

INFJ

PREMIUM PROFILE



16Personalities

What's in This Profile?

This profile is designed to cover all the main aspects of Advocate's personality as it affects different areas of their life, including Advocates' key strengths and weaknesses, relationships, academic path, career and professional development, as well as their communication and friend-making skills, parenting tips and advice, and much, much more. It combines personality type theory and research with practical, real-world advice, arming you with knowledge needed to grow and unlock your potential.

Personality types have been the topic of many discussions, some of them dating back to ancient times. It's wise to draw from this source of knowledge and experience, especially when unsure of how to handle a specific situation. This kind of knowledge offers the power to control and understand oneself. As Aristotle said millennia ago, "The hardest victory is the victory over self." Consider this profile a plan for success.

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The Puzzle of Personality



When they receive their personality test results on our website, most people's first question is, "What do these letters mean?" We are of course referring to those mysterious acronyms – INTJ-A, for example, or ENFP-T. As you may have already learned from the type descriptions or articles on the website, the five letters of these acronyms each refer to a specific trait, with certain trait combinations forming various types and type groups. But before we discuss those traits in depth, let's explore their historical foundations.

Since the dawn of time, humans have drawn up schematics to describe and categorize our personalities. From the four temperaments of the ancient civilizations to the latest advances in psychology, we have been driven to fit the variables and complexities of human personality into well-defined models. Although we are still some time away from being able to do that, the current models account for our most important personality traits and can predict our behavior with a high degree of accuracy.

Personality is just one of many factors that guide our behavior, however. Our actions are also influenced by our environment, our experiences, and our individual goals. This profile describes how people belonging to a specific personality type are *likely* to behave. We will outline indicators and tendencies,

however, not definitive guidelines or answers. Significant differences can exist even among people who share a personality type. The information in this profile is meant to inspire personal growth and an improved understanding of yourself and your relationships – not to be taken as gospel.

Our approach has its roots in two different philosophies. One dates back to the early 20th century and was the brainchild of Carl Gustav Jung, the father of analytical psychology. Jung's theory of psychological types is perhaps the most influential creation in personality typology, and it has inspired many different theories. One of Jung's key contributions was the development of the concept of Introversion and Extraversion – he theorized that each of us falls into one of these two categories, either focusing on the internal world (Introvert) or the outside world (Extravert). Besides Introversion and Extraversion, Jung coined the concept of so-called cognitive functions, separated into Judging or Perceiving categories. According to Jung, each person prefers one of these cognitive functions and may most naturally rely on it in everyday situations.

In the 1920s, Jung's theory was noticed by Katharine Cook Briggs, who later co-authored one of the most popular personality indicators used today, the Myers-Briggs Type Indicator® (MBTI®). Briggs was a teacher with an avid interest in personality typing, having developed her own type theory before learning of Jung's writings. Together with her daughter, Isabel Briggs Myers, they developed a convenient way to describe the order of each person's Jungian preferences – this is how four-letter acronyms were born.

Of course, this is just a very simplified description of the Myers-Briggs theory. Readers interested in learning more should read *Gifts Differing: Understanding Personality Type* by Isabel Briggs Myers. As we define personality traits and types differently in our model, we will not go deeper into Jungian concepts or related theories in this profile.

Due to its simplicity and ease of use, the four-letter naming model is now shared by a number of diverse theories and approaches, including Socionics, Keirsey Temperament Sorter®, and Linda Berens' Interaction Styles, among many others. While the acronyms used by these theories may be identical or very similar, however, their meanings do not always overlap. As a result, if you meet five people who say, "I am an INFJ," their understanding of what that means may vary significantly.

Regardless of its structure, any type-based theory will struggle to describe or characterize people whose scores lie near the dividing line. A different way to look at personalities is through the lens of a trait-based rather than a type-based model. What do we mean by that? Instead of creating an arbitrary number of categories and attempting to fit people within them, a trait-based model simply studies the degree to which people exhibit certain traits.

You may have heard the term Ambivert, which is a perfect example in this case. Ambiversion means that someone falls in the middle of the Introversion-Extraversion scale, being neither too outgoing nor too withdrawn. Trait-based theories would simply say that an Ambivert is moderately Extraverted or moderately Introverted and leave it at that, without assigning a personality type.

A trait-based approach makes it easier to reliably measure correlations between personality traits and other characteristics – for example, political attitudes. This is why trait-based approaches dominate psychometric research, but that's more or less the only area where these approaches are dominant. Because they don't offer types or categorizations, trait-based theories don't translate as well as type-based theories into specific recommendations and takeaways. Assigned categories such as Extravert or Introvert may be limiting, but they allow us to conceptualize human personality and create theories about why we do what we

do – something that a more scientifically reliable but colorless statement, such as you are 37% Extraverted, simply cannot do.

With our model, we've combined the best of both worlds. We use the acronym format introduced by Myers-Briggs for its simplicity and convenience, with an extra letter to accommodate five rather than four scales. However, unlike Myers-Briggs or other theories based on the Jungian model, we have not incorporated Jungian concepts such as cognitive functions, or their prioritization. Jungian concepts are very difficult to measure and evaluate scientifically, so we've instead chosen to rework and rebalance the dimensions of personality called the Big Five personality traits, a model that is very popular in psychological and social research.

Our personality types are based on five independent spectrums, with all letters in the type code (e.g. INFJ-A) referring to one of the two sides of the corresponding spectrum. We'll talk more about these concepts in the next chapter. This approach has allowed us to achieve high test accuracy while also retaining the ability to define and describe distinct personality types.

During the last few years, we have conducted more than 800 studies to uncover trends and correlations between personality traits and various behaviors. Many of these studies will be referenced in this profile, and additional information can be found in the Courses section of the Members Area on our website. Our goal is to give you access to our sources without repeating ourselves or overwhelming you with information. If you are particularly interested in a specific study or its statistical characteristics, please feel free to contact us via our website, and we will do our best to provide additional information.

With that aside, let's dig deeper into the five personality aspects!

Five Personality Aspects

Mind: Introverted (I) vs. Extraverted (E)

The distinction between Introverts and Extraverts may be the oldest notion in the history of personality theories. It has long been observed that some people are expressive and outgoing, while others are reserved, quiet, and more comfortable alone. The first group recharges by engaging with the external world and communicating with other people, whereas members of the second group are energized by spending time alone and connecting with their own inner world.

We focus on these differences in our first scale, which we call Mind. This scale – which is based on a person's level of expressiveness and the degree to which he or she seeks external stimulation – determines how we see and approach the outside world, including people, objects, and activities. This scale correlates with a number of other personality traits, such as willingness to volunteer, desire to engage in thrill-seeking activities, and romantic assertiveness, to name just a few.

On one side of this scale, we have Introverted individuals (the I letter in the type acronym). You might associate Introversion with being private or withdrawn – or even clumsy or antisocial – but our studies show a far more complex picture. Generally speaking,



Introverts do not seek or require much external stimulation. As you might expect, an Introvert requires less communication with others than an Extravert would, but an Introvert's preference for less stimulation can also influence his or her hobbies, political attitudes, and even eating or drinking habits. To give a practical example,

our studies have found that Introverts are less likely than Extraverts to enjoy coffee and energy drinks.



But what about Extraverts? Compared with Introverts, Extraverts are more interested in engaging with the people, objects, and environment around them. This preference manifests itself in many ways: Extraverts are less sensitive than Introverts to noise,

for example, and they are likelier to wear bright and colorful clothes. Extraverts not only tolerate external stimuli, however; they actually need these stimuli in order to support their own energy.

Extraverts are often energetic and willing to take the lead, especially in social situations. They enjoy pushing themselves to the limit and challenging themselves and those around them. Unlike Introverts, who are more cautious in their approach, Extraverts are likely to feel that they can handle life's challenges without much forethought. Whether that turns out to be true depends on many other circumstances, but overall, Extraverts tend to be more proactive in experiencing – and embracing – the world around them.

Worldwide, the three most Extraverted countries are Oman (61.66%), Yemen (59.44%), and Saudi Arabia (58.95%). The most Introverted countries are Japan (59.88%), Lithuania (55.85%), and Portugal (54.25%). In the United States, New York (50.92%), Mississippi (50.87%), and Illinois (50.64%) top the list for Extraverts, while West Virginia (53.62%), Alaska (53.6%), and Maine (53.41%) report the highest percentages of Introverts. Interestingly, if the District of Columbia were included in the comparisons, it would easily top the Extraverted list. In our study, the

average Extraversion score for the capital city's 23,310 respondents was 53.06% – significantly above New York, its closest competitor.

Advocates are Introverted. This is why they enjoy being self-sufficient, prefer working with ideas rather than people, and don't need great numbers of friends. They may even be able to tune out what is happening around them. Socializing depletes Advocates' internal energy reserves quite quickly, and when that happens, they need to return to their home base to recharge.

Again, these are just tendencies and not predestined, unchangeable traits. For instance, Advocates are perfectly capable of honing their social skills and becoming experts in negotiation or small talk. Advocates would develop these skills out of necessity, however, and not due to particular enthusiasm or interest.

Energy: Intuitive (N) vs. Observant (S)

Energy is the second scale in our model, and in our opinion it is the most important. While the other four scales determine how you interact with the world (Mind), make decisions (Nature), schedule your activities (Tactics), or react to external feedback (Identity), the Energy scale actually determines how you see the world and what kind of information you focus on.

All personality types can be divided into those that favor the Intuitive energy style and those that favor the Observant energy style. Intuitive individuals tend to be visionary, interested in ideas and abstractions, and attracted to novelty. Observant individuals, on the other hand, prefer facts, concrete and observable things, and the tried and true.

It is important to stress that this scale has nothing to do with how we absorb information: Intuitive and Observant types use their five senses equally well. Instead, this scale shows whether we focus on what is possible (making

connections *intuitively*) or what is real (*observing* the environment). If you are familiar with the Big Five personality traits, you might recognize this scale as a reworking of the openness to experience concept, with a focus on preference for (and tolerance of) novelty and ambiguity.

Individuals with the Intuitive trait rely on their imaginations and think in terms of ideas and possibilities. They dream, fantasize, and question why things happen the way they do, always feeling slightly detached from the actual, concrete world.



Although they observe other people and events, their minds remain directed both inwards and somewhere beyond – always questioning, wondering, and making connections. When all is said and done, Intuitive types believe in novelty, in the open mind, and in never-ending improvement.

In one 16Personalities study, we asked people whether they wish they had been born in the Age of Discovery (roughly speaking, the 15th through the 18th centuries). Our results showed that Intuitive types were much more willing to give up the convenience, comfort, and predictability of modern life in exchange for the excitement of exploration, distant civilizations, and the undiscovered mysteries of the New World.



In contrast, individuals with the Observant trait focus on the actual world and things happening around them. Preferring to see, touch, feel, and experience, they are happy to leave theories and possibilities to others. They keep their feet on the

ground and focus on the present, instead of wondering why or when something might happen. Consequently, people with this trait tend to be better at dealing with facts, tools, and concrete objects as opposed to brainstorming, theorizing about future events, or handling abstract theories. Observant types are also significantly better at focusing on just one thing at a time instead of juggling multiple activities.

The Energy scale influences communication style as well. Intuitive individuals talk about ideas and have no difficulties with allusions or reading between the lines, while Observant types focus on facts and practical matters. This is why Intuitive types may find it challenging to understand someone with the Observant trait, and vice versa. Intuitive types may think that Observant individuals are materialistic, unimaginative, and simplistic, and Observant types may see their Intuitive conversation partner as impractical, naïve, and absent-minded. These assumptions and biases can be quite damaging, and it takes a mature person to get past them.

Geographically, the Middle East and Asia have the largest percentage of Observant individuals, with 8 countries in the top 10 list. Saudi Arabia (71.94%), Oman (71.03%), and Yemen (69.76%) have the top scores among Observant countries, while Nepal (48.92%), Albania (48.51%) and Maldives (48.44%) top the Intuitive table.

In the United States, North Dakota (59.43%), Minnesota (59.23%), and Iowa (59.04%) are the most Observant states. On the opposite side of the table, we have Nevada (43.92%), Rhode Island (43.75%), and West Virginia (43.47%).

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

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

Nature: Thinking (T) vs. Feeling (F)

The third scale, which we call Nature, determines how we make decisions and cope with emotions. While we all have feelings, there are significant differences in how different types react to them. This scale influences a number of areas of our lives, particularly our interactions with other people.



People with the Thinking trait seek logic and rational arguments, relying on their head rather than their heart. They do their best to safeguard, manage, and conceal their emotions. “Whatever happens, you must always keep a cool head” – this is the motto of

Thinking individuals. These types are not cold-blooded or indifferent, however. People with the Thinking trait are often just as emotional as those with the Feeling trait, but they subdue or override their feelings with their rational logic.

In several of our studies, we analyzed the attitudes of different personality types toward philanthropy and charitable causes. Thinking types are significantly less likely to engage in charitable giving or to be touched by charities’ emotional appeals. Does this mean that they are unwilling to help? Not necessarily. It turns out that Thinking personalities don’t believe that giving money to charity is the best way to make a difference. They may look for other ways to be of assistance – for example, investing in education for the disadvantaged.

In contrast, people with the Feeling trait follow their hearts and care little about hiding their emotions. From their perspective, we should not be afraid to listen to our innermost feelings and share them with the world. These individuals tend to be compassionate, sensitive, and highly emotional. They would rather cooperate than compete, although they are not naïve or easily swayed.

In fact, people with the Feeling trait are likely to fight tooth and nail for their values and beliefs.

For many Feeling types, principles and ideals are much more important than, say, professional success. Although this perspective might not seem

rational, Feeling types generally adhere to their own highly individualized – and perfectly valid – logic.



Worldwide, Iran (51.91%), Georgia (50.74%), and Albania (48.94%) report highest scores on the Thinking side of the scale. On the Feeling side, we have Singapore (61.41%), Australia (60.1%), and New Zealand (59.98%).

In the U.S., northern states tend to be slightly more Feeling, but not significantly so. One interesting example is the contrast between Utah and Nevada: two neighboring states that are each first on opposite sides of the scale. In Utah, the average score is 61.19% on the Feeling side, well above Minnesota (59.61%) and Idaho (59.54%), which take second and third place, respectively. Nevada, on the other hand, is the most Thinker-heavy state in our study, with its 34,576 respondents getting an average score of 42.99% on the Thinking side of the spectrum. While that still means Feeling personality types outnumber Thinking types significantly, we rarely see such differences between neighboring regions. Other top Thinking states include Delaware (42.71%) and New Mexico (42.7%).

Advocates have the Feeling trait – they trust and prioritize feelings, relying on moral and ethical arguments, and doing everything they can to stay true to their deeply held principles. People with this personality type are kind and sensitive, always able to find something positive regardless of the circumstances. The

Intuitive and Feeling traits form the core of the Advocate personality, making them very insightful, idealistic and open-minded individuals, capable of amazing feats, especially in fields related to morality, philosophy or diplomacy. However, they also push Advocates away from the majority of the population, sometimes making it difficult for them to relate to other people, especially when it comes to accepting what they see as egoism and self-interest.

Tactics: Judging (J) vs. Prospecting (P)

The Tactics scale determines how we approach planning and how we handle available options. The implications reach well beyond our calendars, however. At its core, this scale determines our attitudes toward certainty and structure in our lives.



People with the Judging trait do not like to keep their options open. They would rather prepare five different contingency plans than wait for challenges to arise. These individuals enjoy clarity and closure, always sticking to the plan rather than going with the

flow. It's as if Judging types keep a mental checklist, and once a decision is crossed off that list, it is not open to reassessment. This mentality applies as much to grocery shopping as it does to life goals, like buying a house.

Individuals with the Judging trait tend to have a strong work ethic, putting their duties and responsibilities above all else. Our research indicates that Judging types are also strict when it comes to law and order. Of course, this doesn't mean that

Prospecting individuals are lawbreakers, but if you see someone go out of his or her way to use a crosswalk, that person is likely a Judging type.

In contrast, Prospecting individuals are flexible and relaxed when it comes to dealing with both expected and unexpected challenges. They are always scanning for opportunities and options, willing to jump at a moment's notice. People with this trait understand that life is full of possibilities, and they are reluctant to commit to something that might prove an inferior option in the future. They also focus more on what makes them happy than what their parents, employers, or teachers expect. If a specific task is not particularly important or interesting, a Prospecting individual will always come up with something better to do.



Looking at the geographical data, the global Judging-Prospecting chart has interesting similarities with the Extraverted-Introverted one. While these scales do not influence each other from a statistical perspective, many of the countries topping the Extraverted-Introverted charts have correspondingly high Judging-Prospecting scores. At the top of the Judging table we have Oman (58.05%), Yemen (57.78%), and Kuwait (55.8%), while the most Prospecting countries are Japan (55.21%), Nepal (53.74%), and Lithuania (53.62%).

The map of the United States, however, does not show significant overlaps between these two scales. On the Judging side of the spectrum, we have South Carolina (51.05%), Alabama (50.97%), and Tennessee (50.8%). On the other side, the most Prospecting states are Alaska (51.2%), Vermont (50.86%), and West Virginia (50.76%).

Advocates are Judging individuals – they are decisive and usually find it difficult to cope with uncertainty and unpredictability. This is what makes them not just natural visionaries, but also implementers, both willing and able to dedicate time to making sure that their ideas come to life. That being said, people with this personality type aren't too meticulous or rule-bound – they seek closure, but don't obsess over tiny details or procedures. Advocates are idea people rather than logisticians.

Identity: Assertive (-A) vs. Turbulent (-T)

The last scale, Identity, affects all others, reflecting how confident we are in our abilities and decisions. In a way, this scale acts as an internal sensor, reacting to the input we get from our environments – for instance, success or failure, feedback from others, or pressure caused by unexpected events. The Mind and Identity scales are the alpha and the omega of our model, acting as an external shell that we wear in all of our interactions with the outside world. Later, we will discuss the four possible combinations of these traits, which we call “Strategies,” but in the

meantime, let's take an in-depth look at the Identity scale.



Assertive individuals are self-assured, even-tempered, and resistant to stress. They refuse to worry too much, and they don't push themselves too hard when it comes to achieving goals.

Similarly, they are unlikely to spend much time thinking about past actions or choices. According to Assertive types, what's done is done and there is little point in analyzing it. Not surprisingly,

people with this trait are generally satisfied with their lives, and they feel confident in their ability to handle challenging and unexpected situations.

In contrast, Turbulent individuals are self-conscious and sensitive to stress. They experience a wide range of emotions and tend to be success-driven, perfectionistic, and eager to improve. Always feeling the need to do more, have more, and *be* more, Turbulent types may forget how exhausting this dissatisfaction can be – both for themselves and for the people around them.



While the Assertive variant may seem more positive on the surface, that is not necessarily the case. Turbulent individuals are more willing than Assertive types to change jobs if they feel stuck in their current roles, and they think deeply about the direction of their lives. Turbulent individuals may also outperform Assertive types in certain instances, because they may care more about the outcome. The willingness of Turbulent types to push themselves may ultimately enable them to achieve their goals.

Worldwide, Japan is by far the most Turbulent country, with an average score of 57.48% on the Turbulent side. Italy (53.8%) and Brunei (52.89%) come in second and third, respectively. On the Assertive side of the spectrum, we have Uganda (57.91%), Barbados (57.11%), and Nigeria (57.01%).

