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KNOW YOURSELF

INTRODUCTION

Two questions that regularly stump candidates in hiring interviews are “What are your strengths?” and “What are your weaknesses?” An interviewee who has been well coached may offer some scripted examples of strengths, such as being a great communicator or having a fun personality or being a quick thinker. A well-coached interviewee will also know better than to give a long list of weaknesses. As discussed in more detail in the final chapter, there is nothing wrong with being coached for an interview, and it is actually highly recommended.

One important purpose of the hiring interview is to give an employer an opportunity to assess certain personality and character traits of an individual that can't be sufficiently discovered through a written test or from the application paperwork. The ability to communicate well and to think quickly and to be a fun person may be exactly what an agency is looking for. It is refreshing for interviewers when candidates meet their criteria and are self-aware and genuinely know who they are. Other traits commonly sought by most agencies are assertiveness, ability to work well with others, willingness to work hard, capacity for independent thought, ability to follow a chain of command, and a high level of integrity, which is often determined through background checks and polygraph tests.

When answering interview questions, it is always a good idea to be truthful. However, truth is somewhat subjective in the area of self-awareness. It is my experience that some students aren't fully aware of their strengths and weaknesses. An uncoached student with desirable qualities might not adequately describe his or her strengths in an interview and might subsequently be passed over in favor of others who are better prepared. Sadly, some well-qualified students don't feel ready and therefore don't even apply. There are also those students who aren't ready (or are not a good fit for the jobs they seek), but they aren't aware of it.

The overall usefulness of this book depends largely on how well you know yourself. This first chapter is dedicated to helping students become more in touch with their individual personalities, their temperaments, their strengths and weaknesses, their biases and beliefs, and what types of careers might be a good fit. Just as a house needs a good foundation, learning about oneself is the right place to start if the best results are to be achieved. It is fundamentally important, and when self-assessment exercises are used in college courses, students report them as among their favorite activities.

WHAT YOU DON'T KNOW CAN HURT YOU

Self-awareness is the gateway to self-improvement. Learning should be a lifelong interest, but the biggest stumbling block for some students is the belief that they already have a handle on the way things are. This way of thinking is normal, especially in early adulthood. It develops naturally from everything a person has experienced throughout his or her life using the five senses, coupled with reassurance and confirmations from peers. This type of person is stagnant. Stagnant people have slowed their growth and sometimes never crawl out of the holes they dig for themselves. Stagnant people feel comfortable around others who think as they do. It is a natural tendency for people to consider someone who thinks as they do to be normal or even intelligent. Instead of desiring and trying to understand everyone and appreciate the differences, stagnant individuals tend to divide people into “us versus them.” This poem by John Godfrey Saxe (1873) helps demonstrate how people get stuck in such a rut:

I.

It was six men of Indostan
 To learning much inclined,
 Who went to see the Elephant
 (Though all of them were blind),
 That each by observation
 Might satisfy his mind.

II.

The *First* approach'd the Elephant,
 And happening to fall
 Against his broad and sturdy side,
 At once began to bawl:
 “God bless me!—but the Elephant
 Is very like a wall!”

III.

The *Second*, feeling of the tusk,
 Cried, “Ho!—what have we here
 So very round and smooth and sharp?
 To me 't is mighty clear
 This wonder of an Elephant
 Is very like a spear!”

IV.

The *Third* approached the animal,
 And happening to take
 The squirming trunk within his hands,
 Thus boldly up and spake:
 “I see,” quoth he, “the Elephant
 Is very like a snake!”

V.

The *Fourth* reached out his eager hand,
 And felt about the knee.
 “What most this wondrous beast is like
 Is mighty plain,” quoth he;
 “’T is clear enough the Elephant
 Is very like a tree!”

VI.

The *Fifth*, who chanced to touch the ear,
 Said: “E’en the blindest man
 Can tell what this resembles most;
 Deny the fact who can,
 This marvel of an Elephant
 Is very like a fan!”

VII.

The *Sixth* no sooner had begun
 About the beast to grope,
 Than, seizing on the swinging tail
 That fell within his scope,
 “I see,” quoth he, “the Elephant
 Is very like a rope!”

VIII.

And so these men of Indostan
 Disputed loud and long,

Each in his own opinion
 Exceeding stiff and strong,
 Though each was partly in the right,
 And all were in the wrong!

MORAL.

