

 **AchieveWorks**[®]
Personality

Counselor Handbook

A counselor/advisor's guide for using
AchieveWorks Personality to
understand, counsel and advise students

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Introduction

This handbook has been written specifically for *you* – the college counselor/advisor who uses **AchieveWorks[®] Personality**. It will ensure that both you and your students get the maximum benefit from this program.

In preparation for using *AchieveWorks Personality* with students, we suggest you begin by first reading this handbook in its entirety and then taking the assessment yourself. This will help you to understand the theory behind the program and provide you with experience and practical advice, ensuring the best possible results when administering *AchieveWorks Personality* to your students.

We hope you enjoy *AchieveWorks Personality* and that you find this handbook informative and a helpful resource in using the program with your students. If you have feedback, questions or concerns, please don't hesitate to contact us.

Background

The popular use of personality is the result of the work of Swiss psychologist Carl Jung and two Americans, Katharine Briggs and her daughter, Isabel Briggs Myers. Briggs and Myers developed an instrument – the Myers-Briggs Type Indicator[®] (MBTI[®]) – to help identify and explain the Jungian types. Personality and the MBTI have been embraced the world over as a non-judgmental tool for helping people better understand themselves and others. Today, it is widely used by educators, counselors and clergy people. It is also used by Fortune 500 companies to improve management effectiveness, help work teams function better, and assist people in making the most satisfying career decisions.

Reading Level

The readability of the *AchieveWorks Personality* assessment questions and report content has been measured with the ReadablePro analysis tool, available online at readable.com. The tool provides scores for the following five recognized tools, each of which uses a unique formula to determine the readability of a piece of text:

- The Flesch-Kincaid Grade Level, which rates one's comprehension of the text on a U.S. school grade level
- The Gunning Fog Index, which estimates the years of formal education one requires to understand the text upon first reading it
- The Coleman-Liau Index, which provides an approximation of the U.S. grade level one requires to comprehend the text
- The SMOG Index, which estimates the years of education one requires to understand the text
- The Automated Readability Index, which produces an approximation of the U.S. grade level one needs to comprehend the text

Additionally, ReadablePro provides the "Readability Rating", a bespoke rating system that factors in all of the scores from the other algorithms to create an overall score, displayed as a letter grade.

Item Measured	Readability Rating	Flesch-Kincaid Grade Level	Gunning Fog Score
Assessment	A	7.0	9.4
Individual report	A	7.1	8.4

Item Measured	Coleman-Liau Index	SMOG Index	Automated Readability Index
Assessment	7.9	10.2	5.5
Individual report	10	9.5	6.2

Overview of Personality

Personality refers to a system for understanding human behavior. It is based on the belief that there are 16 distinct personalities and each person is most accurately described by one of those personalities.

We believe that people are born with a specific personality, and that one's type does not change throughout life. Certainly, we grow, develop and change as a result of life experiences. And we develop a range of behaviors that are appropriate to given situations. This prompts us to act differently at a party than at a funeral. However, it is really our *behaviors* that change, and not our personality.

The model of personality is non-judgmental. There are no personalities that are better or worse, or healthier or more frail. Each personality has its own inherent strengths and potential weaknesses. Personality does not predict intelligence; rather it identifies important natural predispositions and tendencies.

Why is Personality Such a Good Predictor of Career Satisfaction and Success?

AchieveWorks Personality differs from other programs in several important ways. Perhaps most notable, it is based on personality – the innate way people naturally see the world and make decisions – a set of basic drives and motivations that remain constant throughout a person's life. Other programs are based on the belief that the best career decisions result from matching students' values, skills and interests with specific jobs. In reality, however, values, skills and interests are quite fluid in young people and often change significantly as they grow older.

Learning about their personality provides students with accurate and invaluable insights about themselves and their career-related needs. This enables them to make the most informed and satisfying educational and career decisions.

Personality and Career Choice

Personality is the foundation of this program because people are happiest and most successful in jobs that allow them to use their greatest natural gifts. Personality is the best way of determining what those gifts are, and to pinpoint the occupations where people find the greatest opportunity for expression.

The Four Dimensions of Personality

These dimensions are explained with the drill-down menu in the actual application itself, but should you desire another perspective, this personality model describes the four basic aspects of human personality: how we interact with the world and where we direct our energy; the kind of information we naturally notice and remember; how we make decisions; and whether we prefer to live in a more structured way (making decisions) or in a more spontaneous way (taking in information). We call these aspects of human personality dimensions, because each one can be viewed as a continuum between opposite extremes, like this:

How we interact with the world and where we direct our energy

(E) Extraversion _____ | _____ Introversion (I)

The kind of information we naturally focus on and remember

(S) Sensing _____ | _____ Intuition (N)

How we make decisions

(T) Thinking _____ | _____ Feeling (F)

Whether we prefer to live in a more structured or in a more spontaneous way

(J) Judging _____ | _____ Perceiving (P)

Everyone's personality falls onto one side or the other of the midpoint on each of these four scales. The opposite sides of the scales are called preferences. If you fall on the extraverted side, then we say you have a preference for Extraversion. If you fall on the introverted side, we say your preference is for Introversion. It's important to keep in mind that everyone uses both sides of each dimension – for instance, people are primarily extraverts or introverts, but they are not exclusively one or the other.

All of us use both sides of all four scales in our daily lives, but we have an inborn preference for one side over the other. Our preferred way of operating is more comfortable, automatic, trustworthy and competent. Keep in mind that each scale is a continuum and people may fall close to the midpoint, indicating a less clear preference, or at the extreme ends, indicating a very clear preference.

The bar chart (shown below) in the *AchieveWorks Personality* report displays your results in the four dimensions of personality, each with two sides: Introversion (I) and Extraversion (E), Sensing (S) and iNtuition (N), Thinking (T) and Feeling (F), Judging (J) and Perceiving (P). The stars represent where you score in the assessment for each side of the dimension. The closer a star is to one side of a dimension, the clearer the preference. A few individuals will score in the middle of a personality dimension. In those cases, the answer to an additional assessment question will ultimately determine their personality.



