sentinels sometimes take criticism towards an organization or others very personally.

### **Tips for Communicating**

#### **Advice for Analysts concerning Sentinels:**

- Make an effort to show appreciation for what Sentinels do. They don’t necessarily seek gratitude from others, 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.

#### **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 personally.
- 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.

## **Analyst – Explorer Communication**

### **Common Ground**

Explorers and Analysts both like to search for answers, although their style and scope of doing so is different (discussed below). However, if they recognize that they are both looking for a better and more efficient way, it can make discussions more productive. If they can grasp that and can tolerate their different approaches, they may find that their motives are alike enough. Bonding by using the things we have in common while learning the value of our differences can go a long way in a business relationship.

## How They Complement One Another

While Analysts want to play with ideas and systems, Explorers would rather solve problems in a hands-on fashion. Analysts may not act until they see their ideas to the end, while it can be hard to get Explorers to wait long enough to check with others before they carry out theirs. Explorers work with the here and now and the practical while Analysts work with overarching systems that are more conceptual than tangible. If a real problem needs to be solved, there is nobody better than an Explorer. If a system needs to be understood, deconstructed or rebuilt on paper, there is nobody better than an Analyst.

When Analysts and Explorers work together, they need to understand that they are each part of a two-step process. Explorers can put together the pieces needed to make the Analysts' models work. Analysts are notoriously weak at implementation, whereas Explorers are strong. However, Explorers sometimes don't pay enough attention to the big picture as they focus in on the details. This can put them out of sync with the vision of an organization's management and perhaps into hot water. As long as each realizes they both have good things to stir into the same pot, Explorers and Analysts can create a powerful working relationship.

Consider the metaphor of Apollo 13, the movie and the real life event that brought us the iconic phrase “Houston, we have a problem”. After a mechanical mishap, three U.S. astronauts were in danger of not making it back to Earth alive in their crippled space capsule. The Analysts can be compared to ground control in Houston who calculated all the numbers and worked out a trajectory. They created a system to get the astronauts home.

However, the Explorers / astronauts were the problem solvers. They did the hands-on work and figured out the details that brought about the swing around the moon which

eventually got the capsule home. Communication between ground control and the astronauts was vital to the success of the rescue. This illustrates how the different functions and styles can work together to fulfill the same goal.

## Potential Problems

An Analyst may become annoyed by Explorers' focus on details while an Explorer may feel that Analysts' ideas are too vague and impractical. It can be tempting for Explorers to dismiss Analysts as having their heads in the clouds and not understanding the practical side of anything. On the other hand, Analysts may return the judgment by declaring that Explorers are reckless, have no vision and think too narrowly about things. When either or both refuses to see the value of the other's style, communication is likely to shut down.

Analysts can be condescending if they don't feel someone can play skillfully in their playground of lofty notions and complex systems. They may wrongly react to Explorers' focus on detail and simply write them off as uninspired. Meanwhile Explorers are just as likely to ignore Analysts' "nonsense" as they go ahead and complete their revered solutions. The result is that they aren't talking to each other, a pitfall that these co-workers should avoid.

## Tips for Communicating

### Advice for Analysts concerning Explorers:

- Explorers become bored with topics that are too abstract and theoretical. Don't spend too much time there when speaking with them. Share a quick overview of your ideas and add the facts you know. Then give them the space they need to create a workable implementation. They might surprise you and bring your ideas to life in exciting ways.

- Genius comes in many forms. Keep in mind Explorers often have a different kind of intelligence that relies on details and mastery. While it may be tedious to you, vital results often hinge on their attention to the finer points. Be patient and don't try to force them to work in ways that are foreign to them. Respect their style and allow it to work, just as you expect them to respect yours.
- Approach Explorers with “how” questions if you want an honest response.

### **Advice for Explorers concerning Analysts:**

- Analysts become bored with too many details. They don't need to line up all the facts like you do. Talk to them about how you think your ideas will affect the larger organization or system. Ask them to give you feedback from that perspective. Such a vantage point can save you from going in the wrong direction – one that you might not even be aware you're going in. The “long-range view” is often your blind spot, and Analysts can help you with that.
- Don't be too quick to dismiss Analysts and their theories. They want an efficient outcome just like you. Try to find common ground here, even if the point of doing so isn't immediately clear. You might be surprised how helpful it can be in the long run.
- Approach Analysts with “why” questions if you want a heartfelt response.