So, oft in theologic wars,
 The disputants, I ween,
 Rail on in utter ignorance
 Of what each other mean,
 And prate about an Elephant
 Not one of them has seen!

This poem has an important message for all of us. There is so much we do not know and will never have the opportunity to know. It is the realization of our vulnerabilities and inefficiencies that prepares us for learning, changing, and improving. Narcissistic people we may come across in our lives would benefit greatly from self-awareness, but they will never realize that they don't already have it.

What You Don't Know

To learn more about ourselves, we should first put our own existence into the proper perspective. Current estimates suggest that there are more than 165 billion galaxies in the universe, each with hundreds of billions of stars (National Aeronautics and Space Administration, n.d.). The universe is estimated to be more than 12 billion years old (National Aeronautics and Space Administration, 2012). Compare that with the average lifespan of humans, which is estimated to be 78 years (U.S. Census Bureau, 2012).

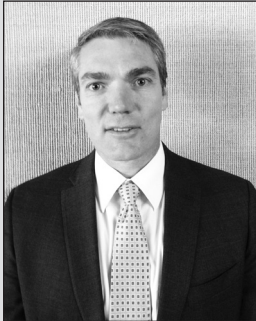
Let's just consider what we can learn about our own planet. There are seven continents, containing 195 countries, on which approximately 7 billion people reside, speaking more than 6,000 different languages (O'Neil, 2013). Our planet has an estimated 146 million books (Taychir, 2010). If someone were to read one book per day between the ages of 6 and 86 years, he or she could read only 29,200 of those books in a lifetime. In reality, the average American reads only about 15 books a year.

There are hundreds of degrees available, but according to the U.S. Census Bureau (Stoops, 2004), only 29% of young adults in America receive a bachelor's degree or higher.

Seldom does anyone devote the time and money to obtain more than one bachelor's or master's degree. Like the blind men who each felt only one part of the elephant, there is so much we don't know. Realizing and accepting this truth is the key to having the learning attitude we need. "Do you wish to rise? Begin by descending. You plan a tower that will pierce the clouds? Lay first the foundation of humility" (Saint Augustine, CE 354–430).

GUEST SPEAKER

STEVE PALMER, FBI SPECIAL AGENT



I began my career as an FBI special agent in 1998. After graduating from the FBI Academy in Quantico, Virginia, I was assigned to the Laredo, Texas resident agency out of the San Antonio, Texas, field office. Because the Laredo agency is a

fairly small office, I was able to investigate a broad range of violations. My primary responsibility was to investigate public corruption. I found this work to be very rewarding. I also investigated kidnappings, extortion, bank robberies, fraud, and many others. In 2004, I transferred to the Phoenix, Arizona, field office. In Phoenix, I still am involved in all types of investigations, but my primary area of responsibility is counterterrorism. In 2011, I was given the opportunity to move to Washington, D.C., to work with the FBI's Counterterrorism Division. I was privileged to work jointly with all of the U.S. agencies that play a part in the war on terror, both in the United States and overseas. While there, I was involved

in some of the biggest terrorism investigations in the United States and abroad. It was inspiring to see all of the work that goes on behind the scenes and the dedication of the men and women from all of the U.S. intelligence agencies. I have had many diverse and exciting experiences while working for the FBI. As an FBI agent, I have worked on cases all over the United States, and on several occasions, I have traveled overseas in support of the FBI's mission. I have had the opportunity to work with people from many different U.S. agencies and all branches of the military, as well as officials from foreign governments.

My advice to those interested in a career in the FBI:

- Get a college degree in a field in which you wouldn't mind working; sometimes getting hired by the FBI takes a while, and you might need to work in your field of study for a while.
- Get experiences working and, through other activities, interacting with strangers. Strong people skills will serve you very well in the FBI.

The foregoing is based on my own personal experiences and does not represent the official view of the FBI.

SELF-ASSESSMENTS

Working in the criminal justice field can be a very rewarding and even exciting career. Many students entering criminal justice degree programs have particular fields in mind because they are either jobs they have always wanted or jobs that sound enjoyable. A common question for a professor to ask a group of students is "What do you want to do with your degree?" Then there are the follow-up questions that solicit the raising of hands: "Who is interested in being a police officer?" "Who is interested in being an attorney?" "How many want to work in the forensic field?" "How many want to work in corrections?" Other typical interests usually include the Federal Bureau of Investigation, the Drug Enforcement Administration, the U.S. Marshals Service, victim services, child interviews, and criminal profiling. There are also students who are not sure where they want to work or are not sure what they can qualify for.