In the United States, there is a clear east-west divide, with the East Coast being significantly more Turbulent. West Virginia (49.3%) takes the lead on the Turbulent side, followed by Rhode Island (48.84%) and Maine (48.73%). The most Assertive states are New Mexico (54.7%), Colorado (54.66%), and Hawaii (54.28%).

Type Groups

Now you know what each type consists of. But how do they fit together?

Our system has two layers: the first (inner) one defines our Roles, the second (outer) one, our Strategies.

Roles

The Role layer determines our goals, interests, and preferred activities. Each of the four Roles covers a set of personality types that are very similar, and we will use these groups later in this profile to draw contrasts and similarities between personalities. They also serve to highlight the importance we have placed on the Energy trait. Each personality type will share either the Observant or the Intuitive trait with all other members of their group, as well as one other key trait. Advocates belong to the Diplomat Role group, along with three other personality types: Mediators, Protagonists, and Campaigners.

Analysts

Shared traits: *Intuitive* and *Thinking*

The personality types in the Analyst Role – Architects, Logicians, Commanders, and Debaters – embrace rationality, excelling in intellectual and technological pursuits. The Thinking trait makes Analysts exacting, and the Intuitive trait lets them apply their minds to almost anything, with their imaginations aiding calculated, strategic thinking, or seeing just how far the rabbit hole goes with a crazy scheme or thought experiment.

These personalities are driven to understand and create, and have no problem switching between speculative musing and frank, solutions-oriented approaches to whatever problems are at hand. Broad, intelligent vision gives Analysts an

ingenious air, but they can become overwhelmed and scattered if they don't learn to hone these abilities and use them to advance a worthwhile cause or project.

The biggest pitfall is that their intellect can give them a false sense of accomplishment. They tend to prefer the world of ideas to the sober reality of follow-through, and by assuming the role of critic instead of participant, Analysts sometimes risk being functionally outpaced by those who simply sit down and do the work. They can earn themselves the unsavory title of “armchair analysts” while those with more real-world experience continue to create real results. Analyst personality types can lack a proper respect for those of simpler vision and expression, whatever their background, and it can hold them back.

Analysts value their intellect above all else, and it can be a challenge convincing them it's worth checking their many hypotheses with an experiment or proper evidence to be sure. To many Analysts, if something makes sense in their minds, that's as good as proved, and a great deal faster. Analysts can be brilliant, but they're still human; under the influence of ego, these personality types can get in the habit of advancing clever opinions instead of objective facts.

Analysts' positive self-identity stems largely from their formidable drive to learn, and their clever and sharply witty banter can make them excellent debate partners. Often insatiable readers as well, Analysts can be found stockpiling books, questioning teachers, and driving conversations in forums across the world wide web. These types prefer their own processes and pace, and are energized by exercising their minds on their own time.

Analysts are also relentless self-improvers. Once they've recognized a flaw, they apply all of this cold rationality, honest reflection, imagination, and desire for results to make it right. Analysts' forceful, imaginative vision, when trained and focused, enables these personalities to conceive and accomplish things most thought impossible.

Diplomats

Shared traits: *Intuitive* and *Feeling*

Diplomats – Advocates, Mediators, Protagonists, and Campaigners – tend to be warm, caring, and generous individuals, shining in diplomacy and counselling. These personality types promote cooperation and harmony, tolerating discord only as a step towards positive change. Their perceptive abilities seemingly go deeper than the traditional senses – it’s as if they have a full set of tuning forks in their hearts that can resonate with people’s emotional states, and this empathetic sensitivity creates deep connections with others.

This is not as mystical as it can seem. Diplomat personalities deeply value understanding, and a lifetime of self-reflection grants them insights into others’ motivations that they might not even understand themselves. Diplomats can use this to shape the way others feel, but it would be out of character for them to use this for ill.

Diplomats’ people skills nurture friendship and healing with pure, genuine empathy. Causing distress feels to them like wounding their own psyche, so they prefer to gently nudge loved ones and strangers alike in a positive direction. Diplomats find the ideals of humanism rewarding: kindness, understanding, altruism, and growth warm them like a bonfire on a chilly autumn day. These personality types envision a prismatic, kind world.

The Intuitive trait plays a big part in this optimism, but it also makes Diplomats sensitive to injustices that would jeopardize that ideal world. They can be aggressive against forces they perceive as evil, and are capable of steely action when they feel they have moral high ground. Diplomats’ sensitive emotions may flare to outright combativeness if provoked; with self-righteous momentum and weighty ideals, these personality types can steamroll others. If they let inspiration

trump rationality unchecked, they can sometimes go too far, damaging the very causes they hold dear, however justified the outrage.

Tempering this passion with cold practicality is a challenge for Diplomats. They are often reluctant to make and carry out tough decisions or plans lacking in empathy, and often struggle with carrying out a plan at all. They find greater satisfaction in abstract self-exploration and understanding the issues that affect those least able to defend themselves than mundane accomplishments and day-to-day tasks. Diplomats emphasize experience and understanding rather than calculable achievement.

Among friends and family, Diplomat personalities can range from quietly caring to brightly gregarious, so long as they can pursue the mutual exchange of thoughts and feelings they value so highly. But they can overextend themselves in this more personal aspect of their lives as well – emotionally, physically, or even financially. Diplomats' open hearts make them vulnerable when others aren't as considerate, though they wouldn't have it any other way. Someone must trust first, and they will almost always be the volunteer.

Diplomats embrace travel as readily as anyone – they like exploring other cultures and people's colorful ways. These personality types are creatively inclined, often practicing artistic expression in diverse forms, and see magical beauty where others see the hum-drum of daily life. For a group with such progressive attitudes, they also appreciate seeing things as they are, a pure expression of a way of thinking and being. Diplomats can be passionately inspired by experiences: music, cuisine, theater, nature, and anything else that goes beyond the obvious can rise to divine art in their eyes.

Like a gardener planting in fertile earth, Diplomats seed the world around them with progressive change and gentle beauty. Diplomats feel connected to forces they may not fully understand, a deep sense of faith that may express itself, if not

always through traditional religion, as spiritual belief. Diplomats pursue things with an underlying idealism and a sense of higher purpose; activism, spirituality, healing, the arts, and charity are common interests for these personalities. They have a conviction to serve a greater good, motivated by intangible rewards felt in the heart and soul.

Sentinels

Shared traits: *Observant* and *Judging*

Sentinels – Logisticians, Defenders, Executives, and Consuls – are cooperative and practical. Their grounded approach helps them feel comfortable with who they are, defining themselves not by individualism, but by character and competence. These personality types seek order, security, and stability, and tend to work hard to maintain the way of things, leading to a deserved reputation as the core of any group or organization, from family to church to the office and the factory floor.

These types embrace teamwork, but expect the same performance and respectability from others that they strive for themselves. Sentinels often dislike strident nonconformity because they envision progress through collaboration and hard work within a known set of rules – to let everyone do their own thing on a whim would be anarchy. Sentinels prefer proven methods and honest accomplishment to self-indulgent exploration and esoteric ideas. Because these personalities are deeply prudent, they also tend to be self-motivated, and rarely need external inspiration to be productive.

Their grounded perspective leaves little room for random musings, but Sentinels are not unimaginative. They experiment for anticipated gain rather than intellectual thrills, and excel in making challenging situations work. Revolution does not appeal to people from this Role, who tend to learn from the past and remain loyal to the tested truths and traditions they were brought up with. Where

some see fascinating philosophy, Sentinels may see preposterousness: these personality types favor practiced methodology over abstract theory.

Having authority allows Sentinels to practice their virtues. Effective in leadership roles, these types motivate others by energetic example and feel satisfaction from guiding a well-functioning group – they tend to make excellent teachers, managers, and community officials, as well as parents and hosts. These personalities are meticulous and traditional, excelling in logistical and administrative fields with clear hierarchies and rules as well. Opting for successful completion whenever they can, Sentinels can be controlling, but gladly compromise when needed to get things done.

Sentinels feel rewarded by shepherding others, and enjoy coordinating and sharing fun social experiences with friends and family. They believe it is their responsibility to give their families safe, happy lives that prepare them for the real world. An appreciation of strong relationships allows them to share generously with those they respect and love – these types feel bolstered by having reliable people in their lives, and will do what they can to make sure they hold up their end of the bargain. Birthdays, dinner parties, and camping trips are delightful events under their enthusiastic direction.

These personality types are happiest without drama, though their admirably stubborn loyalty can certainly attract it if they feel they need to stand by a friend, regardless of whether they're in the right or wrong. Inconsistent people can test Sentinels' tolerance and provoke harsh judgement. Sentinels tend to prefer predictability over novelty and familiar pleasures more than cutting-edge excitement. It can be difficult for Sentinel personalities to accept people who lack their studious ideals, but they often respond as engaged and caring mentors to those who wish to grow in that direction.

Explorers

Shared traits: *Observant* and *Prospecting*

Explorers – Virtuosos, Adventurers, Entrepreneurs, and Entertainers – possess a self-reliant mix of enthusiasm, quick thinking, and ingenuity that can lead to impressive personal and professional accomplishments. Comfortable with uncertainty and minimally concerned with preparation, these personality types simply adapt and overcome as events present themselves. Explorers' flexibility helps them make snap decisions in the moment, and they're unlikely to dwell on the future or the past.

They aren't obsessed with precise detail (unless they're really in the zone, in which case they can muster a level of precision and focus that would make a seasoned engineer blush). Usually, they require workability rather than perfection. Explorer personalities are utilitarian masters of diverse tools and techniques, ranging from instruments and engines to the art of persuasion, and they distinguish themselves in crises, crafts, and sales.

This versatile decisiveness doesn't mean commitment, however. Explorers can change their minds with minimal regret or second-guessing. People in this Role dislike monotony, and often feel tempted to stray from obligations in favor of entertaining new things. They experiment with many interests and live and breathe whatever they connect with – for a time. If these personality types sometimes leave business unfinished, let clutter build up, or misplace important things, it's because they've moved on to something fresh.

Explorers enjoy being free of obligations, where they can indulge themselves or their interests on their own time. An Explorer might design and build their own dream house, enthralled with the process, but end up procrastinating on simple repairs after a few years. They are highly motivated when steering themselves

through something interesting, but don't like being restrained by anything "mandatory."

Their relaxed, free-form attitude makes Explorer personalities socially dynamic as well. They often seek out people and experiences that cater to their senses, finding more pleasure in stimulation than planning. They happily approach appealing strangers and interesting experiences, and when things get in the way of a good time, they apply their ingenuity to getting around it. Explorers want to see what happens next!

The same themes run through their friendships and families, though these relationships have much more staying power than most other interests. Rather than forcing relationships into or out of existence though, Explorers let things flow naturally according to their desires. Compatible people simply become a part of their lives. These personality types tend to be individualistic and freedom-loving, going their own way with little regard for naysayers, but they do enjoy knowing that the people they trust will be around in the end.

Explorers are highly spontaneous, connecting with and adapting to their environment in a way that is almost childlike in its wonder and sheer fun. It can be a challenge for them to work for things with a distant or unexciting payoff, as they need a sense of immediacy to feel truly engaged, but when they are passionate, Explorer personalities can move heaven and earth.

Strategies

The Strategy layer reflects our preferred ways of doing things and achieving our goals. There are four strategies: Confident Individualism, People Mastery, Constant Improvement, and Social Engagement. Depending on their type variant,

Advocates fall under either Confident Individualism (Assertive Advocates) or Constant Improvement (Turbulent Advocates).

Confident Individualism

Shared traits: *Introverted* and *Assertive*

Confident Individualists typically trust in themselves, and they often embrace solitude to pursue their own interests rather than seeking out social activity. Fascinated by personal projects, people following this Strategy often have an impressive range of skills and interesting ideas. But projects are usually only pursued for their own merit – Confident Individualists tend to feel that social displays and bragging are time and energy wasted. These personality types are proud of who they are, what they know, and what they can do, but they don't feel the need to prove themselves to others.

Confident Individualists engage their internal inspiration instead of searching for motivation outside themselves. They favor privacy, and aren't particularly fond of interacting with society, whether in a strictly social sense or when embracing broader societal goals. These personalities often favor substance over superficiality and personal honesty over playing along, and prefer a utilitarian approach, even when pursuing esoteric goals.

This utilitarianism also means that Confident Individualists are not easily drawn into emotional drama. They hold their own opinions firmly, but tend to see little reason to try to convince others. When drama does arise, these personality types express their truth with little concern over whether they'll cause friction or offense. Confident Individualists tend to endorse self-reliance over cooperation, and are rarely pressured into agreeing with or lending support to others unless they believe in the cause.

This relaxed self-assurance means that Confident Individualists may not push their boundaries. Their live-and-let-live attitude goes both ways: they don't need to convince others, and they tend to expect others to return the favor. While highly capable, they can miss information and opportunities that challenge their views because they simply don't place much importance on factoring in others' approval. They can be tolerant in disagreement though, respecting others' individualism just as they respect their own.

When these personality types form friendships, they tend to be strong and honest. Because these types don't feel like they need other people's approval, their loyalty and affection is a deliberate expression of affection. Impressing a Confident Individualist earns their respect and care, and these types make for dedicated, passionate friends.

Self-reliance is central for these types, and they handle difficult situations well because they tend to be emotionally secure, bold, and resistant to stress. They rarely seek leadership or the spotlight, but when they do find themselves in these positions, these personalities lead by an example of self-determination and uncomplicated honesty – they appreciate grace, class, and form, and rarely seek to impress by appearances alone. When acting with knowledge and wisdom, Confident Individualists can be noble pillars of strength.

People Mastery

Shared traits: *Extraverted* and *Assertive*

People Masters are highly stress-resistant, maintaining confidence through life's challenges, social pressures, and any questions of their capabilities. These personality types seek social contact and have solid communication skills, feeling at ease when relying on or directing other people. People Masters' mantra is

fearless engagement – to be is to do. This is not a group known for its timid opinions or idleness.

People Masters feel rewarded by stimulation and challenging experiences. They like travelling to see things, people, and places, where they can experience a richer understanding of the world around them. These personalities like sampling new foods, lifestyles, and cultures; even things they don't end up liking can be entertaining excitement for them.

Sometimes, though, People Masters are too confident. Insulated against self-doubt and the need to prove themselves, they don't always test, or even consider, their own limits or ambitions. They can slip into a pattern of endless fun and comfort-seeking, rolling their eyes at those who press themselves towards more intimidating goals. At the other end of the spectrum, these personality types can just as easily ignore sensible caution, putting themselves in extraordinary and dangerous situations, confident they can find their way through.

Most fall somewhere in the middle, embracing healthy ambition and competition so long as they play a meaningful part in social circles and leadership. Social interaction plays a big part in People Masters' happiness. While not dependent on people's approval for emotional security, they appreciate acclaim for their accomplishments and bright personalities, and can be a touch showy from time to time. These types are self-confident, but they are often lost without people to lead, laugh with, and love.

Their charisma, self-assurance and boisterousness can sometimes be trying qualities. People Masters prefer cooperation, but have few qualms about dominating their opposition to achieve their goals, boldly promoting themselves and using their social skills to get ahead. This Strategy understands people's needs, but can just as easily use this as a weapon rather than a tool of compassion if they have their sights set on something big.

People Masters can compromise when needed, but these personality types tend to be better talkers than listeners. They can be very demanding, criticizing people's performance regardless of their feelings because they expect no less of themselves. That said, these types are moderate in their disagreements because their ego and confidence aren't at stake the way they often are for Turbulent Strategies. People Masters are not fond of grudges, content to let bygones be bygones. They are more likely to be socially idealistic, with the intent of bringing people together to make things happen – petty grievances just get in the way.

People Masters' charismatic virtues shine in social contexts, and these types have little fear of rejection and a passion for inclusion. They prefer to take the lead, but sharing the journey through other people's eyes enhances their own enjoyment as well. People Masters share in all aspects of people's lives, making these personalities strong, honest friends, parents, spouses, and colleagues, serving as wellsprings of energy, joy, and mutual success.

Constant Improvement

Shared traits: *Introverted* and *Turbulent*

Constant Improvers are sensitive and contemplative individuals who enjoy having their own space and freedom. They are often deep and creative individuals, though often tense and more comfortable on their own than mixed up in the judgment of the real world. With the two personality traits most representative of a sensitivity to their environment – Introversion and Turbulence – they are reserved when dealing with strangers or new situations, often turning inwards or focusing on peacekeeping instead.

These personalities' caution in the face of unfamiliar challenges can sometimes look like a lack of motivation, but this is usually just self-doubt – Constant Improvers have a strong drive, but it comes paired with a strong fear of failure.

They invest a great deal of their identity in their successes, and even a minor misstep or embarrassment can be crushing.

The vigilance learned from a lifetime of ups and downs gives these personality types a knack for sensing trouble. This is a strategic wariness that can be quite useful in situations that need to balance risk and reward, whether a financial investment or a romantic opportunity. Though they can seem frustratingly over-cautious to others, Constant Improvers would rather not face calamity, so they excel at avoiding it with preventive insights.

Since they aren't always comfortable with energetic exchanges with other people, Constant Improvers often direct their attention elsewhere, striving to master hobbies, careers, bodies of knowledge, or new means of self-expression. Their restless drive, self-doubt, and solitary mentality can combine to create impressive, beautiful results.

High-achieving and perfectionistic, Constant Improvers generally try to do their best in their endeavors, dedicating tremendous time and energy. These personalities can put so much pressure on themselves that they diminish their own impressive accomplishments by fixating on the slightest flaws or dismissing successes as luck rather than skill or dedication.

Taken too far, this perfectionism can also drive endless rumination – an unhealthy obsession with perfection will reveal flaws in the best plans, and Constant Improvers often feel forced to abandon a course of action because something doesn't line up right. Whether working feverishly or picking at the threads of an idea though, Constant Improvers can be intense about their goals, and progress towards internal balance can lead them to amazing personal accomplishments.

Alongside their personal efforts, these personality types also care a great deal what others think of them. This can be very useful, but they can take this to a fault:

fixating on others' expectations can sour social efforts into awkwardness. Constant Improvers are easily thrown off-balance by conflict, and may communicate timidly, or not at all, for fear of hurting people's feelings, provoking a confrontation, or looking the fool.

Sometimes it takes peer approval and active encouragement for this Strategy group to recognize their own virtues. These personalities often benefit from friends and colleagues patient enough to get to know them and who give them a chance to speak their minds. When treated considerately, these types become devoted partners and begin to reveal their kindness, insights, heartfelt support, and the complexities of their approach to the world, from sometimes (oddly specific) plans for obscure situations to starry-eyed ambitions.

Social Engagement

Shared traits: *Extraverted* and *Turbulent*

Those with the Social Engagement Strategy are an interesting group. In some ways, Extraversion and Turbulence conflict with each other: Extraversion leads to risk-tolerance and boldness; Turbulence reflects self-doubt and sensitivity. Turbulence also contributes to impulsivity, which Extraversion makes highly visible. This means Social Engagers tend to do what comes naturally first and think about it later. In this way, they are almost an exaggeration of their underlying personality types. This isn't a bad thing.