Here is a brief review of the eight preferences and career implications – and how they impact a student's career needs.

Extraversion (E) – Introversion (I)

is about how we interact with the world and where we direct our energy

Extraversion

- Focuses attention outward
- Enjoys a variety of tasks
- Seeks out and needs other people
- Works at a rapid pace
- Needs to talk about ideas to think them through

Introversion

- Focuses attention inward
- Considers things fully before responding
- Enjoys tasks that require concentration
- Works best on one project at a time
- Works at a careful, steady pace

Sensing (S) – Intuition (N)

is about what kind of information we naturally focus on and remember

Sensing

- Focuses on "what is"
- Likes working with real things
- Applies past experience to solving problems
- Needs specific and realistic directions

Intuition

- Focuses on "what could be"
- Enjoys theory and speculation
- Likes working with possibilities and implications
- Needs to use imagination

Thinking (T) - Feeling (F)

is about whether we make decisions logically and impersonally, or by using personal values

Thinking

- Enjoys analyzing problems logically
- Makes fair and objective decisions
- Needs to weigh the pros and cons to make decisions
- Can be tough negotiator
- Is motivated by achievement

Feeling

- Needs work to be personally meaningful
- Likes helping others and being appreciated
- Needs decisions to be congruent with values
- Needs to work in a friendly environment
- Is driven to understand others and contribute

Judging (J) - Perceiving (P)

is about the way we like to live our lives - more structured (making decisions)
or more spontaneous (keeping options open)

Judging

- Enjoys work that allows decision making
- Prefers a predictable work pattern and environment
- Works on completing responsibilities before relaxing
- Likes to maintain control of projects

Perceiving

- Enjoys flexible and changing work situations
- Likes to be able to respond to problems as they arise
- Is more satisfied with fewer rules and procedures
- Needs to have fun at work

The preferences from the four dimensions are compiled to come up with a four-letter code, or personality type. A “type” is more than just a four-letter code that describes different “preferences.” Each type preference tells something important about the individual. No one is solely an introvert, for instance. A person is an INTJ, an ISFP, or one of six other introverted types. In other words, while all introverts share certain characteristics, it is the other letters in their type – the **combination** of letters – that makes personality so rich and its insights so valuable.

Profiles of All 16 Personalities

ENFJ

Extravert, Intuitive, Feeling, Judging

People like this are usually very warm, outgoing, and talkative. They make friends easily and are often popular and well liked because they are so enthusiastic and cheerful. They care deeply for their family and friends, and like to express their feelings through words and actions. People often say they have a gift for language and are able to articulate their strong beliefs and opinions with tact. They are quite empathetic and seem to just know what other people are feeling. Tension, fights, or conflict make them very uncomfortable so they try hard to please others and make peace between their friends.

They hate direct confrontations and will “soften” their message or even avoid telling the entire hard truth if they feel it might hurt someone's feelings. While they have strong opinions, they sometimes back away from what they really believe in. They sometimes choose harmony over total and frank honesty. Because they get their feelings hurt easily, it may be hard for them to hear even the most constructive criticism.

Creative and often imaginative, they may love learning, daydreaming, and entertaining others with their many artistic talents. They have quick minds and are good at putting ideas and concepts together. Organized and productive, they get a blast of energy and satisfaction from getting projects done. They like to be in charge and can usually come up with a plan of action for even complicated projects. But they tend to become annoyed when someone tries to change or interrupt their plans. They like to know what's expected of them, and they care about what others think. They find it very hard to stay calm and objective when they're upset. They're very sensitive people; they know first-hand that it is both a blessing and curse to be so insightful about others.

INFJ

Introvert, Intuitive, Feeling, Judging

People like this are usually imaginative, creative, and sensitive. They are private people, and take their time to get to know people and to let others get to know them. They probably have a small group of close and trusted friends, and are generally cautious about jumping into new social situations. People describe them as thoughtful and empathetic, and they try hard to please the people they care about. Outwardly quiet, they have strong feelings and opinions, especially about the way people should treat one another. They are very committed to their beliefs so they may have trouble backing down or compromising their ideals just to get other peoples' approval. They can be somewhat perfectionistic. People sometimes disappoint them, and since it's hard for them to stay objective, their feelings often get hurt.

They may love to fantasize about the future, and probably enjoy creative activities like writing, reading, music, and art. They tend to be organized, efficient, and inventive about getting their work done, and they are responsible and respectful people. Since they like to have a plan of action, they may get flustered by sudden changes and need plenty of time to adjust to or prepare for new experiences. They like spending time alone and while they may like doing things with their good friends, they are typically not the ones who initiate social activities. Since they are good listeners, people trust them and are often amazed by the original insights they have about others. They naturally look below the surface to understand the deeper meaning in every experience and interaction.

ENFP

Extravert, Intuitive, Feeling, Perceiving

People like this are very outgoing, enthusiastic, and spontaneous. They love meeting new people and probably have a large circle of friends and acquaintances. Since they are always on the go and seem to have boundless energy, they are usually up for any new experience and especially love surprises! They are very curious, ask a lot of questions, and are fascinated by people or things that are out of the ordinary. Because of their vivid imagination, they have many ideas each day and are great at finding creative ways of solving problems or overcoming obstacles. They love to talk - especially about fun or interesting possibilities. People enjoy their unusual sense of humor and find them fun to be around. They pride themselves on their uniqueness.

They are also sensitive and empathetic people who often have accurate insights about others. Their friends know they are devoted and affectionate and that they feel things very deeply, even if they don't always show it. But they may also take criticism personally and find their feelings are easily hurt. When they have a lot of details to remember or projects to manage, they may become overwhelmed or discouraged. In fact, their curiosity often distracts them from the more routine parts of projects and they probably find that staying organized is one of the hardest things for them to do. Making decisions is also a struggle because there are so many interesting options calling to them at once. Whatever career they choose, it has to be something they believe in or they won't be able to stick with it for very long.