As students progress through their bachelor's degrees in criminal justice, they learn more about the types of jobs available as well as the positive and negative aspects of each field. It is common for a professor to hear comments such as, "I don't think I could ever defend a murderer in court" or "I could never interview child molesters because I would want to strangle them." Students start to become aware of personal

issues that might affect their job performance or their happiness in certain careers. Similarly, professors have the opportunity to recognize students' strengths and weaknesses and can either confirm that students are a good fit for the careers they wish to pursue or direct students to better choices. This is easier to do if the students are somewhat aware of their own strengths, preferences, and natural tendencies. The ideal situation is for students to learn about themselves at the earliest point possible.

There are several tools available to help us recognize our temperaments, personalities, likes and dislikes, strengths and weaknesses, and even what types of people we would be happiest with and what careers we would be best fit for. These tools (and some useful books) will be discussed throughout the rest of this chapter. It is highly recommended that you learn all you can about yourself (and what makes you happy) before progressing far into your degree program. Having true insight early on will help you search out the best volunteer positions or internships that will get your foot not just in the door but in the right door.

What Color Is Your Parachute?

Richard Bolles published a book in 1970 titled *What Color Is Your Parachute?* It has been a very successful job hunter's book, with a new edition appearing each year, and it continues to be revised and reissued. The 2018 edition can be found on Amazon for as little as \$13. More than 10 million copies have been sold, including one copy of the 30th edition that I purchased and read. The ideas and concepts in the book are very helpful and easy to retain.

Chapter 4 is titled "What Do You Have to Offer the World?" Bolles (2000) states, "You must figure out which of your skills you most delight to use." He gives these three steps to job-hunting success:

1. What: You must decide exactly what you have to offer to the world
2. Where: You must decide where you want to use your skills
3. How: You must go after the organizations that interest you the most, whether or not they are known to have vacancies

These three steps are in line with the focus of this book in which we plan, pursue, and prepare. The first step, planning, is essential, but that is not to say that everyone goes through an identical, meticulous process. It is highly recommended, however, that students figure out their own preferences and skills, and ultimately their ideal career paths, at the earliest point possible. According to Bolles, everyone has skills, but "there is such a thing as being deeply unaware of our skills." I have witnessed students' unawareness when they have been asked to write self-reflection essays to articulate the skills they use to accomplish group work. The assignment is didactic, intended to trigger students' awareness of the skills they possess and how they use them to influence, encourage, and motivate others. The essays usually end up being more narrative, describing the work they've done or what they normally do. The essays rarely include actual skills. They are usually more like very short accounts of what results have been accomplished instead of how they were accomplished. What Bolles wrote about, people's being deeply unaware of their skills, is surprisingly ubiquitous. Candidates who are not ready for questions about their strengths and weaknesses in

hiring interviews often find themselves surprised at how hard it is to articulate one's own skills. We will visit this issue again in Section 3, "Preparing."

Keirsey Temperament Sorter

In 1984, David Keirsey and Marilyn Bates published *Please Understand Me*. The book focuses on the concept that everyone is fundamentally different and that differences are neither good nor bad. They asserted that self-assessment is "foreign" to most people, so using some kind of examination tool is very helpful. Keirsey and Bates created the Keirsey Temperament Sorter, which can be accessed at <http://www.keirsey.com/sorter/register.aspx>. It consists of 70 questions, which can also be found on page 5 of their book. The questions each offer two choices, for example,

20. On the job do you want your activities
 ___(a) scheduled ___(b) unscheduled

The value of this tool hinges on the test taker's being as honest as possible. The answers are recorded on a scoring form that ultimately identifies where the test taker fits among 16 different personality types. The book follows up with detailed information about each personality type.

Keirsey wrote a follow-up book in 1998 titled *Please Understand Me II*. This book is 140 pages longer than the 1984 book. The 70 Keirsey Temperament Sorter II questions and score sheet are available in the book on page 4. The questions are similar to those in the original book, but the follow-up information is much more comprehensive.