Social Engagers enthusiastically engage the external world, not content to live in their minds, drawing emotional security from positive interactions. In business and among loved ones, these types are usually the center of attention. Social Engagers meet the needs of the crowd in social settings, but they sometimes hide their true selves to impress other people. They appreciate social status, and often

portray themselves as the person they aspire to – usually a purer form of their personality type – in order to achieve it.

Social Engagers often experience stunning highs and lows as their Extraversion pushes their Turbulent need for success into overdrive and their Turbulence creates an immediate sense of regret, warranted or not. These personality types can be surprisingly competitive, measuring themselves against peers and hoping others notice their accomplishments, then retreat, suddenly becoming averse to conflict, leading them to apologize for or avoid confrontations – even those that ended in beneficial discussions.

These personalities may falter occasionally in their self-confidence, but ultimately they are driven to improve and achieve. At the end of the day, they have no trouble blowing off some steam and enjoying a much-needed break, either. Social Engagers enthusiastically pursue stimulating and exciting experiences, especially with a group of friends. They much prefer to dive into an experience than to sit down for a reserved evaluation, though many will naturally regret their hot-headed lack of planning down the road.

This push and pull between ambition and alarm, impulse and caution, highs and lows can itself be quite stressful, but it's all part of this Strategy's charm. These personality types are often restless in pursuit of their goals to improve their circumstances, but show their passion by indulging their desires through some earned fun (and maybe shopping for something impressive). Social Engagers work hard at their personal and professional development, striving to meet all manner of stringent standards, but they lead dynamic lives as well, filled with companionship, sharing adventures and accomplishments with others whenever possible. Whatever direction they pull, they are sure to pull the crowd with them.

While the Strategies are important, this series of e-books simply doesn't have the space to explore them properly. For now, we'll focus on the inner core: The four

Roles. Look to future updates to the series and the Courses section in the Members Area to see this aspect explored more fully.

Who Is “The Advocate”?



Throughout this book, we will discuss how Advocates’ traits manifest themselves into this complete personality type. The interactions between these traits result in a unique set of behaviors that will be examined concerning their effects on personal growth, relationships, and academic and professional development. The following paragraphs are a brief overview of the Advocate personality type, and each section will be explored in much greater detail in subsequent chapters.

Personal Growth

Advocates are the rarest personality type, making up around one percent of the population (depending on the region). But this rarity shouldn’t be mistaken for invisibility. While their Introversion can cause Advocate personalities to seem calm, reserved, or shy, they’re resolute in their beliefs. With passion and focus, Advocates leave their mark on the world.

As Diplomats, Advocates have an inherent sense of idealism and morality, but what sets them apart is the accompanying Judging trait – these personalities aren’t idle dreamers, but people capable of taking concrete steps to realize their goals and make a lasting positive impact. Though they may be cautious, Advocates’ inner flame and passion shouldn’t be taken lightly. Like other Diplomats, Advocates

possess the Feeling trait – genuinely affectionate and caring, they express these natural qualities with quiet sincerity. Advocates have noble aspirations and deep convictions and are dedicated to realizing their visions of a better world.

If Advocates are often quiet, theirs is a thoughtful silence, an internal debate that must come to a consensus before action may be taken. Once caution has been exercised, however, Advocates are decisive, rendering their judgment on a subject with a firm but fair finality – though always with the option reserved for an impassioned appeal. Prudent in their decisions and honest in their dealings, Advocates may find themselves pushed to the forefront of any movement they take part in, even if they would otherwise shrink from the spotlight.

Even if it's in the service of virtue, Advocates' relentlessness doesn't come without cost. When Advocates' behavior grows unbalanced, they can turn their personal cause into an obsession. Overzealous Advocates may push their physical and emotional limits past the breaking point, becoming burned out, cynical, or despondent. Interpersonal conflict and criticism are also difficult for Advocates, whose sensitivity may lead them to become emotionally guarded, evasive, or distrustful. But rebalancing behaviors, explored throughout this profile, are skills that can be learned, with the goal of helping Advocates to become fuller expressions of themselves.

Relationships

Human bonds are of paramount importance to Advocates, who do all that they can to ensure that these ties remain strong – not through coercion, or appeals to individual loyalty, but through the slow, steady task of changing hearts and minds. Though Advocates are rarely domineering in their assertions, others may nevertheless find it uncomfortable to be too long in the company of such unswerving drive. While the intensity of their convictions may be too much for

some, those who share Advocates' principles are in awe of their devotion. This leads to long friendships and dedicated partnerships, romantic or otherwise.

As much as Advocates might draw strength from the people in their inner circle, rarely are they satisfied to let their sphere of influence end there. Tolerance is not an easy virtue for Advocates, however, who have difficulty accepting the messy pragmatism of others considering their rigid moral code. Learning to compromise – without becoming compromised themselves – is a delicate balancing act for Advocates, torn between their compassion for others and their need to remain faithful to their ideals.

Advocates who accept the small imperfections in others (and admit the small imperfections in themselves) may well find that within these flaws lies a wealth of undiscovered wisdom.

Academic and Professional Development

Advocates find fulfillment in work that improves the lives of others, and the occasional charity event is unlikely to satisfy this need. No surprise, then, that many Advocates dedicate themselves to one of the helping professions, whether the requisite path is college, grad school, or law school. If circumstances delay Advocates' dreams of more meaningful work, their strong interpersonal and logistical skills allow them to persevere in a less desirable position until one more suitable opens up.

However, though Advocates are diligent and industrious in any work they do, strict hierarchies and aimless busy work are incompatible with their mindset. Whether in the classroom or on the job, Advocates who are not regularly presented with meaningful challenges will eventually go in search of an environment where they will be.

It's important for Advocates to remember that "important work" can be done at all levels, and that Advocates who devote years of study to becoming psychiatrists, attorneys, or professors are to be admired. However, we should also respect the contributions of the countless Advocates who move the world in their individual ways.

On That Note...

This introduction has provided only a brief outline of Advocates' potential strengths and weaknesses. As with any personality type, such a framework alone is insufficient to provide actually useful information. In the following chapters, we will discuss these areas in much greater detail and provide further information, as well as suggestions and resources for improvement. Understanding one's personality type is incredibly valuable, and we hope that the following information proves useful.

Advocates You May Know



Martin Luther King

Nelson Mandela

Mother Teresa

Alanis Morissette

Jimmy Carter

Nicole Kidman

Goethe

Morgan Freeman



Jon Snow
Game of Thrones

James Wilson
House M.D.

Aragorn
The Lord of the Rings

Galadriel
The Lord of the Rings

Michael Scofield
Prison Break

Rose Bukater
Titanic

Desmond Hume
Lost

Aramis
The Three Musketeers

Advocates' Personal Growth



Advocates believe in the power of personal growth. These types aren't idle dreamers, but individuals capable of taking the steps needed to realize their goals and make a lasting positive impact. Their noble aspirations and closely-held convictions are dedicated to realizing their visions of a better world, and this means being committed to self-improvement as well.

A decisive type, Advocates render their judgment on a subject with a firm but fair finality – though they're always willing to hear out an impassioned appeal. Prudent in their decisions and honest in their dealings, Advocates often find themselves pushed to the forefront of any movement they take part in. Even if they would prefer to shrink from the spotlight, they rise to the occasion because they accept that every opportunity for personal growth should be embraced whenever possible.

Motivation and Development

Advocates tend to find motivation from five closely related, but distinct, motivational aspects.

- **Self-esteem** speaks to Advocates' sense of worth.
- **Self-respect** speaks to how much they like themselves.
- **Self-confidence** is the energy source that moves Advocates forward in life.
- **Self-evolution** describes the process of personal growth that Advocates need to fully develop their potential.
- **Self-responsibility** is the ability to take charge of their decisions and consequences without being dependent on others or merely blaming fate.

If all five core aspects are properly balanced, they can promote a successful and fulfilling life. If these elements become unbalanced, however, they become a source of overwhelming difficulty. For example, when Advocates feel a lack of self-confidence, they might compensate with behaviors that give them confidence – and problems arise when they overcompensate and throw their entire life out of balance.

Prone to being overly idealistic and impractical, Advocates must take care to approach their lives in a balanced and holistic way. As with all personality types, when their needs are not met, Advocates can fall victim to their “dark side.” This dark side manifests itself when an individual is particularly stressed, fatigued, or frustrated by their perceived weaknesses. In those cases, an “evil twin” may reveal itself as the opposite of their personality, throwing their underdeveloped shadow traits into the light. It seems as if they suddenly adopt an entirely different approach to their career, romantic relationships, habits, and other major facets of their life. This “dark side” will be discussed in detail in the Unbalanced Advocate sections.

In the following sections, we'll first examine Advocates' characteristics in their ideal, balanced, and fully developed form. Using these motivational aspects in a balanced way helps Advocates lead fulfilling, productive, and happy lives.

Next, we will describe the tendencies that emerge if these aspects become unbalanced. These represent departures from healthy and productive motivation strategies and explain adverse effects Advocates experience when disconnected from their true selves.

Finally, we will discuss what can be done to improve balance in each of the motivational aspects. Exercises, tips, and concrete actions are provided to aid the process of personal growth and development.

Self-Esteem

Balanced Advocate Self-Esteem

Self-esteem is an individual's sense of self-worth. Balanced Advocates derive their feelings of worth from their compassion. They need to know they have connected with other people, but not in a simple social sense – it must be deeper, perhaps even spiritual. These types need to exercise empathy and creativity to feel as though they have a purpose. Leading with their vision, feelings, and insight, they gravitate to causes and activities that provide focus on larger, idealistic concerns.

These causes offer a perfect opportunity for balanced Advocates to connect with others and to express their passions. Advocates are altruistic, and find their identity and worth in the good they do in the world. When balanced, they utilize their ability to connect with others in a genuine and inspiring way that engages and motivates those around them. Balanced Advocates are drawn to helping or teaching professions where they can more readily express their compassion or feel a sense of community.

Unbalanced Advocate Self-Esteem

Since compassion is so firmly connected to an Advocate's sense of worth, they may overcompensate when they feel undervalued by taking on more work – sometimes too much. The world is full of people with needs, and unbalanced Advocates, driven to satisfy their need to gain a stronger sense of their worth, may find themselves signed on for too many acts of goodwill. Indeed, our research has shown that unbalanced Advocates are the most likely type to feel guilty whenever they put their interests first.

As they work themselves into overdrive to help others, they may end up losing sight of their needs and sense of balance. Burnout is a real danger for unbalanced Advocates as they take on other people's problems – sometimes even going so far as to take full ownership of them. This tendency makes them vulnerable to unscrupulous people who would take advantage of their need for a connection.

When unbalanced Advocates experience burnout from taking on too much with too little self-care, or begin to feel resentful for being taken advantage of, they may start to engage in behaviors that are a result of their dark side. The “evil twin” that appears when self-esteem is out of balance causes Advocates to ignore internal rules that they're usually so careful to follow and, instead, decide to follow a less altruistic and more self-focused moral compass.

Rebalancing Advocate Self-Esteem

Being Different

Most importantly, Advocates need to remember that what suits most of society doesn't necessarily suit them. People with this personality type, especially males, are rare, so it's entirely understandable that wider society's values – seeking material rewards, socializing, or following the well-traveled path of “study, work, buy a house” – may seem forced and unnatural to Advocates.

These types may feel torn between their hearts telling them that a kind of behavior goes against their beliefs, and their heads whispering that to get ahead in life requires compromise. Society, especially in the Western world, is dominated by Observant types (specifically Sentinels), and they usually get to set the rules, spelling out which traits are considered strengths and which are seen as weaknesses.

This doesn't mean that Advocates need to change who they are to be successful. There are many unique and rewarding directions in life, and they can be discovered not by trying to mold one's personality to suit someone else's expectations, but by recognizing one's room for growth.

This powerful, inspiring quote from a commencement speech by Steve Jobs given on June 12, 2005, reminds us the key to rebalancing Advocates' self-esteem lies in the courage to be as kind, compassionate, and accepting of themselves as they are of others:

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because Death is very likely the single best invention of Life. It's Life's change agent. It clears out the old to make way for the new. Right now, the new is you, but someday not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it's quite true.

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

Advocates should remember that being different helps make a difference. These socially-conscious individuals use their empathy and compassion to empower those around them. Consider, for example, Advocate lawyers. They may feel inclined to pursue traditionally rigid, but lucrative, specialties – taxes, health insurance, etc. – but every so often, they can take on pro bono cases focused on social progression.

Advocates can indulge this personal need by dedicating at least 30 minutes of their day to an event, organization, or cause that they're passionate about. This can be anything from encouraging a friend to sitting in on a committee trying to invoke change.

Self-Respect

Balanced Advocate Self-Respect

Balanced Advocates feel good about who they are when they're doing good for others. But the good they do is more than simple deeds. These types live in a world of ideas and visions and are heavily influenced by their feelings. For them, how they do good is likely influenced by a larger ideological framework, rather than random opportunism.

When balanced, Advocates respect themselves most when they stand against injustice and cruelty. They need to see themselves as a benevolent force in the world. It doesn't necessarily have to involve any big act, just a big idea. Whether something as simple as dealing with a single child's self-esteem or as large-scale as world hunger, Advocates' actions might be personal or global – it all depends on the other factors in their lives.

Perhaps the best illustrations for this are balanced Advocates' reactions in our studies. When asked whether it upset them that they couldn't help everyone, 88%

of Advocates said yes – almost twice as many as some other types. It's this selfless and passionate idealism that distinguishes Advocates from everyone else.

Unbalanced Advocate Self-Respect

Advocates share a weakness for relentless perfectionism, and people with this personality type are often highly critical of themselves. Perfectionism also leads to more stress, a problem that's worse for anyone Introverted. Unbalanced Advocates are prone to frustration, both with themselves and others, when their perfectionistic tendencies take over and create unrealistically high expectations. Frustration and disappointment can start building up pressure, and without venting strategies, these can cause Advocates health issues and damaged relationships.

Unbalanced self-respect can also result from the frustration that arises when Advocates haven't discovered their cause or purpose. This uncertainty creates a lack of focus that can bring about unbalanced Advocates' dark side. They may begin to engage in some unhealthy tendencies such as drinking, gambling, and engaging in random (potentially unhealthy) relationships. Another possibility for unbalanced Advocates who become too self-deprecating is to isolate themselves from others and stop participating in meaningful relationships with friends and family.

When unbalanced, Advocates are too idealistic when it comes to other people, and too demanding of themselves. While they can be visionaries and truly inspiring leaders, their poetic justice and idealism don't always survive contact with reality. Mature, experienced Advocates aren't as affected by this as much as younger ones, but such a tendency comes unavoidably with the idealism evident in all areas of Advocates' lives. It's crucial for unbalanced Advocates to recognize that the world we live in isn't ideal. Since their self-respect hinges on their ability to "make

a difference," they may struggle with feeling inadequate when they fail to live up to their ideals – or convince others of the importance of their ideals.

Rebalancing Advocate Self-Respect

Finding a Cause

To feel truly fulfilled, Advocates need to have a reason or purpose. Their self-respect hinges upon finding their purpose in life or cause to embrace. It's also a necessary part of self-evolution to identify their values, goals, and mission – so this process is vital for Advocates regarding achieving balance.

One way to deal with the divide between Advocates' passion and a relatively indifferent world is for these types to consider what truly drives them and identify their core values. The most important goal for people with this personality type is to find their true self, their identity. Consciously or unconsciously, Advocates are always seeking self-realization, trying to understand who and what they are. This is one of the reasons Advocates become so attached to things they can relate to.

However, it's important to realize that regardless of what a cause is about, Advocates' involvement reflects certain values. Those values are far more important than an individual cause, as they can manifest themselves in many ways. Consequently, it's better for these types to abandon a cause for another day, and find other ways to honor their principles than to sacrifice their happiness because of over-commitment.

Exploring one's emotional needs and passions can be done via journaling three times a week. Advocates can set aside at least 15 minutes on writing days to focus on their internal landscape. Having a concrete record of their thoughts can be the easiest way to identify emotional patterns. When doing this, consider some of the following questions:

- Why do I feel this way?
- Do I feel this way because of the situation at hand, or is this reoccurring emotion?
- If I lived in a vacuum, without the rest of society present, how would I personally feel about this?

Celebrating Failure

Advocates have high expectations for society, for others, and especially for themselves. This type of all-encompassing perfectionism can be one of the greatest obstacles to a good life. For this compassionate type, focusing on all the things that haven't been accomplished – both on a personal and global scale – can be incredibly demoralizing. To remedy this, Advocates can reframe their expectations. Rather than putting all imperfections beneath a microscope, they can instead focus on the gift of failure.

The key is to focus on failure as a lesson rather than an implication of lack of skill or capability. When faced with expectations being unmet, Advocates can tell themselves a variation of the following: "This hasn't succeeded... yet."

However, this isn't to say that Advocates should keep developing issues or solutions until they reach their ideal standard (which is likely to never happen with perfectionists). Rather, these types can become more comfortable with imperfection (both theirs and others) by understanding that if they are healthy, and if they are doing their best, then that alone is enough.

Self-Confidence

Balanced Advocate Self-Confidence

Balanced Advocates' confidence comes from feeling connected to their true selves. They dislike anything that they regard as phony, and always strive to be as real as they can. Masks, lies, and insincerity offend these types, and to feel confident, they must be true to who they are.

Among all personality types, they're the most willing to spend time reflecting on things happening around them. It's only natural that some of these thoughts are about their ideals, values, and goals. For balanced Advocates to trust in themselves, they must feel as though they truly know themselves. Self-confidence and trust in themselves come from growth, self-understanding, and understanding those around them. It's much easier to be confident when you trust who you are and have a better understanding of other people.

Unbalanced Advocate Self-Confidence

Since being genuine is crucial to their confidence, unbalanced Advocates who don't know themselves experience a kind of "identity panic." Being a unique and rare type, most Advocates experience a disconnect between their personality traits and how society expects them to think and behave. The constant mixed messages, especially in cultures where Extraverted and Observant types are the "norm," can lead to dissatisfaction with themselves and an enormous amount of struggle and even self-loathing if there isn't a strong support system in place. When self-confidence is unbalanced, the usually cautious and decisive Advocate's "evil twin" rears its head, and they begin making impulsive decisions without taking the time to consider all the necessary components.

Other dilemmas that unbalanced Advocates face are social interaction issues, especially when they are required to interact with people they don't know. Out of all Diplomats, Advocates are the ones most likely to agree that they have trouble in social situations. As Introverts, they're used to being alone and engaging in self-reflection instead of relying on other people. They seek order in conversation, instead of simply going with the flow. The combination of these traits makes it difficult for unbalanced Advocates to engage in small talk and leads to awkwardness in social situations, especially if others aren't willing to take the lead. Consequently, unbalanced Advocates often experience anxiety well in advance of social events, knowing they're likely to be challenging.

Unbalanced Advocates' self-confidence can also suffer in situations where they are experiencing criticism, especially if it's directed toward their principles and core values. Inability to handle criticism in a positive manner discourages unbalanced Advocates from asking for other people's feedback or opinions, which then creates distance in personal and professional relationships. Caring too much about what others think and worrying about other people's expectations is a hopeless exercise, as even the best intentions may not be enough for some people.

