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objective  
**ORDERLY** FACTUAL  
 reserved **respect facts**  
 DEPENDABLE consistent  
**ISTJ** **DUTY BOUND**  
 PRACTICAL  
**systematic**  
**REASONABLE** LOGICAL  
 thorough **honor commitments**  
 DETACHED **focus on tasks**  
 painstaking **SENSIBLE**  
**VALUE TRADITIONS** reliable  
 steadfast **analytical**  
**loyal** REALISTIC  
**organized**  
**calm** CAREFUL  
 MANAGING DETAILS  
 prefer working alone



Source: Introduction to Myers-Briggs Type® in Organizations (4rd ed.) by Sandra Krebs Hirsh and Jean M. Kummerow



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# ISTJ

## Responsible Realist

### Work Style

- Get things done steadily and on schedule
- Concentrate on details and are careful about managing them
- Have things at the right place at the right time
- Can be counted on to honor commitments and follow through
- Work within organizational structure comfortably

### Leadership Style

- Use experience and knowledge of the facts to make decisions
- Build on reliable, stable, and consistent performance
- Respect traditional, hierarchical approaches
- Reward those who follow the rules while getting the job done
- Pay attention to immediate and practical organizational needs

### Potential Pitfalls

- May overlook the long-range implications in favor of day-to-day operations
- May neglect interpersonal niceties
- May become rigid in their ways and thought of as inflexible and less open to innovation
- May expect others to provide the same level of detail and conform to the same operating procedures

### Suggestions for Development

- May need to pay attention to wider, future ramifications of problems in addition to present realities
  - May need to consider the human element and communicate deserved appreciation
  - May need to try fresh alternatives to avoid ruts
  - May need to develop patience for those who communicate differently or who bypass standard operating procedures
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