A website was created allowing people to answer the Keirsey Temperament Sorter II questions online, free of charge, and to receive a scored report (Keirsey.com, n.d.). The report has minimal information to help students better understand their own temperaments and styles. For a more detailed report on the results, one would have to pay a small fee. The free report includes your basic personality type (Artisan, Guardian, Idealist, or Rationalist) and four subtypes. As an example of the details, if your results show that you are a Guardian, you will find out that the four types of Guardians are supervisors, protectors, inspectors, and providers. A few things the free report briefly explains about Guardians are that they pride themselves on being dependable, helpful, and hard working. They make loyal mates and reasonable parents, and they are stabilizing leaders. A Guardian is also a concerned citizen who trusts authority, joins groups, seeks security, and dreams of meting out justice.

To get detailed information on these four subtypes, you would need to pay a fee for the type of report you want. You can order the 18-page "Classic Temperament" report (\$14.95), the 18-page "Career Temperament" report (\$19.95), the 15-page "Learning Style Temperament" report (\$14.95), or the 3-page "Temperament Discovery" report (\$7.95) at www.keirsey.com. The Keirsey Temperament Sorter II can also be accessed at that website. It takes only about 20 to 25 minutes to answer the questions, and the results come back immediately and can be printed out.

It is important to remember that you can buy the book, which contains the Keirsey Temperament Sorter II questions and score sheet, several pages of detailed information about each type of personality, careers you would be best fit for, and

what type of person you are a good match for. The book can be found on Amazon for as little as \$5.

True Colors

Roger Birkman published his book *True Colors* in 1995. The book can be purchased used on Amazon for as little as \$4. Birkman was fascinated with the topic of perception and posited that our perceptions, whether right or wrong, influence everything we do. He felt that by gaining the proper perspective on one's own perceptions, other things would start to fall into place. According to Birkman, there are no criteria anywhere that define what is normal, and so "nobody is normal, and everyone is." Birkman also suggested that "there is great freedom in knowing one's own strengths and weaknesses, for as soon as these are identified, it becomes a much simpler matter to focus on the things you do well and look for help in your weaker areas."

In *True Colors*, Birkman explains that there is no limit on the number of "normal" or "right" behaviors, but the unlimited number of normal and right behaviors can be categorized, to some extent. Birkman categorizes people in four quadrants, using the colors red, yellow, green, and blue. He explains in the book what these colors represent. He also notes that the best way to learn which of the four quadrants is the most indicative of one's personality is to take a personalized, individual assessment. Birkman also gives two other ways to help someone determine his or her self-perception. He includes in the book (pp. 42–43) 16 true-or-false questions as well as instructions on how to score the answers. The other way to determine your perceptions is to read the explanations and examples throughout the book. On page 44, there is a chart that gives just a few examples of what falls under the different quadrants. If you fall under the red quadrant, you are friendly, decisive, energetic, frank, and logical. If you favor the yellow quadrant, you are orderly, concentrative, cautious, and insistent. Green people are competitive, assertive, flexible, and enthusiastic about new things. Blues are insightful, selective sociable, thoughtful, reflective, and optimistic.

Chances are that you could look at these examples and guess which color quadrant you would fall in before you even take the 16-question test. You might also find that you have some characteristics from more than one quadrant. Birkman dedicated many pages to explaining how to interpret the results. In the book, there are details about different operating styles, what motivates you, understanding your needs, how to relate to people of other colors, and several other categories of helpful information.

In *True Colors*, Birkman lists 10 classifications of interest with possible occupations that are a good fit for each category. Here are some examples:

Artistic: photographer, architect, artist, florist, designer, painter, or decorator

Clerical: secretary, typist, office worker, or financial manager

Literary: writer, editor, literary scholar, reporter, or librarian

Mechanical: engineer, machine designer, auto mechanic, carpenter, pilot, or plumber

Musical: professional singer, musician, or songwriter

Numerical: cashier, accountant, mathematician, or administrative office worker

Outdoor: carpenter, farmer, animal trainer, sportsman, forest ranger, or field engineer

Persuasive: salesperson, teacher, counselor, public relations director, politician, or auctioneer

Scientific: scientist, lab worker, detective, meteorologist, doctor, or dentist

Social services: teacher, social worker, counselor, personnel or employment manager

Birkman states in his book (pp. 58–59) that strong interests have the same status as a need and that our interests influence us more than we realize.

What Type Am I?