Rebalancing Advocate Self-Confidence

Communicating Mindfully

Advocates have a lot to say, but other people won't always want to hear it, especially if it frightens them or makes them feel insecure. While it's common for people to ask each other for advice, it takes strength to accept honest criticism. Some people will actively fight it, expecting affirmation that they're doing the right thing instead of looking for honest advice or criticism. Advocates can utilize their empathy and self-confidence to communicate with others in both an honest and compassionate way.

Advocates also have a knack for written communication, and their writing style is smooth, pleasant and convincing. These types should cultivate these talents, and rely on them when it comes to conveying a message or an idea. The rapid expansion of the Internet has been an enormous boon to Advocates, giving them many excellent opportunities to exercise their writing skills and reach a global audience.

Blogging platforms and social media offer great ways to express thoughts and ideas. Advocates shouldn't be afraid to express themselves in these new mediums, especially when they can do so in writing. Interacting with others in the Internet's "Introvert-friendly" environment can significantly increase both their communication skills and self-confidence.

Journaling offers Advocates a place to record their thoughts and daily dilemmas, and their exceptional talent with writing means they get more out of the practice than other types. Indeed, our research shows that out of all types, Advocates are the most likely to see the benefits of journaling, which makes perfect sense for this creative yet intensely private type. The practice of introspection helps Advocates to gain a better understanding of themselves, which further increases self-awareness and self-confidence.

Most importantly, Advocates shouldn't be afraid to speak up and voice their thoughts and opinions. Often the loudest people, not necessarily the most informed, get the most attention during conversations. Advocates can be incredibly effective communicators if they convey a message in their naturally inspiring and passionate way. A balance of both self-confidence and sensitivity is necessary for them to spread their message effectively.

Accepting Judgement

Unbalanced Advocates' social awkwardness and avoidance of criticism stems from their fear of rejection. This fear is present in nearly all of us, but particularly so in Advocates who see themselves as representations of ideas rather than people. They want to convey to the world that they're steady, capable, and compassionate. They hold on tightly to this idealized presentation of themselves, and panic whenever the opportunity to knock down this image arises.

A healthy way of dealing with this fear of rejection is to realize that the power instilled in "no" has more to do with the fear that they, personally, are not up to par. Advocates should remember that when someone rejects them or their ideals, that it's often not personal. Everything about another person's standards has nothing to do with them as Advocate, but everything to do with the other person.

Advocates can practice accepting judgement by focusing on their own criticism of others. They should ask themselves the following:

- Am I judging/rejecting this person based on who they are as a person? Or on who I am as a person?
- Do I think that the other person is undeserving of respect?

Depending on the answer, Advocates should shape their opinion of external criticism accordingly.

Self-Evolution

Balanced Advocate Self-Evolution

Self-evolution is the ongoing process of lifelong development during several phases of life. While this type of development tends to happen naturally for most of our lives, from young adulthood on it's necessary to take a more purposeful role in personal self-evolution to figure out identity and life's purpose.

Balanced Advocates, as with most Diplomats, are very interested in continued self-improvement. Self-evolution goes beyond just self-improvement, however – it's more focused on developing deep self-understanding through values, goals, and purpose. For balanced Advocates, this is a tremendously important process, especially when choosing a career and balancing their personal and professional lives.

Balanced Advocates who are successfully navigating the process of self-evolution are aware of their core values, their strengths and weaknesses, and their life goals. Like that famous saying, "Life's a journey, not a destination," self-evolution is also an ongoing, lifelong process these types heartily embrace.

Unbalanced Advocate Self-Evolution

Unbalanced Advocates' self-evolution is negatively affected by their tendency to put the needs of others first, either through work or personal relationships. On the other end of the spectrum, some unbalanced Advocates become so involved in improving themselves that they begin to neglect other areas of their lives, such as relationships or work that they don't particularly enjoy. With such a strong desire to grow and become their "true selves," unbalanced Advocates get caught up in the process of evolution and neglect to focus on being who they already are. It's important to find that delicate balance between understanding and improving

themselves and continuing to engage with friends, family, and professional responsibilities.

Advocates' personal growth can also be severely affected when self-evolution becomes unbalanced. One of the most common reasons that self-evolution stagnates in Advocates is due to societal pressure. This can come from family, friends, or colleagues, and usually starts at a very young age. When disconnected from the more defining aspects of their personality type for an extended period, such as Introversion or Intuitiveness, their dark side takes over and affects both their attitudes and behavior. When unbalanced, these types give into pressure that society places on achievement in a material sense and become incredibly focused on obtaining this type of success above all else. Their drive to succeed may manifest itself in such unbalanced behaviors as insensitivity, narrow-mindedness, and defiance.

Unbalanced Advocates also need to make sure they don't get distracted from details by their big ideas. Being goal-oriented and idealistic, these personality types often direct all their attention to the goal, missing small, yet important detailed information in the process. A great and noble project can fail because someone forgot to check the legal details, handle administrative tasks, or estimate the workload. Self-evolution falters when unbalanced Advocates fail to take into consideration all the aspects of a situation, rather than just the "big picture" view of personal development.

Unbalanced Advocates push themselves to commit sooner rather than later, but it's important for them to learn how to exercise control over their ideas and to avoid getting too excited too fast. Learning how to consider all aspects of a situation without letting infatuation with an ideal cloud their judgment is one of unbalanced Advocates' biggest challenges.

Rebalancing Advocate Self-Evolution

Embracing Growth Responsibly

One of the most inspiring things about Advocates is that regardless of their weaknesses, people with this personality type are determined and even restless when it comes to personal growth. These types are the true embodiment of “remember the past, change the future.” Our research shows they’re the most likely type to dwell on the past and to judge themselves harshly for mistakes they have made, but they’re also significantly more likely than other types to want to change something about themselves. It’s important, however, that they learn to balance their desire to change and grow with an acceptance of themselves, flaws and all.

This tendency to recognize their past mistakes, coupled with Advocates being the most introspective and thoughtful of all types, gives them a great platform for personal development when they put forth a conscious effort. Advocates know they’re not perfect, but they’re good at drawing upon their inner strength and imagination to cover up their deficiencies.

There are plenty of people who like to say that they would happily change places with someone, or ignore their values to advance their career or social standing, but this isn’t the case with Advocates. They like to explore everything, including the secrets of human nature, principles and causes, even the depths of their minds. Often, they can find a way to improve the aspects of their lives that they set out to fix.

However, people with this personality type also have a clearly-defined set of core values that they fight ferociously to defend. These values matter most, and if Advocates use their introspection skills wisely to refine these values instead of obsessing over meaningless mistakes, growth and wisdom come naturally.

Finding Contentment and Personalized Success

Most of society defines success as money, status, fame, and power. Advocates, when unbalanced, chase after the societal definition of success (or what they perceive to be the most ideal version of themselves) – and it is here that they find the largest dissonance between what they're pursuing, and what personally satisfies them.

To counteract this, Advocates can do the following exercise:

1. Grab a piece of paper and a pen.
2. Create one column with current goals.
3. Create another column with what personally makes you happy. For this step, consider what would make you happy if you existed only on your own, with no one else watching.
4. Do the two columns match up?

Sometimes it's hard to realize that we're doing something just because society tells us it'll make us happy. For example, if Advocates try backpacking, but honestly prefer the comforts of home, they should ask themselves why they're trying this new activity. Is it because they genuinely enjoy traveling? Or is it because they're expected to travel to be considered more cultured and refined?

Self-Responsibility

Balanced Advocate Self-Responsibility

Self-responsibility sounds simplistic, but it's an ideal that is difficult for many people to achieve. Balanced Advocates who have obtained self-responsibility can function independently and can make decisions and pursue interests without being overly reliant on the input from others. They can enforce their personal

boundaries without feeling guilty and take the time to engage in a routine of self-care that protects them from burnout and vulnerability.

When balanced, Advocates who practice self-responsibility are proactive, knowing their core values and utilizing them to achieve their personal goals. Self-responsibility goes beyond self-understanding, however, by implementing plans and taking responsibility for their outcomes, both good and bad. These types can prioritize not only their plans, but also their health, relationships, and responsibilities when they are balanced, ensuring that one component of their life does not become either overwhelming or neglected. Without self-responsibility, even balanced Advocates who desire to pursue personal growth won't move forward with the implementation necessary to achieve their goals.

Unbalanced Advocate Self-Responsibility

There is a tendency among unbalanced Advocates to take more responsibility for others than for themselves, sacrificing their personal well-being and absorbing the challenges and frustrations of those around them. This lack of self-care, combined with an excess of external stress, can quickly deplete all the energy and optimism from unbalanced Advocates' lives.

Being overwhelmed can result in a spiraling effect where unbalanced Advocates feel increasingly out of control in their lives. A loss of control can lead to burnout, destructive behaviors, depression, and anxiety. They may even withdraw from their friends, family, and responsibilities if the situation becomes too overbearing.

Learned helplessness also becomes an issue when self-responsibility is undeveloped. Unbalanced Advocates start to feel as though they'll never have control and that they're unable to change their situation. Nothing they do can make things better, so they just give up and either continue their destructive habits or, in extreme cases, completely shut down. This lack of an internal locus of

control, or the belief that they can influence the outcomes in their lives, is damaging and limits personal and professional growth. Unbalanced Advocates who believe that they have, and always will be, treated unfairly embrace the identity of someone who has been marked as “less than” and, as a result, may engage in either extremely combative or antisocial behaviors.

In addition to their feelings of inferiority, unbalanced Advocates have trouble keeping their minds focused on one project or idea at a time. Advocates are creative and almost constantly inspired by something, making focusing on one task for an extended period difficult. To develop their self-responsibility, these types need to be intentional and purposeful when figuring out how to direct their attention to a task or project without losing themselves to distractions (both internal and external). Self-responsibility requires taking responsibility for every aspect of life, and focus is necessary to ensure that certain details aren't getting overlooked. Embracing Advocates' natural tendency to strategize and make plans can be useful in ensuring that there is plenty of opportunity for both focus and inspiration.

Rebalancing Advocate Self-Responsibility

Engaging in Systems Thinking

Advocates are very perceptive, and easily notice patterns and connections that may not be as visible to other people. This allows them to design complex systems and process flows – a rare trait among Feeling types. Still more impressive, Advocates can base such systems on human beings rather than technology. Such an approach unlocks truly unlimited potential, allowing them to tap into other people's talents and ideas. Advocates should recognize this as one of their key strengths, and try to develop their perceptive and planning abilities.

This type of thinking is really beneficial for Advocates looking to increase self-responsibility. Learning to balance different aspects of their lives takes planning. Being able to function confidently and independently requires an understanding of self and interacting with others. There is a special balance needed to take personal responsibility while also being considerate of the needs and desires of others. That requires empathy and the ability to understand human systems.

Advocates' intuition makes them capable of looking at a problem from many different perspectives. This trait should be recognized and fostered, as people with this personality type are also prone to rushing to implement their ideas without spending much time reflecting on them. This is one area where perfectionistic and idealistic tendencies should be kept at bay – Advocates should try to analyze the idea from several different angles first, and only then start thinking of implementation. They are both dreamers and doers, and both sides are equally important. Being proactive and balancing out the pros and cons of situations before rushing in is the hallmark of Advocates who are responsible and mature.

Advocates' minds are at their best when analyzing tendencies and hidden meanings, or devising unusual ways to achieve a specific goal. These types can process incoming information in a systematic way, quickly determining their usefulness and validity, and then file the information away in their mind. This makes them insightful and imaginative, with one caveat: to achieve the full potential of their abilities, Advocates need to maintain a balance between their Intuitive and Feeling traits. Reaching their full potential is perhaps the most significant thing that Advocates can do, and self-responsibility is necessary to achieve this.

In a properly balanced system, Advocates well-versed in self-responsibility know how to use their Intuitive trait to generate ideas, and then rely on the Feeling trait to pick one and set aside the others. Similarly, the Feeling trait should be used to

make decisions, while leaving enough room for the Intuitive trait to come up with fresh ideas. Advocates, especially when younger, struggle with this – and it's always a good idea to take a break from time to time and filter out ideas that are exciting but unrealistic, not closely aligned with their current goals, or of little impact in the grand scheme of things.

Developing an Internal Locus of Control

An internal locus of control is the belief that a person has control of their lives. Advocates, when unbalanced, may not believe that they are the captains of their own ship. This helplessness may lead these types to detrimental behaviors – overindulging in unhealthy food, letting their goals and ambitions waste away – because they believe that since they have no control, there's no point.

Developing a strong internal locus of control can counteract this helplessness. For Advocates, the most important step is understanding that they actively play a role in their lives, and that their fate is determined by them, rather than chance or other people.

Advocates can begin developing an internal locus of control by visualizing what they want from life. What is it that will make them happy, and how they can take responsibility to achieve it? Here are some things to consider:

- What is a goal that can realistically be achieved a week from now?
- What will be the benefits of achieving that goal?
- List out the steps that need to be taken to achieve the goal:
 - a) _____
 - b) _____
 - c) _____
 - d) _____
- What will happen if the goal is met?

- What will happen if the goal isn't met?

Having a plan engages Advocates' systematic thinking process, and is likely to help pull them out of a rut of helplessness.

Advocates' Romantic Relationships



Balanced Advocate Relationships

Advocates take the process of finding a romantic partner seriously. It's one of the most significant investments they make toward happiness, so they proceed with care and earnestness. Not ones for casual encounters, people with this personality type seek depth, meaning, and fulfillment in their relationships. They take the necessary steps to find someone they connect with, and once they've found their special someone, they reach a level of interconnected harmony that most people only dream of.

Getting to this point is a challenge for potential partners, especially if they're the impatient type, as Advocates are perfectionistic and picky. People with this personality type aren't easily talked into something they don't want, and failure to respect that is a trespass unlikely to be forgiven, particularly in the early stages of dating. It's even worse if suitors resort to manipulation or dishonesty, as Advocates see right through it. They have little patience for fakeness.

One of the things Advocates find most important in life is establishing genuine, deep connections with the people they care about. They go out of their way to

seek out individuals who share their desire for authenticity. They equally go out of their way to avoid those who don't, especially when looking for romantic partners. Advocates are desirably warm, friendly, caring, and insightful, and can see past facades into others' thoughts and emotions. These types see the whole picture and focus on the best in people.

Enthusiastic in their relationships, Advocates' characteristic sense of wisdom and spontaneity allows them to repeatedly and pleasantly surprise their partners. These types aren't afraid to show the love they feel unconditionally, so relationships with them aren't for the uncommitted or shallow. Advocates look for connections that go beyond physical intimacy, embracing the emotional and even spiritual bonds they have with their partners. They are passionate, seeing intimacy as a way to express their love and to make their partners happy. They cherish not just the state of being in a relationship but becoming one with another person in mind, body, and spirit.

Identity plays a part in how Advocates express their love within a relationship. All Advocates are generous, warm, and very focused on their partners, but reciprocity can be even more important to some with this personality type. Their desire for a deep bond means that they need to see and feel the energy flowing back and forth between themselves and their partners to be satisfied. For them, thoughtful gestures and romantic symbolism help physically reaffirm what they feel in their hearts and want to believe in their minds. They may be more overt with their affection and crave the same lush, devoted, passionate attention to be returned by their partners.

Unbalanced Advocate Relationships

Advocates sometimes suppress their dissatisfaction within relationships. Because these types are so concerned with their partners' happiness, they're reluctant to speak up when their needs aren't being met. These types may quietly hope that

their partners will step forward to make their dreams come true, but they also tend to feel uncomfortable coming across as “demanding,” especially to people they love.

Advocates possess the Intuitive and Judging traits, so they have a strong image in their minds of how they think things should be, full of romantic hopes and grand, idealistic visions. To them, their role is to make other people happy, and they give tirelessly of themselves to create ideal partnerships. While Advocates draw great joy from merely seeing the results of these efforts, their humility can leave them a little short if their partners don't take the initiative to match their contributions.

Advocates hope, if not expect, to be the center of their partners' universe. Anything less can cause them to suffer inside, though they might not always show it. If their partners focus too much attention on others, Advocates may grow jealous and distrustful and feel they lack the proper care and respect they deserve in their relationships.

Rebalancing Advocate Relationships

These types also thrive on the exchange of energy in sincere, loving relationships. Once a relationship is established, they don't need overt reaffirmation of their love as frequently. They're very particular about their needs, but when Advocates find partners they can believe in and fully open up to, their sense of connection and fulfillment sustain them through the normal course of genuine relationships.

Advocates need to feel the connection between themselves and their partners, but they may be able to get that satisfaction as much from organic as deliberate interaction. They desire romantic gestures such as simple, thoughtful gifts and conscious expressions of love, but don't feel as concerned between such occurrences.

Advocates can endure periods of distance between themselves and their partners without distress, knowing that unless something has obviously gone wrong, all is well. These types feel security in their hearts, a feeling that sustains them when they cannot get the direct connection of love that they desire, at least for a little while.

Ultimately, all Advocates want to find their soulmates, their true loves, with whom they can share their lives. Intellectual stimulation is often the goal of Analysts in relationships, fun is sought by Explorers, and Sentinels cherish stability – but for Diplomats like Advocates, relationships are about forming mutually supportive, trusting connections at the deepest level. Once they do commit, these types dedicate themselves with a passion unmatched by other personality types. Advocates see their relationships as steadfast bonds, and they'll put extraordinary efforts into making their partners happy.

Developing Healthy Expectations

Advocates put their hearts and souls into their romantic relationships, and are likely to consider their partners' needs and emotions before their own. They expect the same in return, and want to take up as much room in their partners' hearts as their partners do in theirs. While it's a perfectly acceptable ideal, things become unbalanced when Advocates expect to always be their partners' #1 priority.

In most relationships, there will be a time where Advocates care more about their partners, and times where their partners care more about them. This oscillation doesn't mean the relationship is doomed, however. It only means that at that moment in time, their priorities may not exactly match. Of course, their partners should always be a top consideration (and if they aren't, *then* it may be time to leave), but it is unhealthy to believe that they should always be the center of their partners' universe.

Things to remember:

- Many of the needs partners are expected to fulfill must be fulfilled internally, such as self-esteem and personal contentment.
- Remember that romantic partners aren't likely to meet all needs *all* the time.
- Don't expect romantic partners to know what you're thinking all the time.
- Work to accept that you are with a real person rather than your ideal fantasy mate.

Potential Trait Pairings

Each combination of traits brings different things into romantic relationships, sometimes positive and sometimes negative, and knowing what to expect helps Advocates further down the road. However, it's important to remember that people are unique, and what is true for one may not be true for another. Adding further uncertainty (and excitement) to this concept is the fact that people display trait attributes in slightly different ways. Not all Intuitive types, for example, use their Intuition in the same way, just as not all Extraverts show their Extraverted trait in the same way. Also, personality type characteristics fall within a continuum – it's possible for one to be 90% Extraverted or 55% Extraverted. This means individuals express these traits very differently depending on where they fall on that continuum.

There are, however, enough similarities between each trait's attributes that we can provide a general overview of how certain features may interact with others – the potential positives and negatives of those pairings. Being individuals themselves, different Advocates will find different traits attractive. For example, some Advocates appreciate having Introverted partners who encourage them to reflect and relax, while others choose Extraverts who prefer getting out of the house or entertaining friends to quiet evenings at home. Individual Advocates may seek out

Feeling partners for their deep emotions, while others appreciate Thinking partners who balance out their emotional considerations with a more logical thought process.