INFP

Introvert, Intuitive, Feeling, Perceiving

People like this are rare. They are unique and creative people who tend to march to the beat of their own drummer. Private, quiet, and socially cautious, only friends who know them very well may ever see their more playful and expressive side. In fact, it takes a while for them to feel comfortable with new people so they may often be described as somewhat reserved. But inside, they are people of great feeling and care deeply for the people and causes that are dear to their hearts. Their personal values are most important to them so they always try to make choices that they feel good about. They are rarely willing to compromise on anything that is really important to them. They can sometimes become overwhelmed by the intensity of their emotions, and their relationships need to be free of conflict or tension for them to remain in them.

They are also highly imaginative people and may enjoy expressing themselves through the arts. But since they are also somewhat perfectionistic, they may have trouble hearing constructive criticism without taking it personally. They are quick to understand the deeper meaning of things, and often have fresh or original takes on events and people. Since, by nature, they prefer to act spontaneously, they resist too many rules or too much structure. And they may also have trouble staying organized or making decisions. At heart, they are non-conformist and must find the path that is really right for them, even if it means striking out alone.

ENTJ

Extravert, Intuitive, Thinking, Judging

People like this are confident and assertive. They almost always seem to be sure of themselves, and speak their minds directly and honestly. They have strong opinions and are usually able to convince others that their position is right. While they are naturally very fair, they are also rather outspoken. Because they are so friendly and comfortable being the center of attention, they probably have a large circle of friends. People admire their determination and willingness to push themselves to achieve their very high standards.

They are also creative people who like to ask thought-provoking questions. They love to learn but get bored with any repetition, and constantly need a new challenge to stay interested. Imaginative and creative, they like to look beyond the everyday to really understand why the world operates as it does. They are decisive and organized, and since they like to be prepared at all times, they may find it difficult or embarrassing to try to improvise. They like to be in charge, but sometimes take over projects that aren't really theirs. They are frustrated by inefficiency, and find illogical rules infuriating. They want to be good at whatever they try, and they especially like to demonstrate their competency to others. People around them look to them as natural leaders and are often impressed with their knowledge. They are people that others respect so others feel comfortable giving these ENTJ personalities a lot of responsibility.

INTJ

Introvert, Intuitive, Thinking, Judging

People like this are intense, private, and creative. They are highly imaginative and intellectual people, and are rarely satisfied with anything less than a full and logical understanding of issues. Serious, quiet, and cautious, they tend to initially hang back from new social situations, and they are pretty selective about which activities they get involved in and which people they befriend. They probably have a small group of trusted friends and also enjoy spending time alone, delving deeply into the subjects and activities that interest them. They keep their feelings and private thoughts to themselves, or share them occasionally with their very closest friends. They have a rich inner life and may enjoy studying and reading about perspectives or lifestyles that are out of the ordinary. They quickly grasp complex concepts or theories, and are able to glean the less obvious meanings of information. But they may have little patience for anything superficial or repetitive.

They are super independent and are willing to stand up for their positions, even if others disagree. But they may be stubborn and have difficulty changing their mind once they're made up. They are also naturally skeptical and question the way things are, so only a sound logical argument is likely to persuade or convince them. Calm and emotionally self-contained, they don't like when other people exaggerate or overreact. Overall, they are much more interested in meeting or exceeding their own high personal standards than trying to please other people.

ENTP

Extravert, Intuitive, Thinking, Perceiving

People like this are friendly, creative, and confident. Since they love to talk and tell engaging stories, they have lots of friends and acquaintances and are pretty easy to get to know. They love being in the spotlight and especially enjoy entertaining others with their clever wit and unusual sense of humor. They probably have little trouble adapting to change, and most people admire their adaptability. They pride themselves on their creativity and ability to see possibilities where other people can't. They grasp new ideas quickly and enjoy learning new things, but they are easily distracted and tend to get bored as soon as the challenge in projects is over. While they are easy-going and playful, it is often a struggle for them to make decisions or commit to one plan of action for any extended period of time since they are so curious and eager to experience as much of life as they can.

They are also very logical and are bothered by inconsistency and unfairness. They love a spirited debate – regardless of the topic – but can sometimes be argumentative. Their spontaneity and enthusiasm are infectious, and other people often want to follow their lead. Since they like starting things much more than they enjoy finishing them, they often have trouble slowing down, preparing carefully, and following through on their commitments. Luckily, they are great at improvising and get a real sense of excitement from pulling things off at the last minute. They are also excellent negotiators and can usually convince or charm other people into letting them have their way, or one more chance!

INTP

Introvert, Intuitive, Thinking, Perceiving

People like this are independent, curious, and creative. They are very private and need plenty of time alone to think things through or tinker with the subjects and projects that really interest them. They tend to have a very small cluster of close, trusted friends and rarely initiate social activities. They need lots of space and don't like to be crowded or pressured to participate in social activities that are too hectic or superficial. They may have a real passion for science or the arts and enjoy learning new things. Inventive and imaginative, they make quick and insightful connections, and enjoy coming up with original solutions to problems. But they get bored quickly, dislike repetition, and may struggle to explain their ideas simply and clearly to other people.

They are also super logical and able to remain calm and cool in almost any situation. Because they are bothered by unfairness and inconsistency, and are rarely influenced by other people's opinions, they can speak their mind honestly, if sometimes a bit bluntly. Above all, they strive to meet or exceed their own high standards rather than worry about trying to please others. But even their family and closest friends may not know how much they care about them because they rarely share their most private feelings. They easily see both sides of issues so they may enjoy debating, and they are great at finding the flaws in other people's arguments. Casual and unpredictable, they are highly adaptable and spontaneous. But their relaxed attitude about deadlines and neatness can make them run late or fail to follow through on commitments.