In 1998, Renee Baron published a book titled *What Type Am I?* This book can be purchased on Amazon new for less than \$7. Baron also wrote a follow-up book titled *The Four Temperaments*, which we will explore later. In *What Type Am I?* Baron tells us that she began to learn about personality temperaments when she came upon the book *Please Understand Me* by Keirsey and Bates. She explains that learning her own temperament gave her a strong sense of relief to finally identify her real self. It was this great feeling of self-worth that inspired her to teach it to others for the next 18 years. In this book, Baron shares the Myers-Briggs system the way it was first taught to her. She starts her book with an overview of the Myers-Briggs system, which is one of the most popular and comprehensive personality assessments to date. The Myers-Briggs scheme measures both preferences and temperaments. The first part of the book deals with preferences. The four pairs of preferences are listed as opposites:

Extraversion (E) and Introversion (I)

Sensing (S) and Intuiting (N)

Thinking (T) and Feeling (F)

Judging (J) and Perceiving (P)

Baron wrote full chapters on each of these opposite pairs. She starts each of the chapters with a 20-question inventory to help the reader distinguish which preference is dominant. The second part of the book delves into temperament, which is “a pattern of characteristic behaviors that reflect a person’s natural disposition” (Baron, 1998). Myers-Briggs lists the four temperaments’ themes as follows:

SJ–Sensing Judging: duty seekers

SP–Sensing Perceiving: action seekers

NT–Intuiting Thinking: knowledge seekers

NF–Intuiting Feeling: ideal seekers

Ultimately, the Myers-Briggs system classifies a person into one of 16 categories:

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

Baron explains the meaning of these types in great detail. She says in the last paragraph of the book that this valuable information changed her life. She says that it started her on the path to acceptance and “that it was all right to be me, an ENFP” (Baron, 1998).

The Four Temperaments

Baron’s 2004 follow-up was titled *The Four Temperaments*. The book can be purchased on Amazon (used) for less than \$5. This book contains a personality inventory that starts on page 9 and consists of 80 questions. These 80 questions are divided into four different groups of 20 questions each. The four groups are Security Seeker, Experience Seeker, Knowledge Seeker, and Ideal Seeker. You answer each question with one of these three choices:

- 0—Not like me
- 1—Somewhat like me
- 2—Exactly like me

An example item is “I dislike wasting time talking about policies and procedures. I want to take immediate action.” At the end of the inventory, you total your points and mark on a chart where you fall in each of the four categories. The remainder of the book gives an in-depth description of the four temperaments.

Security Seekers make up approximately 40% of the U.S. population (Baron, 2004). Baron tells us that Security Seekers are responsible, dependable, and solid citizens. They feel obligated to do their part and work hard. They respect customs, traditions, and social standards. Security Seekers place a high value on family and are the most marriage minded of all the temperaments. This type of person is also organized and thrives on routine and structure. Security Seekers like to communicate in a clear way, with things stated specifically, without having to draw assumptions. As teens, they are generally cooperative and respect authority. As parents, they provide a secure and consistent home environment. Security Seekers are well suited for careers in health care, finance, clerical work, sales, education, social service, counseling, legal or civil service, and a variety of creative fields, such as painting and photography.

Experience Seekers make up approximately 40% of the U.S. population (Baron, 2004). According to Baron, Experience Seekers have the need to act spontaneously for fun and also for problem solving. They value independence and freedom. They don’t like to be burdened by obligations. Experience Seekers thrive on crisis situations. They feel comfortable acting spontaneously in the moment. As teens, Experience Seekers learn best in a hands-on setting, such as building, playing instruments, and playing sports. As parents, Experience Seekers like to expose their children to

adventures and encourage them to be physically active. Experience Seekers are well suited for careers in sports, entertainment, creative fields, sales, service, travel, health care, education, social service, and miscellaneous related fields, including the law and private investigation.

Knowledge Seekers make up approximately 10% of the U.S. population (Baron, 2004). Baron tells us that Knowledge Seekers need competency and seek understanding of things such as the world and universal truths. Knowledge Seekers see patterns and connections and the relationship between things. They thrive on developing theories and focus on long-range goals. As teens, Knowledge Seekers are challenged by learning and are bright and clever. They can become bored if not challenged mentally. They are curious and inquisitive and constantly investigating and experimenting. As parents, Knowledge Seekers expect their children to challenge themselves intellectually. They challenge their children to accept responsibility, but they can be so busy that they neglect the normal tasks of family life. Knowledge Seekers are well suited for careers in education, medicine, science, engineering, business, finance, creative fields, and miscellaneous professions including the law, organizational consulting, and computer programming.