While some types may be more compatible in theory, the reality is that human beings are far too unique to categorize their potential partners with such broad-brush strokes. The following paragraphs provide general pros and cons for possible pairings between each trait, along with tips to make these pairings more successful.

Advocates and Introverted Partners

Balanced Advocate-Introvert Relationships

For Advocates, balanced relationships with other Introverts allow both partners to have the freedom to take care of themselves. When balanced, Advocates are unlikely to feel an intense need to be around lots of other people – talking with their romantic partners may suffice. Spending time alone doesn't put either partner off, nor does staying at home together instead of going out. Comfortable silences, lazy days spent relaxing peacefully, and having fun away from the crowd are all pleasures that await balanced Introverted couples. The tranquil companionship of another Introvert can be just as soothing to balanced Advocates as real solitude, a desire these types share.

As couples, balanced Advocates and Introverts also harmonize in their approaches to external stimulation and challenges, as well as social activity. Advocates, and Introverts in general, engage dynamic, unfamiliar things in their lives reluctantly. Introvert couples understand this facet of each other, creating an excellent opportunity to help each other. Gentle mutual support can take two Introverts far when they're faced with new and potentially intimidating experiences. They can

pull each other along in life without judgment, exceeding disadvantageous limits together that, alone, seemed insurmountable. Their balanced relationship can become an expansive, beautiful dance of exploration.

In balanced relationships, Advocates and Introverts approach problem-solving similarly; they're both used to discussing something and then contemplating it in their heads, as opposed to relying solely on the discussion process to solve problems. These balanced partners are reluctant to provoke high drama, as Introverts need to avoid such abrasive, energetic conflict. These aspects of a balanced Advocate-Introvert relationship enable smooth, thoughtful conflict resolution instead of fighting.

Introverts often feel pressured by loved ones to "go out and socialize." This doesn't happen in balanced Advocate-Introvert relationships since having a few close friends fulfills both partners' social needs. Perhaps surprisingly, many balanced Advocates tend to have excellent social skills. They often assume the leading role when it comes to socializing and making new connections as a couple.

Balanced Advocates forming romantic relationships with other Introverts might help themselves by choosing low-pressure social environments during early dating. These partners feel more natural and focus on each other more easily if they aren't forced to deal with external distractions, like having lots of other people around them.

Introverts face risky change with reluctance, so embarking on a new relationship can be especially intimidating for these personality types. Treating each other with patience when first becoming acquainted eases the transition into openness and trust – an excellent foundation for building the deep connection that balanced Advocates crave. Pretending to be Extraverted, bold, or conversationally demanding may seem comforting to Introverted partners, especially in a new relationship, but overcompensating for natural reserve hides the deeper self both

types care more about. Instead, balanced prospective partners might choose to slow down, so they can thoughtfully share their authentic selves at a comfortable pace. Any shyness or discomfort (if these partners can accept them without flinching) can become opportunities to discover the unexpected in each other.

Unbalanced Advocate-Introvert Relationships

An unbalanced relationship between Advocates and other Introverted types have clear potential for problems. Introverts tend to be reserved, so these partners are unlikely to press each other to attend stressful but potentially beneficial social events such as birthday parties and weddings. Unbalanced Advocates and their Introverted partners are used to dodging social interaction, making overcoming this habit difficult. However, even unbalanced Advocates and other Introverts must invest in relationships with friends and family, and broad socialization can prevent feelings of isolation. Reassuring each other that social activities are entirely unnecessary may seem like an easy option, but that decision reinforces the natural limitations inherent in both these types. For the sake of their mutual development, it would be far better for these unbalanced couples to medicate their social anxiety by going out together, so they can strengthen each other in the face of social stress they'd otherwise avoid entirely.

Difficulties arise between unbalanced Advocate-Introvert partners when it comes to resolving conflicts as well. Introspection is great when analyzing mistakes and exploring solutions, but partners need awareness of those mistakes to begin with. Unbalanced Advocates and other Introverts are likely to keep their thoughts private, especially if they think it might provoke conflict or hurt their partners' feelings. As unbalanced romantic partners, these types often hold objection, frustration, or hurt inside, causing negativity to build as they stew on their problems instead of releasing that energy through discussion. Unbalanced Advocates are especially vulnerable to this because of their tendency to conceal

their sensitive inner core. If unbalanced Advocates hide for too long inside their relationships, their problems may eventually erupt as uncontrolled, hostile outbursts, or deepen into entrenched, unspoken resentment that ultimately drives these couples apart.

Rebalancing Advocate-Introvert Relationships

To rebalance their relationships, Advocate-Introvert couples must make conscious efforts to express and resolve negativity they feel within their relationships before serious problems result. They must also remind each other to share their work stress or personal difficulties in other areas of life with their partners, using them as a source of support and healing. Communication is essential in Advocate-Introvert relationships and pushing themselves to be open with the ones they love and trust will help develop an intimacy that strengthens their relationships.

Advocates and Extraverted Partners

Balanced Advocate-Extravert Relationships

In romantic relationships with Extraverts, Advocates and their partners balance each other out with their contrasting tendencies. Balanced Advocates in such relationships will encourage their Extravert partners to slow down and think before acting. Balanced Extraverts, on the other hand, will draw their Advocate partners out from their preferred solitude, encouraging them to make connections and even take the lead when they're together in social situations.

These differences can also benefit Advocate-Extravert couples when it comes to resolving conflicts in their relationships. They may have differing levels of energy in their interpersonal communication style, but balanced Advocates and Extraverts can harmonize the way they communicate with each other. Balanced Extraverts are naturally open about their thoughts, feelings, and needs, and

balanced Advocates have someone who's reassuringly happy to listen in their Extraverted partners.

Differing levels of social activity can also make early dating easier. Because Balanced Advocates don't enjoy small talk, they can simply listen to their Extravert partners without the pretense of being chattier than they are. Sometimes bright-eyed attention is more effective than clever remarks when it comes to charming Extraverts, as it plays into their desire to express themselves to an audience.

Extraverts are appealing partners to Advocates in ways that only manifest themselves later in balanced relationships. Balanced Advocates desire expressions of deep understanding and love, so they may find surprising satisfaction in dating Extraverts, given these types' ease in sharing their thoughts and feelings with their Introverted partners. Balanced Extraverts rarely leave any doubt as to how they feel.

Unbalanced Advocate-Extravert Relationships

When out of balance, strongly opposed personality differences can have an adverse impact on the stability and health of these romantic relationships. In Advocate-Extravert relationships, it's crucial that both partners act maturely, listen to each other, and willingly accept different viewpoints. Without a mature mutual level of understanding, these couples struggle to understand each other's perspective. Unbalanced Advocates must remember to assert their voice in their relationships, and unbalanced Extraverts must remember to be quietly receptive to learn what is going on in their partners' minds.

There may also be conflict in these types' contrasting social behavior. Unbalanced Extravert partners get frustrated by the fact that Advocates are more reserved and private, or show little polish in their social skills. Unbalanced Advocates get annoyed or exhausted by their Extravert partners' need to socialize and craving

for stimulation. In all likelihood, they will both think that their way of life is perfectly normal and that their partners are the strange ones. The only solution is patience and respectful, honest communication. Such divergent traits require that both personality types make a conscious effort to see the world through the other's eyes on occasion.

Rebalancing Advocate-Extravert Relationships

Unbalanced Extraverted partners may have difficulty understanding why the Advocate needs to spend time alone instead of with them. Without this understanding, they might worry that something they've done offended their Introverted partners. Advocates can help their Extraverted partners by explaining how their minds work when craving solitude, and if necessary reassure them it's not their fault, but a natural need unrelated to their shared relationship.

Compromise also plays a critical role here. Advocates can try to accompany their Extraverted partners to events or social gatherings, and Extraverts can experiment with quiet restfulness and respect their partners' needs. Above all else, both types can help their partners by planning some time apart from each other, so they can operate at their preferred social energy level without feeling abandoned or rejected.

Advocates and Intuitive Partners

Balanced Advocate-Intuitive Relationships

Balanced Advocate-Intuitive couples delight in exploring the world of ideas, as opposed to keeping their feet on the ground. Relationships between two Intuitive types can be an amazing thing – balanced partners in these kinds of couples establish a connection so deep that they understand each other without words. The combination of intuition, introspection, and imagination is likely to be a great

driving force in such relationships. Balanced Advocates are also very empathic and compassionate, which deepen these relationships even further.

Intuitive types are relatively rare, so their finding each other is impressive. Such partners connect instantaneously, feeling as if someone finally understands them, which is a welcome change from comments Intuitive types hear about their tendency to have their heads in the clouds or missing details that other personality types consider obvious. Balanced Advocate-Intuitive couples rarely run out of things to talk about – an advantage both in the dating phase and later in their relationships. As balanced pairs, they'll share their dreams and ideas back and forth in ways that inspire and awe each other.

Unbalanced Advocate-Intuitive Relationships

Deep, harmonious communication is fantastic, but it's often the practical matters that cause problems in unbalanced Advocate-Intuitive relationships. As these partners favor abstract issues, ideas, and plans, neither feels ready to take the lead in handling practical things such as shopping, cooking, maintenance, and money management. Unbalanced Advocate-Intuitive couples must focus on completing these mundane responsibilities either together or individually. These types are comfortable enough with procrastination that neglected responsibilities can easily pile up. When unbalanced, these couples feel overwhelmed when this happens and need to take a deep breath and force themselves to be realistic now and then, so they can enjoy the present moment.

Unbalanced Advocates and other Intuitive types often get lost in their world of ideas and possibilities. While this is a wonderful trait when it comes to creativity and innovation, it can also cause significant problems in their relationships. These partners need to understand that their powerful imaginations can lead them to dark places if mistrust or emotional insecurity creep into their relationships. Minor disagreements and jealousy can swell to dramatic proportions in unbalanced

Intuitive minds, especially when loving relationships may be at stake. Intuitive partners must be vigilant about this, reminding themselves to stay in the realm of facts instead of making assumptions. Intuition should be a gateway to honest discussion, not baseless accusations or suppressed suspicions.

Advocates and Observant Partners

Balanced Advocate-Observant Relationships

This is one of the most challenging, yet potentially most rewarding combinations. When in balance, Advocate-Observant couples are likely to have a very fulfilling relationship, like inverse puzzle pieces fitting together perfectly.

Balanced Advocate partners inspire their significant others and come up with a myriad of interesting ideas, always keeping their relationships fresh and exciting. Balanced Observant partners can ensure that those ideas are grounded in plausible reality, as well as handle practical matters that Advocates may forget. As always, communication is key in such relationships – there will be plenty of misunderstandings, particularly at very beginning, but they're unlikely to cause lasting damage if both partners are balanced, open-minded, and willing to compromise. These relationships are excellent opportunities for both types to acknowledge the virtues of a different approach without having to adopt it personally – they can simply let their partners shine and support them in areas where they are less adept.

It's also worth pointing out that Observant personality types dominate organized facets of society, and this often leads to Advocates' qualities being dismissed as impractical or unrealistic. Balanced Observant partners avoid labeling their partners as "odd" or getting frustrated because "this is not what most people do." While rarer, many Intuitive innovators such as balanced Advocates have prompted

the advancement of society with their daring imaginations, accomplishing the exact thing that everyone said was impossible. Observant partners in balanced relationships with Advocates support their partners' occasional spark of wild genius.

Unbalanced Advocate-Observant Relationships

In some romantic relationships, the schism between unbalanced Advocates and Observant partners is too great to bridge: they both spend a lot of time wondering what they're doing wrong, and why their significant others seem to misunderstand them all the time.

Advocate partners focus on intangible things – ideas, introspection, possibilities, dreams, and connections between events. These Intuitive types are visionaries who spend more time thinking about the future than the present. Observant types, on the other hand, prioritize concrete things – objects, senses, observation, facts, and daily matters. Observant types are doers who focus on the present moment rather than the future. Not surprisingly, the distinction between Observant and Intuitive types like Advocates affects many aspects of their relationships, from observational abilities to communication styles.

Rebalancing Advocate-Observant Relationships

It's crucial that partners of both types take the time to understand how the other person thinks and processes things – all other traits pale in comparison. If a balanced, respectful appreciation of differing approaches cannot be achieved in relationships between Advocates and Observant types, problems endure. To make progress, they might decide together that one partner takes the lead in certain areas, rather than trying to sublimate or combat their tendencies. For example, things may be smoother if Observant partners shoulder more of the

routine matters in their relationships, and in turn, allow their Advocate partners to lead in areas where they excel.

Advocate and Thinking Partners

Balanced Advocate-Thinking Relationships

Balanced Thinking partners rely more on logic than feelings in situations where tough choices must be made. They look at the facts and facts alone, trying to find a rational solution. Everything else, such as personal sensitivities and emotions, takes the backseat. Alternately, Feeling individuals such as Advocates rely on their instinct and morals rather than facts when pursuing harmony and understanding. For these types, sensitivity is more important than correctness. One of the most important lessons to learn in balanced Advocate-Thinking partner relationships is that both these perspectives are perfectly valid.

With the benefit of tolerance and open minds, balanced relationships between Thinking and Feeling partners see Thinking partners handling fact-based decisions and Feeling partners like Advocates bringing open warmth into the relationships. Balanced pairings between Advocates and Thinking types can be incredibly rewarding, as both types teach each other how to look at things from entirely different perspectives. But to get there, these partners must understand and respect their differences to allow each other to bring their strengths to the table.

Unbalanced Advocate-Thinking Relationships

When Advocate-Thinking romantic relationships are unbalanced, there is some unjustified criticism coming from both sides. The unbalanced Thinking partners may complain that their Advocate mates are too emotional or irrational, and unbalanced Advocates may occasionally perceive Thinking types as cold and heartless.

When unbalanced, Thinking types seem uncaring in relationships simply because they're less adept at understanding other people's emotional states and motivations. Advocates are very private individuals – but even they're likely to be better at managing and expressing their emotions than Thinking personality types.

According to our research, around 62% of Thinking types have difficulties in this area as opposed to 42% of Feeling ones. The Analyst Role group finds emotional expressions particularly challenging, with some types reaching scores of 77% and more. In contrast, only around 36% of Advocates share the same view.

Rebalancing Advocate-Thinking Relationships

To rebalance their romantic relationships, both these types need to recognize each other's way of coping with emotions as valid. The Thinking trait does not imply that individuals are unemotional; both Thinking and Feeling people, such as Advocates, are capable of deep feelings. However, the former hide those feelings from the outside world. Unbalanced Thinking types want to stay in control, to not lose their heads, regardless of the circumstances – and this creates an aura of indifference.

Likewise, Advocates' Feeling trait does not imply that these individuals are irrational. They're simply using a different set of criteria, often putting harmony above cold, hard facts. Advocates show their feelings quite clearly, as opposed to containing them as Thinking types do, but their decision process is still perfectly rational.

Advocates and Feeling Partners

Balanced Advocate-Feeling Relationships

A balanced romantic relationship between Feeling individuals is full of uncontained excitement and expressions of love. They wear their hearts on their sleeves, making their emotions quite clear. Physical expressions of affection such as hugs and kisses will be abundant, both in public and in private. They will inspire and accompany each other on adventures that satisfy them on a deep level, and allow for incredible creative expression and growth.

Balanced Advocate-Feeling couples may have very different perspectives, but the joy they feel from sharing themselves with their significant others provides an irresistible draw. When relationships between Advocate-Feeling partners are in balance, other conflicting areas of personality can be washed away by the sense of harmony they achieve together. These balanced partners enjoy the feeling of hearts, minds, and souls coming together in redemptive positivity.

Unbalanced Advocate-Feeling Relationships

As their feelings run close to the surface, there may be drama and emotional arguments in unbalanced relationships between Feeling types. They may hit 10 out of 10 on the affection and emotional expressivity scale, but they may also be volatile and unpredictable, depending on how balanced, mature, and experienced these partners are. When disagreeing, these unbalanced partners are going to feel uncomfortable in the “just the facts, please” role that is usually required to resolve such situations, so there will be times when everyone feels frustrated and unhappy.

Diplomats, including Advocates, are the most emotional of all Role groups. It's important to know when and how to avoid a minor conflict spiraling out of control,

and unbalanced Advocates should be especially mindful of this. In one of our studies, we asked people to respond to the statement, "Your emotions control you more than you control them." 67% of Advocates responded positively, as opposed to, say, Consuls with 38%. While both these types share the Feeling trait, their reactions to the same issue are likely to be very different.

Rebalancing Advocate-Feeling Relationships

To avoid these pitfalls and achieve balance again, both partners must make conscious efforts to develop their rational mental filters, which will help in life, as well as in their relationships. Being sensitive and kind is laudable and vital, but sticking to the facts when making decisions doesn't necessarily mean compromising these values. There is a difference between being open with feelings and allowing them to control decisions, and it's a critical distinction. Advocates and other Feeling types are at their best in relationships when they embrace their emotions, rather than try to take them completely out of the equation. Nonetheless, Advocate-Feeling couples must sit down and calmly assess the facts at times, setting aside emotions in the process.

Advocates and Judging Partners

Balanced Advocate-Judging Relationships

It's unlikely that balanced Advocates with Judging partners will have difficulties making up their minds and sticking to specific goals or plans, as Judging types enjoy planning tasks and events to completion. To give an example, Judging types were twice as likely as Prospecting ones (67% vs. 33%) to agree with the statement "You like having a routine you don't deviate from" in one of our studies.

This tendency contributes significantly to the stability of these relationships, as balanced Advocate-Judging partners help each other to stay on track and focus on what must be done.

Balanced Judging types make for dedicated, patient partners, putting their duties above pleasure. They work hard on their relationships, remaining mindful of mutual goals for the future and responsibilities to each other. Balanced Advocates and their Judging partners can plan together and then work independently, confident their other half will fulfill their purpose. Together they're two halves of a well-oiled machine, capable of moving mountains with their combined effort and focus.

Balanced Judging types favor reliability and dedication in others. Advocate-Judging people in relationships trust each other immensely as they pour their personal energy into their relationships. Once they've put in the work, they can appreciate their accomplishments together, and with their synergy, these pairs find they can do more than the sum of their parts.

Unbalanced Advocate-Judging Relationships

Strict planning comes with a degree of inflexibility, which can cause tension in unbalanced Advocate-Judging romantic relationships when disagreements happen. There may be times when Judging partners make commitments that are in conflict without checking with each other first. Not surprisingly, these types may find themselves clashing over differences frequently when unbalanced, their need for closure demanding clear solutions and clear paths forward. Unbalanced Judging partners find it difficult to change their habits or long-held views – a good trait when it comes to duties and commitments, but one that makes compromising for romantic partners a challenge. Stubborn, repetitive arguments can plague unbalanced Advocate-Judging couples who cannot learn to accept each other's unique perspectives on life.

Unlike Prospecting types, who are more relaxed about their duties and deadlines, unbalanced Advocates and other Judging types get stressed when things don't go according to their plans. In relationships with each other, unbalanced Advocates and other Judging types need to remain vigilant against their frustration – whether it's directed at themselves or each other – when the unexpected happens. Practicing flexibility helps prevent each other's views and expectations from growing stern and narrow. One thing that Advocate-Judging couples can agree on is setting goals. They just need to adapt as they work to achieve them, on occasion.