ESTJ

Extravert, Sensing, Thinking, Judging

People like this are outgoing, responsible, and quite strong willed. They like to be around other people and are talkative, friendly, and confident. They prefer to be in charge of situations, and are usually good at organizing events and groups of people. Since they are so concerned about fairness, and have very clear opinions about right and wrong, they tend to get annoyed when people make exceptions to the rules or simply ignore them altogether. Outspoken, honest, and direct, they may sometimes interrupt or bluntly step on peoples' toes without even realizing that they've hurt their feelings. They're naturally quite organized and productive, make quick decisions, and like to finish one project neatly and on time before starting another.

They are also realistic, down-to-earth people. They prefer activities that are hands-on and have some practical use. While they probably have a great memory for facts and details, they become bored or frustrated with too much theory or long discussions about things that may never happen. They prefer to stay busy and physically active and are skeptical about trying new things or changing their routines. Their many friends admire their strong work ethic and know them to be people of their word. But in their desire to have most things settled and decided they may sometimes act a bit controlling or inflexible. They like to know what others expect of them and they strive to fulfill all of their commitments precisely and completely.

ISTJ

Introvert, Sensing, Thinking, Judging

People like this are quiet, serious, and conscientious. They typically think before speaking, and are fairly cautious about jumping into new experiences. Since they are so private, they rarely share their feelings or reactions with people they don't know well. They need a good deal of time alone, and while they enjoy the company of a small group of close friends, they are rarely the ones to initiate get-togethers. They are selective about their interests, usually preferring to study things in depth or participate in physical or hands-on activities. They are careful with facts, money, and your possessions, and they may have excellent memories for detail. Practical and realistic, people describe them as matter-of-fact, polite, and responsible.

They are also logical and organized people. Even in tense situations, they are usually able to remain calm and cool. Since they are most comfortable with predictable routines and like to be prepared at all times, they don't usually like surprises or changes. They are skeptical about untested ideas and may get bored with too much theoretical discussion. Because they have strong opinions, they may sometimes act a bit controlling or inflexible. They like compliments about their accomplishments, and may become angry when others make unfair or arbitrary decisions. Above all, they need to understand the logical reason for decisions, since once they make up their minds they may be reluctant to change them.

ESFJ

Extravert, Sensing, Feeling, Judging

People like this are warm, friendly, and talkative. They are enthusiastic, energetic people who love to be surrounded by people and activity. Expressive and affectionate with friends and family, they are usually quite comfortable letting others know just how they feel. Since they are so sympathetic and caring, they naturally like to help others and are often the first people to volunteer. Polite and trusting, they try hard to please others and place their relationships high on their list of priorities. They have very strong values about the appropriate way to behave and are very responsible. But they may sometimes try to impose their beliefs on others. They also tend to take all criticism personally, so they may be easily offended or insulted. Since they sometimes have trouble speaking their mind clearly and honestly while upset, they may decide to avoid dealing with anyone who offends them.

They are also practical, down-to-earth people. They probably love the outdoors, animals, and a variety of sports or physical activities. They are blessed with a keen awareness of their environment and like their surroundings to be comfortable and beautiful. They are very literal and like others to be clear and explicit about their expectations of them. Since they strive to be prepared at all times, they may have trouble improvising or dealing with sudden changes in plans. They like their routines to remain constant so they may sometimes be a bit rigid when they don't have time to adjust to changes. Organized and efficient, they like to work steadily through projects, completing each step carefully and neatly before moving to the next.

ISFJ

Introvert, Sensing, Feeling, Judging

People like this are quiet, gentle, and caring. When people first meet them, they may seem reserved and cool. But once they get to know and care about someone, they are warm and very loyal. They tend to be cautious about jumping into social activities and sometimes resist trying new experiences. Instead, they like spending time with one or two close, trusted friends or spending time alone, enjoying the things that really interest them. They are considerate, respectful, and sensitive, and usually find tension or conflict between people very uncomfortable. Since they have strong beliefs about right and wrong and always try to treat other people kindly, they may be easily hurt or offended by the insensitivity or callousness of others.

They are unpretentious and down-to-earth people. They speak clearly and literally, and want others to be equally explicit in explaining directions or stating their expectations of them. They tend to be selective about things like food and clothing, are usually tidy and organized, and prefer to be dressed appropriately for every occasion. They're also careful with their money and possessions. They are probably blessed with excellent memories for detail, especially facts about people, but they may find it hard to read between the lines or deal with a lot of abstractions. Since they like to make decisions and stick with them, they don't like sudden changes. They're not big risk takers and are happiest with predictable daily routines. While they want to please the people close to them, they are rarely willing to compromise on really important issues.

ESTP

Extravert, Sensing, Thinking, Perceiving

People like this are energetic, friendly, and easy-going. Usually talkative, often charming, they meet new people easily and have a lot of friends. Most people think they're funny, since they like to joke and can be quite entertaining. Spontaneous, even impulsive, they prefer to "fly by the seat of their pants," rather than do a lot of planning in advance. They have a real sense of adventure and enjoy a wide variety of physical, sometimes risky, activities. Since they prefer to be active and learn best in a hands-on way, they tend to get bored and distracted when they have to sit still for too long, or when the subject is highly theoretical. They are realistic, literal, and very curious people. Super observant, they notice details other people miss. And to be convinced of something, it must make logical and practical sense to them.

They are also casual and playful, and rarely take things too seriously, or let other people's opinions influence them or hurt their feelings. Since they're so flexible they have no trouble adapting to change and improvising when necessary. But they tend to resist anyone who tries to restrict or control them, and they may have trouble remembering rules, especially ones they think are unnecessary. Starting new projects is much more fun for them than finishing old ones, so they sometimes neglect to follow through completely with every one of their commitments. Their ability to solve problems as they come up often helps them get through sticky situations. A natural free spirit, they may have to work hard to resist the temptation to play and instead fulfill their responsibilities. While they are very fun loving, they may sometimes say or do things that hurt other people's feelings - without even realizing that they've done it. Their natural resilience is a great asset, but others may see it as a lack of genuine caring.