## **Career Progression**

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

Answers to these questions depend heavily on the field that the Commander is in. People with this personality type tend to do better in managerial roles, executing well-crafted, intricate plans and managing dozens of subordinates as opposed to becoming self-contained subject matter experts. This means that Commanders should have no difficulties utilizing the well-established career progression paths, especially in large organizations, where they have plenty of opportunities to utilize their leadership and strategic thinking skills. Multi-national corporations 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 relatively easily. However, this relies on you being able to manage projects that are more than just straight forward implementations of pre-defined processes – Commanders excel in situations where they actually get a chance to strategize and select the resources they need. If that is not an option, you may not be able to showcase the true extent of your abilities.

Commanders, like other Analysts, are very good when it comes to mapping out processes and systems, 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 Commanders 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 Commander gets a better understanding of how the company operates, they can grow their responsibilities without overburdening themselves. People tend to be attracted to the Commander’s self-confidence and innovative thinking, provided that the Commander does not sabotage this by being condescending or impatient – it is nearly inevitable that a patient and dedicated Commander will eventually get to the top. That being said, getting appropriate financial rewards can be a challenge in such situations – many managers are understandably

reluctant to grant (or try to justify) a promotion when they feel threatened by that individuals, and this may be one of the most significant challenges that Commanders will face in the corporate environment.

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. Commanders excel in roles where they are able to come up with solutions that increase the efficiency and value of some kind of output, or where they can grow and be recognized. 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. Depending on the company, corporate jockeying may not be fruitful for Commanders.

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 Commander can offer, or simply because of the lack of room for growth. Here are some ideas of what Commanders 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. Commanders are imaginative, bold individuals, and their ability to make connections between seemingly unrelated things and ideas 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. Commanders value freedom, control and independence, and being self-employed would give them an excellent opportunity to enjoy these things.

Furthermore, self-employment solves one of the major hurdles that Commanders are likely to encounter in the corporate environment – resistance by individuals who are more concerned about security or stability than efficiency and the end goals. 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 orders, doing tedious administrative work or dealing with people who are unable or unwilling to improve. Self-employment offers many major benefits to Commanders, especially in today’s global and always-connected environment, and people with this personality type are highly likely to be successful in this area. For instance, you could manage multiple teams of outsourced contractors, all working together in pursuit of a specific business strategy that you have devised.

However, there is no point in trying to start a business without a good idea. This is where the Commanders’ ability to come up with unusual connections starts to shine. Anyone could think of a product that could be shipped from the East and sold in the West – but it takes a very imaginative mind to come up with an idea, product or solution that could grow into an innovative business venture. After all, there is a reason why Google and Facebook were developed by geeks in their basements and dorm rooms rather than engineers working 9-5 at multinational companies. Think of an interesting way to fulfill an existing need (or create one) and do not be afraid to experiment. We would not have had Apple

without Steve Jobs or Microsoft without Bill Gates. Commanders can be excellent entrepreneurs, having both the imagination 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 Commanders 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. Rather, we offer a sampling of jobs that are consistent with Commanders’ personality traits, with added explanations of why they fit. 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 with 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.

Below, each category represents a strength of the Commander personality type, and a series of careers that capitalize most fully on that strength. Whether business strategy or intelligent engineering is any given Commander’s preferred route makes a big difference in job satisfaction, so we’ve separated these career opportunities into broad but uniquely appropriate interests.

### Engineering and Design

Engineering and design are broad categories for disciplines that use science, math, design techniques and ingenuity to create a machine, structure or system. They create new products, remove flaws from old ones, and find new uses for everything in between.

Unlike the other Analyst personality types, Commanders are more likely to want to get beyond just the idea and push for the implementation. While not quite “hands-on”, they do assume the role of visionary leader. They will work hard to bring about the implementation of their concepts. Some jobs that might appeal them include:

- Software Engineer
- Mechanical, Electrical, or any other type of Engineer
- Architect
- Inventor
- Urban / Environmental Planner
- System Designer
- Video Game Designer

These roles can be extremely challenging, but conquering such challenges is what Commanders live for.

### **Research / Science**

Commanders are passionate in their need to discover how everything works. Not only do they love the discovery, but they are fond of the patterns that often reveal themselves in research. They take the initiative to explore that which no one has explored before or to find a different approach to old disciplines.

Some of the jobs in this category include:

- Academic Researcher / Professor
- Physical Scientist
- Life Scientist
- Astronomer

- Medical Researcher
- Physicist
- Psychological Researcher
- Chemist

Commanders encourage their discoveries be used for practical applications and may become involved some on that side of things. Their research will likely extend beyond the simply finding the answer to embracing how it will affect the future.