Rebalancing Advocate-Judging Relationships

Advocates and their Judging partners should remind each other of their bigger goals when things go amiss, so they don't get mired together in disappointment over less than ideal circumstances. Stepping away from strict work ethic or routine can be good practice for these couples. Embracing some degree of spontaneity with the benefit of each other's supportive company can better equip them for dealing with an unpredictable world.

Advocates and Prospecting Partners

Balanced Advocate-Prospecting Relationships

Balanced Prospecting types like to keep their options open, and always stay alert to spot opportunities. Romantic relationships between Advocates and Prospecting types have a lot of potential if both types are willing to take the time to patiently explore and understand each other's differences.

The inflexible tendencies of Judging types, including Advocates, can be very limiting and cause them to miss opportunities, but this can be countered by the easygoing openness of Prospecting partners. When balanced, Advocates may start to feel their options in life opening up, and creative solutions easier to find with

the benefit of the wider, more inclusive visions their Prospecting partners share. The narrower methodology associated with Advocates' Judging trait doesn't have to change completely but can be focused on more subjects through the experimental vision of Prospecting partners. Balanced Advocates maintain a focused perspective and beliefs, but may encounter new ideas previously hidden behind their preconceived notions.

Prospectors can be indecisive or even somewhat lazy, focusing only on inspiring tasks and ignoring the rest. This can be counterbalanced by balanced, driven, and dutiful Judging types like Advocates. With balanced Advocate partners, Prospecting people find a wonderful sense of increased capability in their lives, with chaos resolving into completion and unfinished interests coming to satisfying conclusions more exciting than previously expected. When the open-minded enthusiasm of Prospecting types is focused through the lens of balanced Advocates' stable dedication, energy previously diffused by disorganization can channel toward shared goals and passions. If these partners are balanced, respectful of each other, and willing to compromise, their differences can be turned into major strengths that move these couples forward in life.

Unbalanced Advocate-Prospecting Relationships

When unbalanced, the main difficulty Advocates and their Prospecting partners face are diametrically opposite views when it comes to making and executing plans. For instance, only 47% of Prospecting types make to-do lists for themselves, as opposed to 81% of Judging ones, including Advocates. Balanced Advocates try to come up with an agenda and then stick to it until the end. Unbalanced Prospecting types, on the other hand, will refuse to presuppose anything, preferring to make plans up as they go along – and possibly abandoning the whole effort if they change their minds. Not surprisingly, both partner types can easily frustrate each other if these traits aren't addressed or understood.

Rebalancing Advocate-Prospecting Relationships

Respectful compromise is the best solution, with both Advocate and Prospecting partners making a conscious effort to meet the other's needs at least some of the time. Advocates should experiment with spontaneity occasionally, leaving their comfort zone temporarily to join their better halves. Similarly, Prospecting partners should resist the urge to always seek something new and exciting, and respect their Advocate partners enough to follow through with them on commitments that matter.

These partners are willing to help their significant others with some of life's challenges, but expecting such differing perspectives to be flexible every single time will inevitably disappoint someone. There needs to be a balance between Advocates' Judging stability and Prospecting spontaneity, but meeting each other halfway does not mean constant compromise and half-measures. Alternating accommodation is the key. With such differing traits, each partner type needs the freedom to have things their way some of the time with the full support of their partners.

Potential Role Pairings

Trait-specific insights are an essential part of understanding one's partner, but Advocates were never ones to settle for a one-dimensional view of another human being. Here, we broaden our scope to look at the interplay of Roles in Advocate relationships. Whether Analysts or Explorers, Sentinels or fellow Diplomats, everyone has something unique to bring to their relationships. This creates many opportunities, and many challenges (which are opportunities by another name), and help add a degree of depth as Advocates strive to understand all aspects of their relationships.

Advocate-Analyst Relationships



Balanced Advocate-Analyst Relationships

Comfortable with ideas and abstractions, balanced Advocates and Analysts share a visionary, open-minded view of the world that provides quick cohesion between these types. These personality types offer their partners virtues that complement their approaches, but which aren't easy for them to master by themselves. When they move deeper into romantic relationships, each other's inspiration and creativity can form bonds of mutual respect.

While balanced Analysts focus more on systems and rationality, and balanced Advocates on humanity and values, they both love bold, forward thinking. Neither type has much patience for small talk, and they want to get deep into any matter. For Advocates, this means seeking the human heart of an issue, while for Analysts their goal is to achieve an in-depth understanding rooted in facts. Both Roles fill their mental landscapes with creative concepts and dreams, providing these balanced partners with endless subjects for conversation.

Balanced Advocates bring warmth and emotion into their partners' lives – qualities that Analysts often struggle to show. By their example, balanced Advocates can lead Analyst partners to better understand not just human connection, but the

world of romance. With Advocates' help, Analysts can reap the rewards of an emotional sense that transcends the limitations of pure logic.

When balanced, Advocates appreciate their Analyst partners' ability to wrangle ideas in a reasoned and logical fashion. Analysts offer Advocates the benefit of a reserved, thoughtful stance on potentially confusing emotional issues. Their Analyst partners help Advocates turn their dreams into reality, balancing Advocates' creative, idealistic fervor with thoughtful logic.

Unbalanced Advocate-Analyst Relationships

Differing natural approaches to romantic gestures and emotional expression will likely challenge these pairings. For example, Analysts may think that buying flowers, only to have them sit in a vase to die, is a trivial gesture at best. Advocates, however, feel the beauty of the flowers serves as a larger symbol of appreciation. Advocates lead from the heart and find such efforts relevant, and unbalanced Analysts might not always be sensitive to this.

Unbalanced Analysts may dodge some of the sentimental rituals of courtship, or else fake them to meet others' expectations. While this may convince some types, Advocates know when a gesture doesn't come from the heart and may feel disappointed as a result. This romantic gesture gap might seem like a superficial obstacle to Analysts, but demonstrations of emotional support and connection still mean a lot to Advocates, especially during in times of trouble.

When Advocates are in distress, Analysts often try to fix the problem when their partners just need someone to listen. This can get Analysts into hot water with their Advocate partners. Unbalanced Advocates may feel somewhat abandoned when their Analyst partners seek what they regard as logical solutions to life's troubles rather than relying on emotional connections.

Sensible organization can also cause problems for unbalanced Advocate-Analyst couples. Analysts excel at devising reasonable solutions but may fall just as short as their Advocate partners when it comes to routine, as both types favor novel or creative pursuits over mundane responsibility. If unbalanced partners involve themselves mainly with abstract, larger ideas for the future, they may find practical concerns slip by them until the consequences make themselves known.

Rebalancing Advocate-Analyst Relationships

By communicating openly, balanced Advocates encourage their Analyst partners to explore their sentimental sides, and help them understand that romantic gestures are helpful affirmations in relationships. Advocates can show appreciation when Analysts make conscious efforts to connect emotionally, as the sincerity of their attempts makes up for any clumsiness in their approach.

Advocates can teach Analyst partners the value of emotional support. With practice, Analysts can learn to offer sincere care, and work on meeting the emotional needs of their partners without prompting. Likewise, Advocates can recognize and appreciate that thinking through a problem is one way Analysts show they care – they tend to want to cure the illness, rather than merely soothe the symptoms. Because they can see the loving energy that motivates Analysts, Advocates can draw emotional satisfaction even from practical contributions of their partners.

It may be wise for Advocate-Analyst couples to schedule life's practical matters as they invest in larger creative goals. Composing priorities and household deadlines can help keep the bills paid and their personal environments working smoothly. These partners can volunteer to take on more responsibility in areas that suit them. For example, Advocates could play a bigger role in directing their shared social relationships, while Analysts could do more research in technical areas like

auto financing and trip planning. When balance is achieved, each type will value their partners' capabilities as their differing strengths complement each other.

Advocate-Diplomat Relationships



Balanced Advocate-Diplomat Relationships

Balanced Advocates and their Diplomat partners revel in inspiring each other's imaginations when they form romantic relationships. Though even the rare Advocate-Advocate coupling will still have their differences, their fellow Diplomats take an interest in each other's creative works, passions, and dreams. Progress, harmony, and kindness are essential qualities and will create common ground for balanced Advocates and their Diplomat partners to understand each other's goals in life. When these types guide each other into new and inspiring territory, they discover surprising, colorful worlds of possibility.

When balanced Advocates and Diplomats come together romantically, they emphasize an ideal relationship that's deep, significant, and ongoing. All Diplomats, Advocates included, often place their romantic partners on pedestals – they may feel they complete each other. Balanced Advocates see growth as a virtue, and happily view their Diplomat partners as works in progress. Admiring and encouraging their partners' aspirations, Advocates will support, and even

enable, their Diplomat partners. This level of energy channeled into an interconnected life can be intense, but balanced Advocate-Diplomat couples are very loyal.

Balanced Advocates and Diplomats are gifted with empathy, and such couples connect on a deeper level than perhaps any other types. This sharing and understanding can be very satisfying, and result in unmatched warmth and sensitivity toward each other. As if they have a psychic connection, they feel each other's troubles easily, and offer comfort and counsel at just the right times when their relationships are balanced.

Unbalanced Advocate-Diplomat Relationships

In relationships between Advocates and Diplomats, having such strong, constant connections can be overwhelming. All the wonderful ways in which their emotions mix and flow are mirrored by unpleasant potentials as well. Unbalanced Advocate-Diplomat couples can feel stifled by too much togetherness. When unbalanced, Advocates or their Diplomat partners lack room to think clearly on their own, which can diminish individualism and increase stress.

Unbalanced Advocate-Diplomat couples also struggle with idealistic expectations for their relationships. Disappointment may occur when the reality that no one is perfect sinks in, and unbalanced Advocates may be bothered as they notice even minor flaws in their Diplomat partners. The contrast between expectations and real people make it hard for unbalanced Advocates to reconcile their complex feelings of hope and love.

Life organization is likely to be a problem for unbalanced Advocates with Diplomat partners, even while other aspects of their shared lives are ideal. As distracted with ideas as any two Intuitive types might be, these partners, who also share the Feeling trait, may be even more lost in the weeds. They may feel overwhelmed,

retreating deeper into pleasant procrastination rather than facing earthly responsibilities. These types often allow unfinished business to grow around them like a jungle when unbalanced, and summoning the clinical logic to cut a path out rarely comes easily to these types.

Rebalancing Advocate-Diplomat Relationships

These partners may occasionally benefit from space. Advocate-Diplomat couples, with their constant focus on each other's feelings, sometimes forget that emotions can rise and fall like tides, and are sometimes best allowed to finish their cycle instead of being confronted or examined. Advocates and their Diplomat partners alike can find opportunities to carefully employ a hands-off method of support.

Advocates can also temper their expectations with appreciation, choosing to honor their Diplomat partners' virtues while also tolerating blemishes. Placing themselves in the "here-and-now" world with shared moments helps ground them. Not only will this enrich their relationships, but it can allow these idealistic couples to figuratively catch their breath. With lofty aspirations set aside, they can pursue imaginative dreams, but also set aside time together for simpler moments, like planting a tree.

Advocates and their Diplomat partners can also encourage each other to ensure that practical matters are attended to. Deep, meaningful conversations can be immensely rewarding, but it's sometimes necessary to talk about bills and expenses, too. Both Advocates and Diplomats may be focused on higher personal goals than laundry, but by forming an understanding and following through, both types can support each other's attention to mundane responsibilities.

Advocate-Sentinel Relationships



Balanced Advocate-Sentinel Relationships

Balanced Advocates and Sentinels both nurture and protect each other: Sentinels by creating and preserving stability, and Advocates, with the Diplomat trait, by fostering values and offering emotional support. Both regard loyalty as an important part of all relationships and commit fully once they find the right significant other.

Balanced Advocates come to appreciate the order and structure that Sentinels bring to their romantic relationships. Though they may not emulate them, Advocates admire someone whose feet are firmly planted on the ground. Balanced Sentinel partners are good sounding boards for Advocates to distinguish inspiration from fantasy – practical contributions such as this from Sentinel partners help Advocates' creative ideas become beautiful realities. Even balanced Advocates may sometimes be very enthusiastic but have difficulties outlining their initial thoughts clearly. Sentinels can help their partners think ideas through without questioning their practicality too sharply.

Advocates may find that their fanciful imagination and idealism fascinates and attract balanced Sentinels. Their values may appeal to Sentinels' sense of what is right and fair because they share a degree of humanism and morality that builds

trust in their relationships. However, more than just agreement, balanced Advocates offer their Sentinel partners inspiration.

The revolutionary voice of unabashed Advocates may challenge Sentinels to expand their thinking and consider new perspectives. Where Sentinels on their own might dismiss certain ideas as impossible, balanced Advocates bring a breath of fresh air to the conversation with hope, encouragement, and energy. Sentinel partners can think bigger than they might on their own, with Advocates' help.

When balanced, Advocates also help Sentinels better understand that people are incredibly complex beings who need great understanding. Sentinels are frustrated by unpredictability, and balanced Advocates offer insight into human motivations that help them develop both their personal and professional relationships with patience. Tolerance can make life easier by relieving constant friction, and Sentinels can practice this through the accepting eyes of Advocates.

Balanced Advocate partners are also more flexible and open-minded when it comes to experiencing or accepting new or unconventional things. They can help Sentinels find a balance between the stability that they cherish and experiences that make life more colorful.

Unbalanced Advocate-Sentinel Relationships

Once the novelty of inspiration wears off, unbalanced Advocates may find Sentinel partners questioning the practicality of their ideas, and set expectations that their Advocate partners will settle down, stabilize, and set up a household. Advocates' preoccupation with the future and all the time they spend trying to rearrange the universe in their minds might make unbalanced Sentinels question the relevance of their efforts.

The difference between what is practical and what can be imagined commonly affects the relationships of unbalanced Advocate-Sentinel couples. Sentinels live

in a world of fixed rules and traditions, and they organize the world around them in very precise ways. Understandably, Advocates' creativity and lofty imagination may seem immature or impractical to unbalanced Sentinels, especially if it challenges rules they see as necessary.

When unbalanced, Advocates may wonder how Sentinel partners can so readily miss the forest for the trees. With their attention to detail and tradition, Sentinels may appear to suffer from a lack of vision, and unbalanced Advocates may become bored with conversations that are all about the nuts and bolts of living in the present. Restless, growth-oriented, and unbalanced Advocates may even start to see their partners as somehow stunted.

Focus on growth and desire for stability may also occasionally be at odds in the lives of unbalanced Advocate-Sentinel couples. While Advocates care about ways to improve humanity, Sentinels show more interest in connecting the tried-and-true of the past with the present. This may not impact couples until Advocates begin to seek deeper and more meaningful relationship levels – a probable course for them. For Sentinels, if everything is sailing along as it should, and life feels fine, transformational or soul-searching talk from Advocates may baffle them. Unbalanced Advocates may become impatient at their partners' seeming inability to grow, failing to recognize that Sentinels don't value change equally, and may even see it as a threat to their hard-earned security.

Rebalancing Advocate-Sentinel Relationships

Finding practical approaches to imaginative ends together can balance Advocate-Sentinel couples as they come to appreciate each other's unique strengths. Sentinels can help Advocates be more compatible with the world by adding a bit of considered sensibility to their natural inspiration. Advocates can find efficient paths to progress through the moderating voice of Sentinel partners. These

personalities love to open hearts and minds, and the functional methods of Sentinels are excellent tools for them to reach people.

Advocates may also find that their Sentinel partners offer a robust framework that can support efforts to grow to the loftiest heights. Advocates will be less distracted by chaos as their partners create stability around them both. By recognizing not only the personal advantages of this order, but also how profoundly important it is to their partners, and both Advocates and Sentinels showing their appreciation completes the harmony these couples share.

When Advocates bring change to Sentinels' doorsteps, a gentle, understanding manner can coax Sentinel partners out of their shell a little at a time, and help them dare to dream for more than security by protecting them from emotional risk. As Sentinel partners come to understand that their relationships offer deep safety and support, they can become less rigid about their approach to life. They can set foot on a more audacious path now and then, holding their Advocate partners' hands for support knowing that they're respected and loved.

In balanced relationships, it's as if Sentinels firmly hold tall ladders so that Advocates can ascend to grab at heavenly objects, and then, having caught hold of one, Advocates can entice Sentinels up to show them the stars. With Sentinels holding their ladders securely, Advocates can climb much higher, and Sentinels can experience how illuminating it is to follow, knowing they've built a solid foundation.

Advocate-Explorer Relationships



Balanced Advocate-Explorer Relationships

Whenever Intuitive people and Observant people sit down to get to know each other, they'll discover between themselves subtle and not-so-subtle differences. When balanced, Advocates have heads full of creative ideas and dreams and see things in terms of human values. They approach other people with an eye for finding opportunities for individual growth and growth for society. Explorers are curious about everything – except long-winded conversations based on abstractions, ideas, and values. They often they seek challenges of a material or physical nature that they can master, such as a musical instrument or craft.

In a balanced relationship, Advocates understand that their Explorer partners may have deep, meaningful, almost Zen-like connections to their pursuits. Balanced Advocates admire how Explorers connect almost spiritually with themselves through overcoming challenges. Advocates seek meaning in all things, and their definition of what is meaningful, and their Explorer partners' definition, may simply differ. When balanced, Advocates and Explorers complement and expand each other wonderfully: Advocates by learning to be less cerebral, and Explorers by learning to be more aware of the needs of others.

Balanced romantic relationships between these two types are truly exciting – full of energy and anticipation. Balanced Advocates are enthralled by Explorers' free spirit and their enthusiasm for living in the moment. Fascinated by their desire for freedom and novelty, Advocates may project romantic qualities onto such Bohemian people. Similarly, balanced Explorers are curious about the almost-mystical essence that surrounds Advocates. Advocates find passion and enthusiasm very attractive, and they can see these virtues in Explorers.

Unbalanced Advocate-Explorer Relationships

Advocates often focus on the welfare, feelings, and potential of other people. Explorers with an obstacle to overcome or goal to achieve will sometimes set these concerns aside entirely. Unbalanced Advocates may consequently see their Explorer lovers as selfish sometimes, while unbalanced Explorers may feel their Advocate partners are soft and unrealistic. Advocates are highly cooperative, to the point that they're sometimes too trusting – if they follow their Explorer partners into adopting an “ends justify the means” approach, Advocates will grow uncomfortable.

As can happen to any couple over time, unbalanced Advocate-Explorer couples risk reverting to their core preferences, disregarding their partners' needs. Both Advocates and Explorers can be stubbornly dedicated to their perspective and may suffer disconnection if they cannot learn to be flexible and open to each other's views. Unbalanced Advocates may find themselves pushing reluctant Explorer partners to examine themselves to discover deep, meaningful change. Annoyed at what they see as Advocates' fuzzy world of ideas and feelings, unbalanced Explorers may, in turn, try to force Advocates into down-to-earth conventions. The tendency of Advocates to live inside their heads may leave experience-oriented Explorer partners feeling socially isolated.