ISTP

Introvert, Sensing, Thinking, Perceiving

People like this are quiet, serious, and independent. They are super observant but keep most of their reactions, thoughts, and opinions to themselves. When they do speak, they tend to be literal, matter-of-fact and honest, and avoid small talk. People see them as totally calm and even-tempered, and even their families and very closest friends rarely know what they're feeling. When they do speak their minds, they are truthful to the point of bluntness. They may be baffled about why people take offense or otherwise react emotionally, and they may sometimes think relationships are too complex and confusing. Because they are naturally private, they avoid big social gatherings and would rather spend time alone or with a good friend, busy with their particular interests. They enjoy the outdoors and physical activities or adventures that have a certain element of risk. They approach problems with curiosity and logic, and people often say they're great with their hands.

They are also easy-going and casual people who don't like a lot of rules, structure, or restrictions on their freedom. They like to explore, have fun, and follow their own impulses rather than live by anyone else's expectations or standards. Since they prize their own independence, they don't try to impose themselves or their beliefs on other people. While they are amazingly adaptive and able to turn on a dime, they often have trouble making decisions or following through on projects. Sometimes they get distracted and forget their commitments. But luckily, they are so resourceful that they are often able to improvise.

ESFP

Extravert, Sensing, Feeling, Perceiving

People like this are easygoing, friendly, and happy-go-lucky. They are curious and outgoing so they meet new friends wherever they go. Active, talkative, and uninhibited, they have fun at whatever they're doing and seem to bring energy and life to any situation. Naturally down-to-earth and unpretentious, people love their sincere and generous nature. They have a lot of friends, and love to laugh, and they rarely like to sit still for very long. They enjoy animals, being outdoors, and playing sports or any other kind of game. They are very observant and like to surround themselves with objects of beauty. And they adore surprises!

They are also sensitive and affectionate, and are loyal and devoted to their friends and family. Rarely do they see anything but the most positive qualities in other people so they are frequently disappointed when people aren't as nice as they had thought. They have big hearts and feel things deeply, even if they don't always show it right away. Responsive and spontaneous, they don't like a lot of rules or restrictions on their freedom. But they are also sometimes are disorganized and find themselves running behind on projects. They are easily tempted by any opportunity to do something fun so they may accidentally let other people down. They are quick to apologize and forgive. But while they are flexible and casual about many things, when it comes to their personal values, they may hold their ground with surprising strength.

ISFP

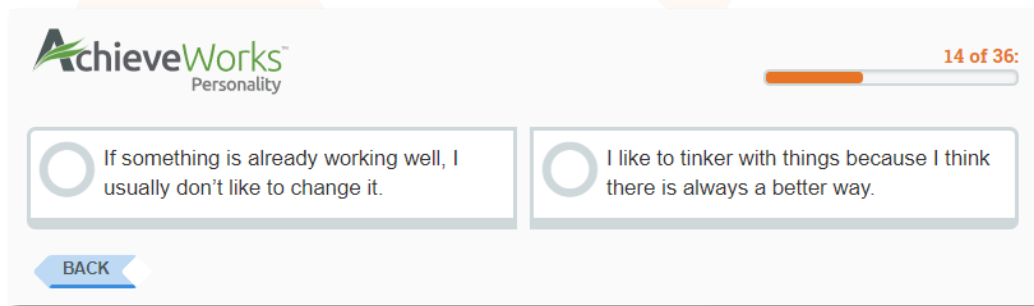
Introvert, Sensing, Feeling, Perceiving

People like this are gentle, caring, and sensitive. To those who don't really know them, they may appear cool and reserved. But inside they feel things very deeply. Their close friends know they are loyal and affectionate, expressive and eager to please. They are thoughtful, considerate, and supportive of their friends and family. While they love to be included in social activities, they also need time alone to relax or pursue their interests. Because they have such big hearts, they often take even the most constructive criticism personally and may frequently feel disappointed or hurt. They have to force themselves to deal with conflicts head-on, and to speak their minds honestly, even when they know it might hurt someone's feelings.

They are also down-to-earth and realistic people. They probably have a keen sense of aesthetics and may love a variety of artistic expressions or activities. Since they are so observant, they give their full attention to whatever they are doing at the moment, and are often able to tell amazingly accurate stories. They're easy-going and playful, but may not be especially adventurous. They struggle to stay organized and may find large or complicated projects a bit overwhelming. Since they naturally want to follow their curiosity wherever it leads them, they may have trouble making decisions or following through and finishing all of the projects they start. They hate to disappoint anyone and they are quick to forgive.

The Assessment

The *AchieveWorks Personality* assessment consists of 38 questions and usually takes less than 20 minutes to complete. Individuals are presented with two statements for each question and must choose the statement with which they most closely identify. In some cases, individuals will have to make a tough choice and select the response that matches *better*, even if neither response (or both) appears to match well.



The screenshot shows the AchieveWorks Personality assessment interface. At the top left is the logo "AchieveWorks™ Personality". At the top right, a progress bar indicates "14 of 36" questions completed. Below the logo, there are two statements, each with a radio button for selection:

- If something is already working well, I usually don't like to change it.
- I like to tinker with things because I think there is always a better way.

At the bottom left, there is a blue button labeled "BACK".

It is crucial that individuals read the introduction to the assessment. It will assist them in providing the most accurate responses possible and, correspondingly, result in a more reliable evaluation of their personality. In brief, individuals are advised to:

- Relax. There are no right or wrong answers
- Be honest about their actions and characteristics
- Not be influenced by what others may expect of them

Prior to having them begin the assessment, you may find it useful to have a discussion with the participants about how we can be influenced by external factors such as friends, family, media and social expectations. Encourage participants to consider these factors and do their best to resist being swayed by those influences as they respond to the questions.

If you, as a professional, are monitoring individuals while they complete the assessment, try to keep any distractions to a minimum. Participants should not discuss questions or responses with each other.