Ideal Seekers make up approximately 10% of the U.S. population (Baron, 2004). Baron writes that Ideal Seekers need to express themselves authentically and genuinely. They are passionate about things they believe in and spend a lot of time fostering relationships. They are insightful, perceptive, and sensitive. As teens, Ideal Seekers can have rich imaginations and are usually cooperative. They do their best when competing against themselves because competing against others causes disharmony. They try to be like those they admire. As parents, Ideal Seekers are concerned about their children's emotional development. They encourage their children's individuality and allow the children their free expression. Ideal Seekers are well suited for careers in helping professions, education, creative fields, health care, business, sales, and professional positions such as fundraiser, conference planner, program coordinator, and public relations specialist.

Baron includes some closing thoughts at the end of her book in which she says, "Although temperaments do not explain everything about people, they certainly give us a great deal of practical insight into human behavior, which can have a life-transforming effect on our relationships with ourselves and others" (Baron, 2004). I agree wholeheartedly with this message. We can better understand and relate to others after we sufficiently understand ourselves.

What Color Is Your Personality?

Carol Ritberger published *What Color Is Your Personality?* in 1999. This petite and colorful book can be purchased on Amazon new for less than \$9. Ritberger's book includes a personality assessment that helps you determine whether you are a red, orange, yellow, or green personality type. She explains that it is more crucial to understand ourselves than it is to understand others. By paying attention to our own habits, why we do what we do, and how we respond to challenges, we can see what characteristics are stumbling blocks and need to be changed.

Ritberger categorizes the colors briefly for the reader prior to the actual personality assessment. She tells us that red is a personality style that needs to be in control. This need causes stress, which could be released through physical activity.

Individuals with the orange personality always need to be doing things for others, so there is hardly any time for themselves. People with this personality type could pamper themselves more; perhaps they could learn yoga. Yellow types find themselves frustrated by indecision because they can see both sides very well. Such individuals could help themselves by creating stimulating mind diversions such as reading a book or even playing video games. Greens can get angry when they feel disorganized or out of control; they could read books on how to better manage time and how to get better organized.

The personality assessment Ritberger uses is found on pages 60 to 65 and consists of 60 statements. Each statement has a letter next to it: A, B, C, or D. When taking this assessment, you are asked to circle any of the 60 statements that represent your most frequent and habitual patterns. An example of one of the statements is “I have a lot of thoughts in my head simultaneously, and I am often accused of not listening or of being preoccupied.” At the end of the assessment, the total circled answers are added up separately for the A’s, B’s, C’s, and D’s. The last step is to combine A’s and C’s to get a red score, B’s and C’s to get a yellow score, A’s and D’s to get an orange score, and B’s and D’s to get a green score. One of the strong points of Ritberger’s assessment tool is her coverage of the weak side of each personality type and potential health issues. She states at the end of her book that the “state of our mind directly affects the chemistry of the body in such a way that we are either becoming ill or over-coming illness every moment of our lives” (Ritberger, 1999). She further explains that our health is directly related to our success and happiness, which is in direct relation to understanding ourselves and changing unhealthy habits and thoughts.

Jung Typology Test

Another free online personality test is the HumanMetrics (2013) Jung Typology Test accessible at <http://www.humanmetrics.com/cgi-win/jtypes2.asp>. The test is based on Carl Jung’s and Isabel Briggs-Myers’s typological approach to personality. To take this assessment, you answer 72 yes-or-no questions and then submit the test for grading. An example questions is

2. You like to be engaged in an active and fast-paced job.

The results of your answers come back immediately. I answered the questions as honestly as possible, and according to the results, I am an INTJ, preferring Introversion (33%), Intuition (12%), Thinking (1%), and Judging (44%). The following analysis was provided:

- You have *moderate* preference of Introversion over Extraversion (33%)
- You have *slight* preference of Intuition over Sensing (12%)
- You have *marginal or no* preference of Thinking over Feeling (1%)
- You have *moderate* preference of Judging over Perceiving (44%)

On the same screen with your results, you can choose other free results. By clicking on the career choices for your type, you will be directed to another screen with helpful career information. The information for INTJs is as follows:

Generally, INTJs have successful careers in areas requiring intensive intellectual efforts, presenting intellectual challenge, and creative approach.

Due to the characteristics mentioned above, successful INTJs are found in technological companies, particularly in research and development, and also found among corporate lawyers, high- and mid-rank managers in technology companies and financial institutions.