Small details rarely interest Diplomats, including Advocates, nor are they usually involved with a lot that is hands-on and mundane. This may leave Explorers to deal with such matters in a shared household in their own casual, disaffected fashion. While it may sound like a small issue, menial chores can take on exaggerated importance in an unbalanced Advocate-Explorer household if they're ignored for too long.

Rebalancing Advocate-Explorer Relationships

Trying to find ways to de-stress and experience sheer joyful abandon through shared activities is a great start to rebalancing these relationships. Advocates are likely to ruminate on the meaning of life, universe, and everything, so action-oriented Explorer partners may be the perfect people to drag them out of their mind-palaces to relax and indulge a bit. Advocates enjoy beauty, form, and culture, and Explorers like to experience new and exciting things, making common recreational ground easy to find. With a little work and time (and by not taking themselves too seriously), Advocate-Explorer couples can embrace each other's differences.

Advocates and their Explorer partners can also find unified ground between utilitarianism and idealism by stepping into each other's worlds occasionally. Explorers can support their Advocate partners' humanistic beliefs, and sometimes contribute their energy and wide skill sets. Advocates can open themselves to adventures with their Explorer partners, forgetting about society for a moment and investing solely in the connection they share.

Advocates and Explorers can decide to share mundane things like how to handle laundry early on in their relationships before they become problems. Keeping everyday life flowing smoothly enough that it doesn't distract from their higher goals will show its value quickly. With these couples, hiring outside help makes a

positive difference, as neither of these types takes much satisfaction from household responsibilities.

Advocates' Friendships



People with the Advocate personality type make loyal, supportive companions. They bring their visionary qualities to their friendships just as they put them to any other pursuit in their lives. Given time and the opportunity to build trust with accepting individuals, Advocates share more and more of their rich inner lives. However, the key to this is “accepting.” Sharing does not come easily to these Introverts, whose solemn morality protects a fragile inner core.

When Advocates find people who seek to grow and to engage in life-enriching contemplations as they do, they cement warm, exciting, and caring lifetime friendships. These types need to feel that their treasured ideas and values are in safe hands. Part of the trust they express comes from knowing that their friends understand them on a deeper level.

Deep and Strong

It may take a while for Advocates to form solid friendships, and early impressions can strongly affect the length of the process. However, when they do form, they have a legendary quality to them. In friendship, it's as though Advocates are searching for a kind of soulmate, with whom they can gaze out across a broken

landscape and discover hope in the distance. These types are insightful and have a knack for interpreting intent and compatibility. They weed out those who don't share the depth of their idealism. When finding friends, Advocates look for something that lasts a lifetime – or, for the more spiritual among them, even beyond.

Advocates' sincerity brings friendship to an extraordinary level. Their friendships can be so honest they feel as strong as any family tie. Even with friends who are unquestionably Platonic, Advocates maintain amazingly intimate and rewarding relationships. They rival the closeness of a brother, a sister, or even a spouse. Advocates love and cherish when this happens because they understand how rare and precious this kind of intimacy is.

Quality, not Quantity

As Introverts, Advocates are happy with just a few friends, so long as their friendships are sincere and trustworthy. They don't need an entourage to make them feel loved. They don't require a lot of day-to-day attention to maintain their friendships, either. Spending too much time together can turn into a negative for these Introverts, no matter how intimate the friendship. Instead, they are happiest spending quality time with their friends.

Advocates don't usually enjoy vast networks of "digital" friends or making friends for "mercenary" reasons like business networking. For them, these relationships are formed solely for vanity or gain, as if contact with others has been reduced to a transaction. This sort of selfishly motivated, shallow connection has nothing to do with friendship as far as they're concerned. They're uncomfortable with the idea of calling on a vast web of people who are just there because they're "useful." These ties lack the soulful connection they need.

Advocates also differentiate between acquaintances and true friendship, and are unlikely to merely settle for friendships of circumstance. They place little value on workplace social circles or chatting up baristas at the coffee shop, where the only thing they have in common is day-to-day familiarity. However, that can easily change in areas rich with common interest, like conventions.

Despite all this, Advocates may find they get more attention and popularity than they care to receive. Their quiet, determined idealism, creative expression, and aura of thoughtful support naturally draws others to them. These types disdain having such power over others and are reluctant to embrace people who are attracted to such power. This may make them more guarded, and make it even harder for them to find someone with whom they have an affinity. They are always busy separating potential real friends from less substantive admirers.

Letting Their Guard Down

For all their passions and ideologies, Advocates do also have fun. While they like their true friendships to be serious, Advocates can still connect on a more recreational level. If the barista mentioned above happens to share their passions for photography or kayaking, Advocates might spend an afternoon with them gliding across the water, camera in hand, getting to know who this person is. Based on this interest alone, the connection may be less firm and perhaps even short-lived. But sharing an experience with this other human being carries a strange allure. If the barista happens to share an interesting worldview filled with passion and compelling ideas over lunch by the river, they might be exactly the friend Advocates are hoping for.

It doesn't matter how many friends Advocates have or how much time they spend together. For them, it's about the quality of the connection. As Advocates share more of what lies beneath the surface to potential friends, there is a quiet assessment that determines whether interests are mutual enough and trust is

present. If they are, friendships may develop instantaneously and transcend time and space. Advocate friendships can endure lifetimes. While they will likely end up with just a few of these true friends, or even just one, their friendships are the result of a rich mutual understanding that forges a permanent link.

Exceptional Expectations

Advocates are all about vision and a future focus, wondering what the world has the potential to become. This can fuel the passion for which Advocates are famous, but to an excessive degree, it can also take the form of expectations that are too high. Few people can survive friendships with such imposing foundations. The “should be’s” of idealists like Advocates can be tyrannical.

Advocates tend to look for an intense compatibility that suggests a type of “perfect” friend. At the same time, they seek someone with whom they can grow and improve in tandem. The two requirements combined can be a tall order. In many ways, Advocates seek people who mirror themselves – if someone strays too far from the reflection, it becomes a window to a stranger.

The problem is that there just aren’t that many Advocates and other Diplomat personality types – the types who most easily step into this role – out there. Finding enough compatibility is a daunting task and makes forming friendships a challenge. Consider that regardless of personality type, different people have different interests and goals, and the field narrows still further.

Advocates have strong expectations that make them either dominating or ineffective, depending on how they are applied. In friendship, their expectations can be overwhelming. These types benefit from recognizing that the depth they demand is simply exhausting for many other types. They run the risk of always searching for unrealistically perfect and profound friendships, which may be trying

for potential friends. It can also cast aside friendships that, were it not for a single trespass, could have grown into something beautiful.

Timing Is Everything

Advocates may have issues around the intensity and timing of that depth as well. By nature, they carefully assess others before opening up. But what happens when potential friends advance before Advocates are ready? When is it too soon to bare one's soul? To socially cautious Advocates, an intimate offering of oneself may be jarring if it's premature, yet disappointing if it's too late. It can end fledgling friendships before their time. If any type can get the timing right, it's Advocates, who are the most naturally equipped to sense these connections and make the decision to try. But that natural sense is held back by an equal lack of experience owing to their Introversion. Accepting social failures, and practicing patience and forgiveness, are mixed skills for this solitary but compassionate type.

Refreshing Their Perspective

Problems in Advocates' friendships tend to involve their focusing on their vision of what friendships should be to the exclusion of what they are. Advocates aren't by nature selfish, and they are empathetic, so they are likely to grasp and respond to their friends' needs without a lot of effort. These open-minded individuals meet their friends halfway most of the time.

However, at times, Advocates need to refresh their perspectives and balance their vision of what friendships should be with their friends' ideas about their relationships. It's more about expanding their focus, being open to evolving relationships, than about learning the compassion and empathy that they already have in abundance.

To mitigate high expectations and problems with timing in their friendships, Advocates need to pay more attention to the reality of the moment. They can ask

questions and open dialogues with their friends rather than assume the nature of their friendships. Sharing ideas about personality types can be a highly useful tool for doing this.

Advocates tend to put an idealistic spin on their relationships, just as they do to most other things. However, that spin may not always reflect reality. They may need to rest a moment and balance their expectations in a way that recaptures the truth. This can also be great practice in understanding others for who they are rather than who they “ought to” be, and the compromise that goes with that understanding.

Extending Compassion Further

As an exercise in gaining a better understanding of the capacity Advocates have for compromise, it might be useful for them to explore the concessions they have made in the past in the name of friendship. How have they adapted? Or, on the other hand, what lines have they refused to cross? Were there situations where they could have let a minor trespass by, but got hung up on it instead, ending a relationship that didn't have to end? Asking these questions can help Advocates explore their personal experiences with compromise within friendships.

Most relationships, from professional to familial, require this hard work at some point. Understanding one's capacity for give and take can be a useful tool in forming a realistic picture of friendships. In fact, it's often one of the most valuable parts, because it demands personal growth. This can offset some of the idealistic thinking that hinders forming healthy friendships and crosses over into many other relationships as well. It can help Advocates move away from the notion that there are (or should be) perfect friendships.

The goal for Advocates who notice their relationships are out of balance is to return their proverbial feet to the ground. Getting in touch with details of their

needs, wants, and expectations, as well as the needs, wants, and expectations of their friends can help accomplish this. Advocates become mesmerized by their vision of ideal friendship, but a state of hypnosis is hardly the clear view they value. Taking an objective approach with an inventory (or some other clarifying technique) can help them gain needed perspective.

Advocates and Friends from Other Types

Let's examine the challenges and joys that Advocates are likely to face in friendships with others belonging to each of the major Roles: Analysts, Diplomats, Sentinels, and Explorers.

Other personality types are challenging for Advocates looking to make friends, but that doesn't mean there won't be satisfying friendships found, even with the most seemingly incompatible types. Maturity, wisdom, and mutual respect create workable and rewarding friendships from any combination of personality types. Advocates, with their compassion and desire for such knowledge, are well-suited to find common ground as a conscious act of appreciation.

Any pairing can be an exciting adventure for this friendly and loving, if outwardly reserved, type. Knowing there may be occasional glitches in potential friendships shouldn't discourage them. Rather, this awareness should help them find their way along the sometimes-difficult path to meaningful companionship.

Advocate-Analyst Friendships



Balanced Advocate-Analyst Friendships

For Advocates, having one of these Thinkers sitting across the table can feel like an extension of their minds, granting them an expanded perspective. Balanced Analysts enjoy using their inherent rationality to play the role of advisor. They pride themselves on their logic and impartiality. Where others may be inclined to provide support out of loyalty or sensitivity, Analysts can be bluntly honest with even their closest friends. They may not know when to pull punches, though, and can make a mess of emotionally delicate situations.

Advocates may see this as a blessing and a curse. It's hard enough for them to share their inner selves – it takes a lot of trust for them to do so – and having every insight run through a “rational grinder” can take some getting used to. Despite some possible pain, however, balanced Advocates are usually wise enough to know that checking their ideas against a critical mind has its benefits. This adversarial balance between Intuitive morality and Intuitive rationality forms the basis of these friendships.

Lateral Thinking

Balanced Advocates and Analyst friends can make quite creative teams if they decide to develop ideas together – and let's face it, they'll do little else. Both types are Intuitive, and this equips them with profound, expansive imaginations. However, neither type alone does well using their imagination to realistic ends. When balanced, Analysts explore probabilities and invent complex systems endlessly without ever applying them. They convince themselves that thought experiments alone are just as rigorous as putting something to action. Advocates imagine grand outcomes with less thought for the mechanics that will get them there. Both are far more likely to see the result of any endeavor in their minds, in all its potential glory or folly, than take steps to get there.

Fortunately, their distinct traits often balance each other out. When these friends work together, they get a dreamer inspiring a technical thinker. Then get a critical planner tweaking and challenging the pesky details of a hopeful visionary. Balanced Advocates and Analysts take turns providing goals and fitting them into more diverse worldviews than either provides alone. When they're willing to balance each other rather than claim the superiority of their styles, they unleash the combined force of their Intuitive imaginations, creating amazing things together. However, as with all partnerships of difference, each must go beyond mere tolerance of the others' styles – they must accept and embrace them.

The "What If" Machine

Capture their imaginations with just the right topic, and balanced Advocates and Analyst friends are in their element. They like hypotheticals and challenging the status quo. Asking, "What if...?" is a real adventure for both types. Research shows Diplomats such as Advocates and Analysts are much more likely to agree with statements like, "You believe that we aren't alone in the universe," and, "You think that there are life forms on Earth that evade detection," than more concrete

Observant types. If it interests them, balanced Analysts and Advocates might thoroughly dissect what they might imagine being the nature of aliens and Yetis together.

It might be a very long time before these friends run out of fresh material. The whole point isn't to search for aliens or Yetis or whatever subject they prefer – it's to explore all the possibilities that are found within their speculations. For these friends, any conversation that exercises the imagination and opens their worlds to exciting prospects can be extremely satisfying. With visions that are different yet similarly supple, balanced Advocates and Analysts complement each other, inspiring new passions and expanding each other's curiosity. These friends can open each other's eyes to the world around them.

Unbalanced Advocate-Analyst Friendships

Feeling versus Thinking Traits

When unbalanced, Advocates and Analysts have a fair amount of tension in their friendships, especially if they haven't grown comfortable enough with themselves to be able to accept others as they are (a concern for any type). This tension arises from the different filters they use to make decisions: humanistic or rationalist. If these individuals are direct and feel strongly about an issue, they can easily upset each other.

As an example, politics could be a risky subject for unbalanced Advocates and Analyst friends. Advocates seek ideal solutions intended to leave no person behind. In their view, efficiency isn't as important as the welfare of the individual – a laudable vision that easily underestimates near-impossible logistical challenges, which Analysts delight in pointing out. On the other hand, unbalanced Analysts might see social problems and broader society as an almost mechanical system of cause and effect. They may not hold much regard for the plight of the pieces of

the engine – which Advocates might describe as human beings – so long as the whole functions well.

Unbalanced Advocates are sensitive to criticism and tension in any relationship, something Analysts poke and prod instinctively. Unbalanced Analysts, for their part, don't always appreciate having their rational conclusions challenged, especially if it's over softer things like concern for others' feelings or individual well-being at the expense of broader gains. But these central themes make Advocates the passionate people they are. Consequently, both types of friends may want to simply avoid certain sensitive topics.

Mismatched Sincerity

When unbalanced, Advocates feel very frustrated by the problems they see in the world around them. They feel personally upset by the broad misfortunes in the world. This can lead them to imagine better and even sometimes outlandish utopian solutions. An overly optimistic view or even a rich fantasy life may provide a kind of hope for them, though it can also be an escape. Either way, these ideas can inspire real change both personally and, if they're acted on, for those they may help.

To logic-minded Analysts, this can seem like a waste of time. Unbalanced Analyst friends might become frustrated or critical of Advocates' bright-eyed idealism. If Analysts aren't respectful, they may end up being a drain on Advocates' energy. Analysts need to show some patience with their Advocate friends over what they see as unrealistic or wishful thinking. When unbalanced, Analysts struggle with this sort of idealism because it's so thoroughly humanistic. It's hard for them to believe that anyone could sincerely believe in it, so their instincts are to scoff.

Meanwhile, unbalanced Analysts are prone to thinking out loud things that perhaps ought not to be thought out loud. They often come up with technical plans

and ideas that ignore moral and legal boundaries, purely as a mental exercise. For example, they may wax ingenious about robbing a bank, with no thought or intent of ever carrying out such an act. Besides, they are likely to conclude that such a risk would be irrational. Advocates who want a balanced friendship with Analysts must bear in mind that Analysts think such things merely for the exercise of considering them. Analysts embrace meaninglessness a little more readily than most. It can be a powerful realization – possibly the greatest thing they can learn in friendships with Advocates – that there are some things worth believing in.

Compassion versus Efficiency

These friendships can also experience an empathy gap. Advocates are well-tuned to emotional understanding, but Analysts are neither comfortable with nor experienced in coping with others' emotions, or even their own. It's not that they are strangers to them or don't have strong feelings themselves. They just aren't articulate, nor particularly connected, when it comes to them, especially when unbalanced.

In emotional situations where Advocates typically feel and expect compassion, unbalanced Analysts often flounder, offering ill-received solutions and precise blame rather than a gentle ear. They tend to try to use rationality to "fix" a situation around an emotion, or the emotion itself, when Advocates want to share and understand the experience. Advocates may be surprised by Analysts' confusion or ineptness when the situation calls for emotional support. But such insensitive responses are less jarring if they understand their Analyst friends. Both types need to accept that, during emotional times, they may not be speaking the same interpersonal language.

Rebalancing Advocate-Analyst Friendships

Keeping an Open Mind

The primary problem between Advocates and Analyst friends involves the clash between the more humanistic Feeling trait versus the more rational Thinking trait. While it sounds almost too obvious, rebalancing comes from making a concerted effort to understand each other.

While Advocates and Analysts may not speak the same interpersonal language, they have one advantage that other combinations may not: they share the Intuitive trait, which grants them a broader perspective and a more open mind. They are the best equipped to do the understanding and appreciating needed to rebalance. Sharing their ideas and points of view comes naturally to them, and such conversations are usually welcomed by both. Exploring their differences not only interests them (albeit for different reasons), but also helps them smooth over any rough patches brought about by their different styles.

Advocates and Analysts friends can also decide to “agree to disagree” on some things. That doesn’t mean that they need to squelch discussions or solid arguments. However, when they hit a point of contention, they need to know when to take a break. They may want to demark certain ideas, behaviors, or attitudes as a place where they treat each other more objectively or more patiently. At these times, they can tell themselves to simply observe non-judgmentally. Becoming curious, interested observers fit both personality types and can help prevent natural differences from being taken personally.

Why Not Both?

Rather than agree to disagree, these friends can also bend their formidable imaginations to standard solutions. Both types are well-versed in hypothetical thinking, and when Advocates and Analysts use their different approaches to

creating systems and ideas that appeal to both, they generate days of conversation and entertainment, and maybe even something actionable, if they're in the mood. These cooperative musings also help these friends better understand each other, something they'll both find satisfying and enriching. Theirs are powerful friendships, indeed.

Advocate-Diplomat Friendships



When Advocates Befriend Other Diplomats

For Advocates, having close Diplomat friends is a bit like looking into a mirror. Diplomats are enthusiastic, passionate, kind, and imaginative. They're perfectly happy sitting quietly in each other's company for hours, just being together – especially with Mediators, Advocates' fellow Introverts in the group. However, should they choose conversation, they aren't likely to run out of things to say. Because Diplomats are rare among the constellation of personality types, Advocates and their Diplomat friends try hard to maintain such precious friendships regardless of any difficulties they may face. When they see how much they have in common, they work to preserve their friendships and create lifelong bonds.

Balanced Advocate-Diplomat Friendships

A Mental and Emotional Extension

Balanced Advocates who form true friendships with other Diplomats have the wonderful experience of gaining a kind of indefinite extension of themselves, doubling their potential for joy and learning. Both types share experiences with and through each other, gaining the benefit and wisdom of each other's triumphs and trials. "The most amazing thing happened the other day..." will often be heard in such friendships. Diplomats and Advocates who trust each other push and pull each other through life with high energy. In some sense, their honest, in-depth communication offers them a chance to live two lives at once.