If the individuals have difficulty reading or understanding the content of the assessment questions, professionals are encouraged to read the question out loud to them. If a person needs help with the definition of a word, provide one that is neutral: avoid any positive or negative connotation to words or phrases that may unduly influence the person's response.

The Results

Upon completion of the *AchieveWorks Personality* assessment, the student's results are scored and they receive an instant, personalized report based on their responses to the questions.

When advising your students on using their report, the best recommendation is to encourage them to read and mark every section. This will allow them to earn pins and badges, which is a proven method of ensuring greater engagement.

By quickly scanning the summary page or full report for highlights, you can confirm the consistency of the student's responses and identify any concerns. This will offer concise insights into the accuracy of the results and create a focus for discussions.

Using a holistic approach, four sections of the report—**Learning**, **Work and Productivity**, **Communication**, and **Working with Others**—address the person

in various aspects of their life experience. Each section presents a list of strengths, challenges and recommendations that the student can confirm with a checkmark, leading to pins and badges being earned. Each section also offers great discussion points for conversation.

The **Learning** section highlights the influence of personality type on one's ability to learn, helping students understand how to use their strengths and challenges to their greatest advantage. It also provides learning environment recommendations aimed at achieving the most satisfying program and campus experiences.

The **Work and Productivity** section shows how personality type connects to career satisfaction. Individuals learn how to use their talents and preferences to thrive in the workplace and are provided with recommendations for further growth and development.

The **Communication** section focuses not only on how the individual sends and shares information but also on how they receive it. They discover how their personality type can affect the way they perceive, and are perceived by, other people.

In the **Working with Others** section, the recommendations focus on how best to interact and collaborate with others. Some typical kinds of roles commonly affiliated with the personality type are also listed, offering insights that help to confirm a student's natural talents.

The screenshot displays the 'Your Personality' report for John Smith, dated 2020-03-31. The report identifies the personality type as INFP. It features a series of horizontal sliders for the Myers-Briggs dimensions: Introversion (high), Sensing (low), Thinking (low), Judging (low), Extraversion (low), Intuition (high), Feeling (high), and Perceiving (high). Below this is a 'Your Personality Profile' section with descriptive text. At the bottom, there are five sections: Learning, Work and Productivity, Communication, Working with Others, and Career and Pathways, each with a progress indicator and a pin/badge icon.

Reviewing their strengths and challenges gives the student an opportunity to hone in on their innate gifts. This information is extremely useful and can be used in a myriad of ways. The recommendations subsections present a variety of ideas and suggestions, providing ways to grow and challenge the student and helping them to learn more about themselves experientially by doing and evaluating.

Career and Pathways

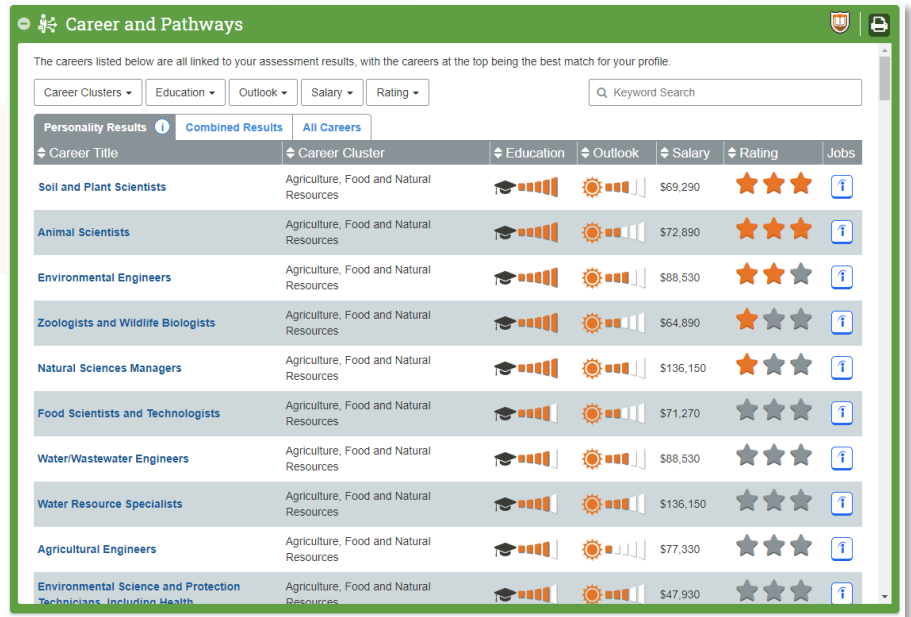
This section is loaded with the most up-to-date career data available. Students can click a career title to access a comprehensive profile of that career. On the main search page, filters allow the individual to narrow their career list results by using criteria such as **career cluster, level of education, job outlook and salary.**

Students can view results based solely on their *AchieveWorks Personality* report or a **combined results** career list that incorporates their *AchieveWorks Intelligences* and/or their *AchieveWorks Skills* results as well, depending on which assessment(s) the student has

completed. The combined results option allows for greater perspective on potential careers. Those who wish to review the entire career database can do so by choosing **All Careers**.

In addition, students have the ability to run real-time searches for jobs available on Indeed.com, filtered by field of interest and preferred location (anywhere in the United States). This is particularly helpful when researching future job outlook.

Each career profile contains the following information:



Overview	Knowledge and Skills	Tasks and Activities	Wages
<ul style="list-style-type: none"> • Job description • Holland Code interests • Related occupations • Related majors • Job outlook • Education level 	<ul style="list-style-type: none"> • 5 most important skills • 5 most important abilities • 5 most important knowledge areas 	<ul style="list-style-type: none"> • Typical tasks • Common work activities 	<ul style="list-style-type: none"> • National, state, & metro area • Annual salary & hourly rate • Average & 10th - 90th percentile

Working with Different Types of Students

Using the *AchieveWorks Personality* program will help you understand and communicate better with your student. Challenges that may have occurred in the past will be explained and strategies are available to overcome them. Here are some typical situations that may present challenges while working with certain personality preferences. If the person's preference is...