## Medicine

In the medical field, Commanders make thorough diagnosticians and practitioners. Their Intuitive and Thinking traits allow Commander physicians to quickly assess a constellation of symptoms and to draw an accurate diagnosis. The process of choosing an effective treatment gets the same approach. Any of the following fields are full of potential medical puzzles to solve and would be satisfying to Commanders who are inclined to enter medicine. As an extremely decisive type, Commanders will be in their element serving as heads of treatment teams.

- Psychiatrist
- Pathologist
- Neurologist
- Pharmacologist
- Cardiologist

Commanders enjoy pooling their mental resources, brainstorming viable approaches with people who share their dedication and intellect, something they have ample opportunity to do in fields of specialized medicine.

## Strategy

It's no accident that we call those with the Commander personality type Analysts. Commanders explore systems by mentally taking them apart, learning all they contain and then rebuilding them in a more useful way, adding and subtracting material as necessary. Calling this section “Strategy” is cheating a little bit. Everything Commanders do is strategic in some fashion, but not all strategic jobs neatly fit into categories. So this section serves as a catch-all. Some jobs where strategic thinking may come in handy include:

- Business, Marketing or Corporate Strategist
- Management Consultant
- Project Manager
- Military Officer
- Educational Consultant
- Investment Analyst
- Lawyer
- Political Strategist
- Anything involving analysis and forecasting, e.g. in security or intelligence fields

What do these jobs have in common? They all have the potential for having problems that need solving and a need for developing strategies. People with the Commander personality type find it easy to translate the theoretical concept into a practical plan that can be followed. They love brainstorming out loud and debating with people they respect in service of developing strategies and solutions.

## What Makes Jobs Unsuitable for Commanders?

In modern society, we not only spend a great deal of time at work, but we also tend to need our work to give us meaning. We must be careful not to get stuck in a situation that doesn't suit us, as it can cause us to risk all manner of difficulties. Following are some characteristics of the types of jobs that may not be suitable for Commanders:

### A Workplace with a Rigid Hierarchy

Commanders are natural leaders and can also be insist things being "right". They show little tolerance for error or sloppiness. If those in charge are rigid with their concepts or the structure does not to allow for employees to be heard or leaders to emerge from the ranks, Commanders may have problems in such an environment.

While people with this personality type will accept a rational argument that is counter to their views, if they determine that an argument is being made "because I'm the boss and I said so", they may begin to look down on their employer. Commanders need objective rationale for anything they think or do. They need room to create and inspire. If the management structure does not allow this, they will most likely feel unfulfilled. In such a situation, when they feel their employers are in error, Commanders may not be able to overlook it. And they do like to argue.

Some examples of careers Commanders may find unsuitable for these reasons include:

- Administrative Assistant
- Soldier
- Accountant
- Regulations Enforcer

## Work that requires empathy

Commanders would most likely not do well as, for example, a hospice worker. Feelings and emotions are not their strong suit. While they love to interact with others, it tends to be on a more intellectual level. A strong appeal to feelings, whether in a life or an argument, will simply turn-off Commanders. On top of that, they often misread the emotional cues of others. While people with this personality type feel like anyone else and even have a degree of empathy, they are not comfortable dealing with emotions – particularly in the workplace. A job that demands a high level of empathy would likely be frustrating for them.

Some examples of likely unsuitable careers in this category include:

- Social worker
- Counselor
- Nurse
- Retail Sales Clerk

## 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?

## Commander Colleagues

- Sociable, willing to exchange ideas

- Dominant and strong-willed
- Find it easy to inspire and tutor other people
- May be arrogant and condescending if they believe that their colleagues are not competent enough
- Only accept rational arguments and may be insensitive
- Very good at brainstorming and critiquing ideas

### Commander Managers

- Persuasive communicators
- Confident and charismatic
- Excellent strategists
- Do not tolerate laziness or substandard work
- Find it very easy to lead and motivate other people
- Able to easily recognize their subordinates' talents
- Loathe inefficiency

### Commander Subordinates

- High achievers, willing to work very hard if the role is interesting
- Enjoy being challenged and proving that nothing is impossible
- Accept criticism, as long as it is backed up with rational arguments
- Open-minded, enjoy learning new things
- Set very high standards for themselves
- Very good at prioritizing
- May be a bit absent-minded sometimes

## 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.

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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, Commander. 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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