



Personality
at Work

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Private and Confidential

INFJ Development Profile

Introduction

This report is designed to provide practical advice and guidance to support you with your development, based on your individual personality. It highlights the strengths that come naturally to you, and which may be different to others around you. These are valuable and it's helpful to understand what it is that we each uniquely bring, so that we can refine those abilities and contribute most effectively. This report also offers advice on 3 key development areas. These are subtle points, blind spots that you may have because of your personality that may trip you up, or limit your progression. The report explains what they are, why they matter and what you can do to overcome them.

About Development

Development is not about changing who we are or trying to be something or someone else. The Latin root of the word 'education' is 'e-ducato,' which means 'leading out.' So rather than trying to be like her or him, it is about bringing out the best in you, what comes naturally to you and building on this, so we get a better version of you. So, it is not about taking anything away from you, but about adding to what you already have to give you more dimensions, make you more rounded and better able to adapt to situations, in a way that's right for you.

Personality and Development

Personality is the result of the interaction between genetic conditions and environmental conditions: **P = (GxE)**. So, from an early age our personalities are set and basically don't change. Behaviour is a result of the interaction between personality and situation: **B = (PxS)**. So, change the situation and we are all capable of modifying our behaviour. And if behaviour is a choice then it is much more difficult to argue: 'I can't change' or 'you can't teach an old dog new tricks' as we can choose to modify our behaviour.

INFJ strengths

INFJs care deeply about the bigger picture, about the issues you see as important and about people, and you will be determined in taking actions to improve the situations of others. You have a clear vision in your head and in your heart of how things could and should be, and you will set milestones to make sure that it becomes a reality. Because you care so deeply you will be quietly relentless in achieving what you set out to achieve, and you may surprise people thought you were a wallflower. You will be a good relationship builder, taking the time to get to know people, making them feel understood and always being there for support or to help.

INFJ potential areas for development

So much of your personality is hidden because you tend to internalise things. You care deeply, take things seriously and then take action. What people may see is someone quiet, reflective, on the side lines, until you are front and centre, driving things forward and people may wonder 'where did that come from!' You don't tend to discuss your thought processes, feelings or values with others, but people just see the outworking in terms of actions. You also can form your views in isolation, so you may decide what's best without having consulted the other parties involved, and then they can feel

railroaded. Because you take things so seriously you can also take on too much and, in your desire to make a difference, overestimate how much you can really achieve in the time available.

INFJ and learning

With INFJs learning will need to be part of the bigger picture and link to something meaningful. You wouldn't be happy to do something just to 'tick the box' as you need to take it seriously, otherwise it's not worth your time. If it's important you will want to understand fully, think about and reflect on it carefully and take it to heart, so that you can build upon what you've learnt and continue to improve things. You also would prefer that practical output 'how will this make things better?,' rather than learning for its own sake.

INFJ Development Suggestions

What?

Bring people in (not lots!)

Why?

As discussed above, so you tend to keep your thoughts and values to yourself, and so people may see the things you're trying to achieve but may not understand why you have prioritised that issue. Why is that particular topic, work stream or activity so important to you? If it's not clear to people, and they see you putting so much care and effort it, it may mean people question your judgement. Or you could be seen as rogue, or as having tunnel vision, if they don't have the context.

How?

Take time to talk to people to help them understand what it is you are trying to achieve. They probably won't see the bigger picture in the same way that you do, so it will help to explain it and bring people into your thinking. Tell people why something is so important to you and why you are going about it the way you are. Then they will a) appreciate why you are putting so much effort into something and b) they will start to understand you a little more as a person, your values and drivers and remove some of the mystique or mysteriousness that can sometimes surround an INFJ as you tend to be very involved with others but share very little about yourself. This will mean in future they are more likely to 'get' where you're coming from.

What?

Check you're not locked in

Why?

When you are on a mission, you can be extremely focused, driving relentlessly towards the future-state you have set your heart on. However, this can at times mean you're so focused and in the zone that you might become single-minded miss other important points or other things that are happening around you. At best, it might make you appear detached and overly focused, at worst it might mean you're ploughing on with something that is no longer relevant, or that will not have the impact you're expecting.

How?

Build times into your plan when you make sure you lift your head up, to tune back into what's happening around you. You have your heart set on an outcome, and the route to get there, but it's important plan in some times for pragmatism. How are people feeling about what has been achieved so far? Is it still the right thing to do or have circumstances changed? Should you adapt what you were going to do? Is there a better way? Are people still feeling included? Make sure you engage and are open-minded when it comes to feedback. You take what you do to heart, but try to separate out points that are task related and situation related and not take them personally. If someone thinks it would help to do something differently, it's worthwhile listening to their point of view and being open about changing the plan.

What?

Delegating

Why?

You're so keen to make a difference, and you can picture how you want things to be and how to get there. It is so clear to you, but it's probably not so obvious to those around you. Because it's so obvious to you, you know what needs to be done, you might be inclined to just take it all on yourself. You have high standards and want it to be done right, in the right order, and on time so you might be overly ambitious, trying to do too much in too short a space of time. And excluding those around you who might have liked to have been involved.

How?

Delegating isn't just handing something over and hoping for the best (this wouldn't suit you at all!), it's a process of teaching, nurturing and developing others so that they understand the context and are able to achieve the outputs to the same standard as you. This plays far more to your strengths! You are a natural long term planner, so how can you help a team member 'get it' the way you do? What do you need to explain to them or show them? What is the benefit for them of learning, will it give them more responsibility, broaden their skillset, give them more exposure, to help you out? What is the impact of a job well done or done badly? What is the sequence for the gradually taking on more? If you can develop and lean on the people around you, then you'll raise the bar of the whole group and be able to achieve more with less stress.

Consider the development points, can you think of situations where these are currently relevant? How can you adapt your approach? Are there tweaks you can make in how you would normally do things? Why not try a few ideas out and see if they make a difference?