Extraversion

The challenge is getting them to slow down enough to really think things through before taking action.

Sensing

The challenge is helping them see possibilities that don't yet exist and getting them to focus on the big picture and long-range consequences.

Thinking

The challenge is reminding them of the human consequences of their decisions, for themselves and others.

Judging

The challenge is getting them to delay making decisions prematurely, and to stay open to new information.

Introversion

The challenge is getting them to provide you with enough information to help them, and to get them to move from the thinking stage to the action stage.

iNtuition

The challenge is helping them realistically evaluate career options and plans, and getting them to pay attention to the little details that are so important.

Feeling

The challenge is helping them evaluate options more objectively and not take rejection or setbacks personally.

Perceiving

The challenge is keeping them on task and nudging them into making decisions when appropriate.

Additional Challenges or “What if…”

Your student is not sure their personality has been identified correctly

No personality assessment can identify every person’s personality accurately 100 percent of the time. However, built into this program is a method to help students verify their types – increasing the odds of determining their personality correctly – by reviewing and comparing profiles of other personalities that may be close to theirs. In an overwhelming number of cases, students are able to verify their “true” personality type.

The first thing you should do is find out how accurately the personality profile describes your student, in their opinion. This will help you feel confident that the information presented is valid. If your student does not feel the assessment accurately describes them, you can take extra time to help them find their “right type”.

Occasionally, and for some very good reasons, students may not be able to arrive at a personality through this program. If this happens, you can suggest that your student take the assessment again – alone, or with you or someone else who knows them well, to get more accurate perceptions. If these efforts do not help clarify their personality type, we suggest you minimize the importance of verifying their personality and instead focus on majors and careers in which your student expresses an interest.

Your student resists the notion of being “typed”

While the majority of students seem to enjoy discovering their personality and the sense of validation it brings, some may feel that typing pigeonholes or stereotypes them.

If your student is truly resistant, it is helpful to explain that type is only one way to learn more about their personality; it is up to your student to decide how useful and accurate the insights are. This process is designed to empower students, so they should never feel they must accept a personality type if it doesn’t feel right. But in all likelihood you will rarely, if ever, experience this problem.

Your student has a strong interest in a particular career that doesn’t show up on their list of recommended occupations

Occasionally this will happen because occupations are correlated to personalities based on the satisfaction of most people of a certain personality type doing that job. But there are always exceptions! Although personality is a great tool, students should never be counseled into or out of a particular job based solely on their type. When your student expresses an interest in a career that you do not think will be satisfying – based on the assessment or your own intuition and experience – you should make sure the student really understands what it’s like to have that job. This can be accomplished by encouraging them to do field research or a job shadow. If they have done this and remain interested, your student should be encouraged to continue exploring the field.

No jobs in certain career fields (such as the arts, for example) appear in your student’s list of possible careers. Does this mean your student isn’t suited to any jobs in that field?

No. The reason your student’s personality is not represented in a particular career field is because there are relatively few people of the same personality type who find this kind of work satisfying. But again, there are always exceptions! Your student should always be encouraged to explore any occupations or career fields in which they express an interest. This program will hopefully help them understand what may or may not be a satisfying match.

Your student questions the uniqueness of the information because their report is “exactly like” a friend's report

This happens occasionally because people tend to surround themselves with people who are similar to them. That two people of the same personality would find similar jobs satisfying makes sense! While both students may find the same jobs listed in their report, usually the recommended jobs will appear in a different order. This is because two students with the same personality will not necessarily have the same degree of interest in all of the different career fields. The career fields in which students express the most interest will appear first in their report.

Your student is difficult to help because they don't provide much information

It can be extremely frustrating when you want to help your student but can't get the information you need. It could be that the two of you have very different styles of communicating. It's important that you find a way to reach your student. To assist you in this exercise, you'll find specific recommendations for communication with individual types in the section of this handbook titled, “Working with Different Types of Students”.

Implementation and Support

Before You Begin

Step 1: Prepare Yourself

Start this step about three to four weeks prior to the time you plan to have students complete the assessment.

- Take time to familiarize yourself with *AchieveWorks Personality* and its underlying theory. Use the information in this handbook to learn about personality and how the assessment can help your students better understand themselves and others.
- Access the assessment and try it yourself. It takes less than 20 minutes to complete the questions and scan through the report.
- Consider, and discuss with colleagues, ideas for following up after students complete the assessment. The information in this handbook can assist with guidance and suggestions.
- This is also an opportunity to test your Internet connection and ensure there are no access issues with the website.

Step 2: Prepare Students

Start this step about one week prior to the time you plan to have students complete the assessment.

- Students should be given a very brief (no more than five to 10 minutes) explanation of the purpose of the assessment and what it measures. Allow students to ask questions about the assessment *before* they take it.
- Advise students that:
 - ✓ All results are equal; no choices are any "better" than others.
 - ✓ They should answer with their true feelings; they should not try to answer the way they think they are supposed to answer.
 - ✓ They should respond in a way that reflects how they feel when they have any option, not how they feel in school, at work, or when others are judging their actions.
 - ✓ They should avoid completing the assessment when they are unwell, very tired, or emotional.
 - ✓ To help them answer accurately, they should think about what they have actually done in the past rather than what they would do in the future.
 - ✓ They should remember that answering honestly and carefully is the best way of ensuring they will get accurate results—and that these results can really help them.