The various careers suggested for INTJs fall into areas of computer programming, natural science, teaching, engineering, management, entrepreneurship, the law, and libraries. The results even list the names of famous personalities who share the same personality type. These individuals are INTJs:

- Stephen Hawking, a theoretical physicist, cosmologist, and author
- Andrew Grove, a businessman, engineer, and author
- Marie Curie, a physicist and chemist famous for her pioneering research on radioactivity
- Guy Kawasaki, a venture capitalist, best-selling author, and Apple fellow
- Igor Sikorsky, a pioneer of aviation
- Hillary Clinton, the 67th U.S. secretary of state
- Arnold Schwarzenegger, governor of California

Another option from the results screen is to access a profile of your personality type. The profile of the INTJ is a comprehensive report of 1,400 words. This is one of the paragraphs from the INTJ profile:

INTJs are perfectionists, with a seemingly endless capacity for improving upon anything that takes their interest. What prevents them from becoming chronically bogged down in this pursuit of perfection is the pragmatism so characteristic of the type: INTJs apply (often ruthlessly) the criterion “Does it work?” to everything from their own research efforts to the prevailing social norms. This, in turn, produces an unusual independence of mind, freeing the INTJ from the constraints of authority, convention, or sentiment for its own sake.

Minnesota State Careerwise Education

Another website with a career assessment tool and free results is the Career Cluster Interest Survey at <https://www.careerwise.mnscu.edu/careers/clusterSurvey> (Minnesota State Careerwise Education, 2017). This survey has you choose and rate activities you enjoy. It also explores your personal qualities and any school subjects you like. After completing the survey, you can see which careers might be a good fit for you. The careers are offered in groupings, called clusters, and you are able to enter each cluster and explore individual careers within them. I wasn't surprised that my top three recommended career clusters were hospitality and tourism, education and

training, and government and public service work. However, I think I would have been surprised had I taken this survey when I was 18 years old. At that time, I had no motivation to become a police officer or a professor, but I learned eventually that I was a good fit for both.

Entering the education and training link offered me four more groupings:

1. Careers in this cluster
2. Industries in this cluster
3. Pathways in this cluster
4. Majors in this cluster

By entering the careers cluster, I found 76 career suggestions. I was able to click on any of the careers, which would take me to a new page containing information about the career, including an overview, wages and outlook, education and credentials, skills and knowledge, tools and technology, and jobs.

Monster

At <https://www.monster.com/career-advice/article/best-free-career-assessment-tools> you will find nine assessment tools (Monster Worldwide, 2017). Just as with some of the other tools listed in this chapter, you can usually get a brief report for free, but some assessments require that you pay a fee for more comprehensive feedback. The following assessment tools are available on this website:

- Myers-Briggs Type Indicator
- Keirsey Temperament Sorter
- MyPlan.com
- Big Five Personality Assessment
- 16personalities
- iSeek “Clusters”
- MyNextMove
- MAPP Test
- Holland Code Career Test

The Myers-Briggs Type Indicator is one of the best-known assessments and takes longer than most other career assessment tools. Its main purpose is to make Jung’s psychological “type” theory understandable and useful in people’s lives. You have to pay to receive the results of the Myers-Briggs survey, but there is an option to click a link to the Jung Typology Assessment, which is shorter and offers a free report.

The Keirsey Temperament Sorter (discussed earlier) is the most frequently used personality instrument worldwide. The questions are offered in several languages, but the results are offered only in English. An advantage to using this tool is the

short amount of time it takes and the free report that gives quite a bit of helpful information.

MyPlan.com helps students identify their motivations and what's really important to them in their career. The results rank different aspects of work that can encourage students to look at jobs or industries they may not have considered before. Students can walk away from this test with a list of 739 jobs, ordered by how well the job fits the student's profile. The test is 20 questions that should only take about 10 to 15 minutes.

The Big Five Personality Assessment measures five personality traits: openness, conscientiousness, extraversion, agreeableness, and neuroticism. The assessment will identify a dominant trait out of the five and can help students identify learning styles as well as work preferences. This assessment tool is the best accepted and most commonly used model of personality in academic psychology. It consists of 50 items that students must rate on a five-point scale (1 = disagree, 3 = neutral, and 5 = agree). It takes most students 5 to 10 minutes to complete.

The 16 Personalities Assessment starts with Myers-Briggs classifications and adds standards from Jung's theory and the Big Five. Students learn whether they are an introvert or extrovert and are labeled with one of 16 personality types, such as "Mediator," "Commander" or "Defender." This test is short and should take students only about 10 to 15 minutes. I took the survey and was quite impressed with the free information it offered after answering the questions. The results were separated into the following categories:

1. Introduction
2. Strengths & Weaknesses
3. Romantic Relationships
4. Friendships
5. Parenthood
6. Career Paths
7. Workplace Habits
8. Conclusion
9. Premium Profile

The premium profile is an easy-to-read downloadable e-book containing 158 pages of insights and advice created specifically for each individual result. Students taking this survey will find plenty of helpful information without needing to pay for more.

iSeek "Clusters" is a link to the Careerwise assessment mentioned earlier. It lets students rate activities they like, their personal qualities, and school subjects they enjoy. After answering the questions, students can see which career clusters are matches for their interests. This survey usually takes students 5 to 10 minutes to complete.

MyNextMove uses O*Net information, which is sponsored by the U.S. Department of Labor, to help determine students' interests as they relate to work. This test

asks students to rate how much they would enjoy performing specific work tasks such as “building kitchen cabinets,” “laying brick,” or “buying and selling stocks and bonds.” This is a 60-question survey, so it may take more time than some of the other tools.

More than 8 million people around the world have taken the MAPP Test. The hook is the claim that it helps students find their way in life and tells them what they love to do and what they don’t love to do. It also draws from the O*Net job list to match jobs to students’ profiles. The problem is that students have to pay for their “starter package,” in which they will see their top 20 general career matches. The costlier “executive package” provides a 30-page assessment and ranked recommendations to 900 careers. But students can still try it for free and be matched with five potential careers.

The Holland Code Career Test examines students’ suitability for various careers based on six occupational themes: Investigative, Realistic, Artistic, Enterprising, Social, and Conventional. The test reveals students’ top interest area and what it means for their career interests. This test takes about 20 minutes to answer the 87 questions.

Students invest 4 years of their life to earn a college degree in order to land a job that may potentially fill 20 more years of their life. Giving an hour or two early on to enhance self-awareness is not too much of a sacrifice. It could help steer students in the right direction as they choose their classes and seek volunteer opportunities. The books and assessments presented in this chapter are free or very low cost. A student who assertively does whatever it takes to plan, prepare for, and pursue a career is exactly what employers are looking for.

SUMMARY

Two questions that stump applicants in an interview are “What are your strengths?” and “What are your weaknesses?” Sometimes a person has great strengths and skills but has trouble articulating them in an interview. Many students aren’t adequately aware of their strengths and weaknesses. Just as a house needs a good foundation, learning about oneself is the right place to start if the best results are to be achieved. Some people lack self-awareness and are stuck in a rut. They are not likely to change and improve their lives, simply because they feel as if they already know enough. In reality, there is so much we do not know and will never have the opportunity to know. It is the realization of our vulnerabilities and inefficiencies that prepares us for learning, changing, and improving.

Professors recognize students’ strengths and weaknesses and can either confirm to students

that they are a good fit for the careers they are pursuing or help direct them to better choices. It is best if students are aware of their own strengths, preferences, and natural tendencies. The ideal situation is for students to learn more about themselves at the earliest point possible.

There are several books and self-assessment tools available to assist students in reaching a deeper understanding of their strengths and weaknesses and what types of jobs they might be best suited for. Some online assessment tools are free and offer concise reports of the results. There are books available to clarify the results with much more comprehensive information. Once you gain a deeper understanding of your own strengths and weaknesses, you will have the insight early on that will help you search for the best volunteer positions or internships that will get your foot not just in the door but in the right door.

DISCUSSION QUESTIONS

1. What is the difference between group skills we possess and use and the actual work we do in group projects?
2. Do you agree with the statement “Self-awareness is the gateway to self-improvement”? Why or why not?
3. What is the moral of the poem about the six blind men from Indostan?
4. Do you agree with Bolles’s statement that “everyone has skills, but there is such a thing as being deeply unaware of our skills”? Why or why not?
5. What does Birkman mean when he says “Nobody is normal, and everyone is?”
6. Do you agree with Ritberger when she explains that “it is more crucial to understand ourselves than it is to understand others?” Why or why not?
7. If you tried any of the free online tests, do you agree with the results you got? Were there any surprises?

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