For further help and advice on getting started, see:

AchieveWorks Strategies for Assessment Implementation

<https://www.humanesources.com/AchieveWorks-implementation/>

***AchieveWorks Personality* Criteria Checklist**

<https://assets.humanesources.com/materials/AWP-CriteriaChecklist-withIntro.pdf>

To discover how *AchieveWorks Personality* helps students develop the competencies outlined in the American School Counselor Association (**ASCA**) **Mindsets & Behaviors** standards, see the grid at:

https://assets.humanesources.com/materials/HeS_ASCA_Mindsets&Behaviors.pdf

To learn how the sections in *AchieveWorks Personality* can be mapped to the **CASEL Core SEL (Social Emotional Learning) Competencies**, see the crosswalk at:

https://assets.humanesources.com/materials/CASEL_SEL_AchieveWorks_Crosswalk.pdf

For a selection of **guided activities** for the AchieveWorks assessments, see:

<https://www.humanesources.com/AchieveWorks-guided-activities/>

For more information and support, visit our **support portal** at:

<https://support.humanesources.com>

Appendix: Resource Material for Learning More about Personality

Websites

Listed below are a number of websites that provide additional information about personality and career management.

The Association for Psychological Type International

<http://www.aprinternational.org/>

Career / LifeSkills Resources

www.career-lifeskills.com

Open-Source Psychometrics Project

<https://openpsychometrics.org/>

The Center for Application of Psychological Type

www.capt.org

Illinois Community College Board Career Suggestions by Type

https://www.iccb.org/iccb/wp-content/pdfs/adulted/tdl_bridge_curriculum/tdl_career_awareness/tdl_career_aware_resource_file/Suggested_Careers_for_MBTI.pdf

Nature: Career Development: What's your Type?

<https://rdcu.be/bWRGy>

Education Resources Information Center (ERIC) Resources on Personality and Careers

<https://eric.ed.gov/?q=personality+career>

Books

There have been many books and thousands of articles and dissertations written about personality and career management, though very little has been written specifically for counselors/advisors of college students. By far, the most comprehensive source of general career information is the bibliography for personality type and the MBTI, maintained by the Center for Applications of Psychological Type (CAPT), which lists over 6,500 entries. CAPT also maintains a very active research department. Queries can be directed to www.capt.org.

Listed below are several books and articles you may find helpful. The first three are highly recommended and considered indispensable by many career professionals:

Do What You Are

Discover the Perfect Career for You Through the Secrets of Personality Type, by Paul D. Tieger and Barbara Barron-Tieger.

MBTI Manual

A guide to the Development and Use of the Myers-Briggs Type Indicator, by Isabel Briggs Myers, Mary H. McCaulley, Naomi L. Quenk and Allen Hammer.

Newly updated, this manual provides a comprehensive overview of MBTI uses and applications, and includes chapters on theory, administration and interpretation, scoring, construction, and reliability/validity. An extensive applications section includes counseling and psychotherapy, education development, management and leadership, and multicultural applications.

The Atlas of Type Tables

A book by Gerald P. Macdavid, Mary H. McCaulley and Richard I. Kainz.

This resource, published by CAPT, contains over 300 type tables of occupations, as well as the percentages and rankings for all occupations based on preferences.

Bridges, William (1994). *Job Shift - How to Prosper in a Workplace without Jobs*. Reading, MA; Addison-Wesley Publishing Company.

Hammer, A. L., & Kummerow, J. M. (1996). *Strong and MBTI® Career Development Guide (Rev. ed)*. Palo Alto, CA; Consulting Psychologists Press.

Kumerow, Jean M. (1991). *New Directions in Career Planning and the Workplace - Practical Strategies for Counselors*. Palo Alto, CA; Consulting Psychologists Press.

Martin, Charles R. (1995). *Looking at Type and Careers*. Gainesville, FL; Center for Application for Psychological Types (CAPT).

Pilder, R. J., & Pilder, W. F. (1981). *How to Find your Life's Work: Staying out of Traps and Taking Control of your Career*. Englewood Cliffs, NJ; Prentice-Hall.

Articles

- Apostal, R. A., & Marks, C. (1990). Correlations between the Strong-Campbell and Myers-Briggs scales of introversion-extraversion and career interests. *Psychological Reports*, 66, 811-816.
- Barlow, J. R. (no date). A career counselor's perspective on the usefulness of the Myers-Briggs Type Indicator[®] vs. the Edwards Personal Preference Schedule. Paper written for a course in psychological testing.
- Bell, S. J., & Richard, L. R. (Speakers). (1991, July). Type and legal careers: Helping lawyers find satisfaction in the nineties. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS38). Garden Grove, CA: InfoMedix.
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- Ingram, J. (Speaker). (1989, June). Using the Myers-Briggs Type Indicator[®] in career counseling with vocational-technical college students. *Applications of Type in Community and Technical Colleges*, Panel/Workshop presented at APT-VIII, the Eighth Biennial International Conference of the Association for Psychological Type, Boulder, CO. (Cassette Recording No. B215-59AB, 2 tapes). Garden Grove, CA: InfoMedix.
- Jones, S. (1993). *Psychological testing for managers: A complete guide to using and surviving 19 popular recruitment and career development tests*. London: Piatkus.
- Martin, C. R., & Macdaid, G. P. (1995, July). Looking at type and career exploration. *Proceedings of APT-XI, the Eleventh Biennial International Conference of the Association for Psychological Type* (p. 11, abstract). Kansas City, MO.

Articles (continued)

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Montross, D. H., Kane, T. E., & Ginn, R. J., Jr. (1997). Career coaching your kids: Guiding your child through the process of career discovery. Palo Alto, CA: Davies-Black.

Nordvik, H. (1996, September). Relationships between Holland's vocational typology, Schein's career anchors and Myers-Briggs' types. *Journal of Occupational and Organizational Psychology*, 69(3), 263-275.

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Tieger, P. D. (Speaker). (1991, July). Satisfaction guaranteed: Matching your personality to a career you can love. Presented at APT-IX, the Ninth Biennial International Conference of the Association for Psychological Type, Richmond, VA. (Cassette Recording No. D203-CS27). Garden Grove, CA: InfoMedix.

Van Sant, S. (Speaker). (1996, March). Type-based education is "real world" career education. Presented at the Second Biennial International Conference on Education of the Center for Applications of Psychological Type, Orlando, FL. (Cassette Recording No. 12).