Likewise, balanced Advocates and Diplomat friends are ideally suited to care for each other in times of trouble, leaning on each other not to stop their feelings, but to express them. A deep personal knowledge of their friends' uniqueness, combined with their caring nature, makes them each other's ideal confidants, nurses, and emotional resources. Each knows what the other needs and when they need it. Sometimes they offer comfort and sympathy, sometimes encouragement. Other times, they may provide pointed feedback and gentle nudges. Balanced Diplomat friends are inexhaustible wellsprings of emotional support for Advocates. Their mutual understanding of each other may even go beyond words and enter a realm of almost magical synchronicity.

A Creative Bond

When balanced Advocates and their Diplomat friends have a mutual interest, they inspire each other and spur beauty and significant accomplishments. Much of this energy comes from sharing core similarities that drive both types of friends in similar directions. This doesn't necessarily mean the same direction – they are, after all, individuals. Such differences aren't to be feared, though, and even hold

special benefits. By weaving together harmonious – but not identical – paths, balanced Advocates and other Diplomats glimpse things through each other's different points of view. Such coordinated efforts can be real gifts. Balanced Advocates and their Diplomat friends stir up profound feelings and ideas in each other by being so similar, and yet so unique.

When it comes to pursuing creative expression and ideas together, balanced Advocates find that other Diplomats make willing and helpful partners. Even when the setting is relaxed, Diplomats explore life and hold all its pieces in their minds, sharing what they see. When these two types are together as trusted friends, their pleasure arises from exchanging insights and dreams.

Unbalanced Advocate-Diplomat Friendships

Isolated and Insulated

The key challenge for unbalanced Advocates and their Diplomat friends comes from the same source that fuels their friendships – their similarity. Having friends who think likewise can be very reassuring and inspiring. However, it can also create a bubble, potentially isolating these types from criticism, different opinions, and worldviews. There is a risk that unbalanced Diplomats and Advocates will convince each other that their ideas are worth pursuing – maybe even the *only* ones worth pursuing – even when that's just not the case.

Adding a little diverse thought can make an idea stronger. However, when unbalanced, Advocates and other Diplomats instead build walls around themselves to shield each other from the outside world's sometimes harshly critical input. This particularly applies if they are both Introverts. Unbalanced Advocates and their Diplomat friends' mutual reassurances that they're right can prevent the grounding benefits of a fresh outside perspective. The lack of such a perspective can perpetuate ignorance. By firmly defending and supporting one

another, unbalanced Advocates and their Diplomat friends can unintentionally do a great disservice to each other.

One of the saving graces is that all Diplomats, including Advocates, thrive on being genuine. If they catch but a glimpse of worthy ideas from alternate sources that they've missed, they take measures to educate themselves. They aspire to be truthful in their approach. However, they need that glimpse first, and that can mean recognizing that someone with whom they disagree may have something of value to say after all. When unbalanced, the strong mutual support that has them peering inward may prevent these friends from seeing much that is outside of their bubble.

Emotional Transfer

Similarity may also lead unbalanced Advocates and their Diplomat friends to unconsciously manipulate each other. These types typically have no interest in seeking power over others, and look on manipulation as an underhanded attempt at just that. They aren't likely to try to pull the wool over another's eyes – their compassion and their quest for genuineness stifle such impulses. However, it's that very compassion that makes others feel better about themselves that is the heart of the bias. Both types project their feelings onto others readily, and between their empathy and their desire to communicate, they can confuse their opinions for their friends' best interests when unbalanced.

Criticism or advice can be more about what they want than about what is right for those receiving it, even without realizing it, and the unusual level of trust between these friends makes it hard to be objective about such criticism. Overall, these types speak the same language, thriving on the exchange of mutual emotion and belief. This makes it easier for them to persuade each other in manipulative ways, something both need to be aware of.

Advocates and other Diplomats are also natural compromisers when it comes to emotional states, and can be more receptive than most to unconscious manipulation from people they care about. If a friend is upset, it's contagious. Rather than upset their friends, unbalanced Diplomats, including Advocates, may "go along to get along," which itself can be a subconscious response. The way they share emotions is one of the most beautiful parts of Advocate-Diplomat friendships, but emotional independence can also be a skill worth developing.

Floating in the Ether

Another issue that unbalanced Advocates and their Diplomat friends may face is that they both place lots of importance on imagination and dreams, often to the exclusion of much of what the "real" world offers. They pay little attention to more practical, down-to-earth matters as well, creating a challenge for friends who work together or who share an apartment. It may be beneficial for these friends to encourage each other to remember that tangible things and activities can be fun as well (and that some mundanities simply need to be taken care of). They may want to get out of the house – and out of their heads – occasionally. Their physical isolation can also exacerbate the ideological isolation these friends are vulnerable to when unbalanced. Exposing themselves to a broader social circle and range of cultural experiences can be healthy and enjoyable.

Rebalancing Advocate-Diplomat Friendships

Broadening Their Circles

Advocates and other Diplomats at times need to break out of their cloisters and use their gift of asking, "What if...?" out in the wider world. This may mean joining larger groups with more diverse ideas, from book clubs to community college classes, or finding some other way to break out of the bubbles they may inadvertently create. This may feel hard, particularly for Advocates, because of

their Introversion and because of the rarity of these friendships. They may not want to dilute their connection by including people in their bubble who don't quite understand them. However, in their pursuit of being genuine and balanced, at times, dilute they must.

Exercising Independent Thought

While constructive criticism or concern may be just that, Advocates may want to be careful that they aren't being manipulated, or at least make sure they know when to stand up for an idea. This isn't usually an issue for them, but friends carry a certain gravity because of the trust inherent in the relationship. There is a difference between subtle accusations and honest, gentle questioning, and that may be a difference Diplomats want to fine tune, especially among Advocate friends where reassurances abound, and harmony is prized over disagreement. Advocates certainly don't want to reject their Diplomat friends' criticisms or concerns when they come from a good place. However, knowing that manipulation can also take these forms can be useful and allow them some awareness when it's happening.

Rediscovering the Tangible

Balancing their inner, imaginative life with some real-world experiences can benefit Advocates and their Diplomat friends, both personally and regarding their friendships. Instead of encouraging each other to live so internally, these types can make it a point to get out and experience the world. Such an effort at balancing their lives – with local fairs, the arts, or live music – can only make their friendships richer. Instead of watching and discussing a film (though there's nothing wrong with that), perhaps a few frames of bowling or a spontaneous hike would expand their lives. A little interaction with the material world wouldn't hurt these pairs who might otherwise become indistinguishable from their couches and comfy blankets.

Regardless of any potential hiccups, Advocates and their Diplomat friends may feel as though they have found true soulmates. Not all Advocates and Diplomats will become friends. However, their shared interests, empathy, imagination, and tendency to seek win-win situations makes them kind and inspiring companions when they do. They are also equipped with the tools to resolve conflicts should they arise. The primary challenge for Advocates won't be keeping friendships alive with other Diplomats – it will be simply finding the rare Diplomats with whom they might share their similarities.

Advocate-Sentinel Friendships



Sentinels make up about half the population in most parts of the world, and they form a significant part of Advocates' social circles, unless they are exceptionally selective. Balanced Sentinels, especially those with the Feeling trait, tend to be kind, supportive, and altruistic to their friends. They're also the few types whose dependability can make Advocates seem flighty. This can be quite appealing. Additionally, those in this Role are likely to be loyal and down-to-earth friends who are always eager to advise and support. All this dependability and loyalty come with a degree of rigidity, and Sentinels' style is far more matter-of-fact than Advocates', but both are dedicated and sincere friends.

Balanced Advocate-Sentinel Friendships

The Dreamer and the Doer

Balanced Advocates siege the fortresses of injustice almost as a pastime, and much of their attention goes to larger ideals. This is admirable, but it can leave the more everyday engagements in life unattended. This sometimes gets in the way of real-world goals. Sentinels tend to take a more conventional approach to their leisure time, though they usually keep noble intentions in sight. Their practical nature can help Advocates blend the two a little more smoothly. Specializing in function over friction, balanced Sentinels understand the concept of responsible character more than any other Role, and can help Advocates balance out their passions with a little practical humility within the security of friendship.

Because of their focus on the future, balanced Advocates accept change easily, so long as it's the right change. Sentinels, on the other hand, resist change for personal traditions. While these approaches can certainly clash, they also offer a mutual benefit. Sentinels' resistance to change makes them dependable in a world of swirling uncertainty. Their ability to stay focused on what makes practical sense allows them to offset Advocates' dreamier, idealistic nature. On the other hand, balanced Advocates can help their Sentinel friends see the benefits of occasionally letting go of daily concerns and engaging in the exploration of possibilities, whether realistic or not.

Because of this, these types may complement each other perfectly. Sentinels focus on practical accomplishments more than sweeping idealism, and Advocates learn from their steady follow-through and their ability to get down to brass tacks. Sentinel friends find inspiration in the original ideas that come so naturally to balanced Advocates, and Advocates benefit from a more grounded assessment of what it takes to move ideas forward. This can drive both types to expand the scope

and scale of their life goals and can lead to well-planned adventures, from travel to mountaineering.

Different Kinds of Creativity

It may be easy for Advocates to dismiss Sentinel friends as unimaginative or lacking creativity. That would be an unfair assessment, though. Each type enjoys creativity in a different way. The hackneyed expression “thinking outside the box” describes balanced Advocates’ way of using their imagination. Broad, free-flowing imagination filled with “what ifs” fuels their creativity. However, that’s the not the only brand of creativity available to the world.

Balanced Sentinels prefer working “inside the box,” but can do some clever and frankly amazing things from within their supposed confinement. Some Sentinels are so creative “in the box” that they perform logistical miracles that amaze their Advocate friends. “What do we need to do to make this happen?” fuels Sentinels’ creativity.

Solace and Fun

Advocates’ Intuitive trait can be a bottomless pit of worries when negative emotions take over. Their mental elasticity, which grants them so many great and positive ideas, also afflicts them with despondent fantasies. With their solid footing, balanced Sentinels can help Advocates overcome any personal chaos that arises from their darker imaginings. Sentinels’ composure allows them to offer comfort. Their steadiness keeps them from swinging too far into fear or sadness. When balanced Sentinels say, “We’ll get through this,” they mean it. It’s not a flimsy reassurance or the tendering of false hope. They possess the resolve and the certainty to find a solution or, at least, offer a more earth-bound perspective.

On the other hand, for all their world-bearing reputation, balanced Advocates will likely take charge when it comes to having fun, at least when it comes to

introducing experiences outside of Sentinels' usual routines to their friendships. Caring, loyal, and balanced Advocates are the perfect agents of change. Such friends enlarge Sentinels' sometimes rigid world with new adventures, and Sentinels' knack for planning pulls those events off without a hitch. In a balanced friendship, Advocates help their Sentinel friends relax and expand, and Sentinels help their Advocate friends relax and depressurize.

As Sentinels grow to trust their Advocate friends, they come to appreciate the new horizons that balanced Advocates' outlook provides. At the same time, cautious Sentinels help Advocates moderate their impulse to sink too deeply into their obsessions. Advocates' optimism can occasionally blind them to risk, and their determination can cause them to forge ahead despite it. Their balanced Sentinel friends fulfill the role implied by their name – standing guard over their friends' social, physical, and emotional health.

Unbalanced Advocate-Sentinel Friendships

What Is Fun?

When Sentinels meet with their Advocate friends, they're likely looking forward to an afternoon hanging out, relaxing, and catching up. Meanwhile, Advocates hope to bond and share profound, timeless insights mulled over the course of the week. Without fuller understanding of each other's view of what is important or "real" – or what counts as fun or exciting – there might be misunderstandings or feelings of annoyance.

Consider, as an example, choosing a movie for these friends to see. If Sentinels choose the film, they may prefer a traditional storytelling device – a Bond flick, a romantic comedy, or a classic drama, depending on their tastes. They want straightforward entertainment executed well, including a laugh, a thrill, a cry, or

even inspiration that comes from a plot that has a definite beginning, middle, and end.

Advocates, on the other hand, won't be so bound to whether the film is "entertaining." A traditional plot is okay, but a gripping or provocative theme is better. Kubrick's classic film, *2001, A Space Odyssey*, might be their perfect choice on sci-fi movie night. The topics of human evolution and transformation touch Advocates deeply. They won't mind that the story jumps around in time and space, or that the story's focus abruptly changes from one lead character to a seemingly unrelated other character. Advocates may even take their Sentinel friends to an avant-garde film festival at the local art cinema, where puzzled Sentinels may sit bewildered as their friends are mesmerized by the quirky, disjointed offerings.

"So, who picks the movie tonight?" Many an argument between unbalanced friends has started over less.

The Concept and the Details

Advocates and Sentinels organize their lives around different things. Advocates organize their worlds around concepts and visions of greater hopes and ideas. Sentinels organize their worlds around details and stability. This match can expand their individual lives, or it can contribute to conflict and tension when unbalanced.

To explore this, imagine a dinner party organized by Advocates and Sentinels, with the goal of bringing a larger group of friends together. For Advocates, this evening might be dedicated to social connectedness and growing relations with a group of friends. Whatever happens, the event is a success if people enjoyed each other's company. If someone extra shows up or the pie burns in the oven, the theme holds well.

Sentinels may see the dinner party itself as the focus: an organized event that involves planning, protocols, and rules. Each action has a consequence. An extra guest upsets the seating plan, a burned pie ruins dessert, and a late guest demands that everyone delay, with food growing cold.

Both types of friends have a fixed idea of what the party should achieve, but they might both be surprised as they realize that those goals are entirely different. Advocates' relative adaptability to the minutiae can be mistaken for indifference or not taking responsibility for how the event plays out. If Advocates give an assurance that everything will be fine, their Sentinel friends will be tempted to think that things are only fine when people make them fine – it doesn't just "happen."

This provides a glimpse into the different ways Advocates and Sentinels organize their worlds and the potential conflicts inherent in those differences. While neither intends to be intolerant of the other's focus, it can turn out that way regardless. While upending a dinner party's seating chart may not be the crime of the century, enough clashes over similar things can supply unbalanced friendships with steady friction. Sometimes best friends are the people most capable of irritating each other. Advocates and Sentinel friends have a lot to offer one another, but only if they first appreciate how they organize their worlds and the things that motivate them, and then plan accordingly.

Rebalancing Advocate-Sentinel Friendships

Appreciating Fundamental Differences

One of the first steps to closing the gap between Advocates' conceptual focus and Sentinels' fixed, pragmatic view of the world is simply to acknowledge that difference. While there may never be a full meeting of the minds, there can be a meeting of the hearts and a sense of acceptance and mutual respect. Sentinels

and Advocates value the well-being of other people, and this common ground bodes well for nurturing friendships with each other as well. Once this shared ground is acknowledged and appreciated, with patience, each can work to understand that the other is coming from a good place, and with understanding comes acceptance.

It's a fool's errand to ask Advocates to be less passionate and Sentinels to relax their need to maintain practical control. If such friendships are going to work, tolerance may not be enough – while both Advocates and Sentinels are known for their caring, they're also both terribly stubborn. The only way forward for these types is understanding and accepting each other as they are. Sentinels can still ask their Advocate friends to take a deep breath when they are flush with new ideas or passions, and Advocates can still ask their Sentinel friends to slow down a bit when they're trying to juggle too many responsibilities. This kind of support is what makes these friendships great.

Sharing Is Caring

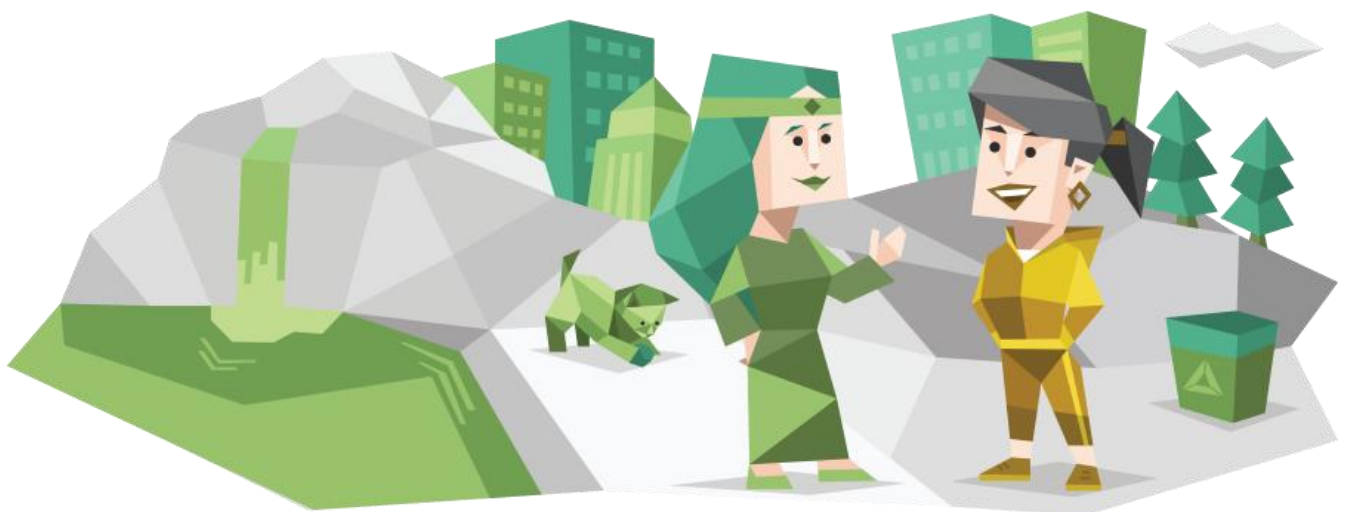
When Advocates disrupt Sentinels' best-laid plans, they should realize that it's no casual thing for these friends. Sentinels take their responsibilities, in whatever area of their lives, seriously. They can harbor hurt feelings or anger over disruptions that upset this code, even if they seem minor to Advocates. Learning about this sensitivity is the first step. Then, Advocates can share their understanding and try to show the respect that they feel for their friends' values, whether or not they agree with their implementation. It's ultimately a matter of empathy, a skill at which Advocates are adept. But the way Sentinels go about it can be hard for Advocates to understand nonetheless, and Advocates will have to work to accommodate their friends' needs once they embrace what it means to them.

Differences Make the Difference

In some ways, Advocates may have it easier than their Sentinel friends when it comes to understanding each other. Practicality makes sense even to those who don't practice it. However, Advocates and their visionary flights of fancy may not make much sense to those who aren't prone to them. Advocates, along with most other Intuitive types, can pull wisdom out of a Bugs Bunny cartoon if they approach it with the right attitude. But they may find it difficult to explain these ideas to their Sentinel friends. Sentinels are unlikely to allow themselves to be carried away by abstract concepts or stretched profundity. However, it's precisely this dynamic that can create a healthy counterbalance. Sometimes, it can be the differences that make all the difference in a good friendship.

Ultimately, friends are friends. Even though Advocates and Sentinels may sometimes be caught off-guard by the different ways they approach the world, these differences are hardly fatal. Reflecting on their shared history and the experiences they are yet to have together can go a long way toward smoothing over the occasional bumps in the road.

Advocate-Explorer Friendships



Balanced Advocate-Explorer Friendships

Probably the most challenging, yet most interesting combination for many reasons, Advocates and Explorers don't have many typical behaviors in common. Unlike Advocates, balanced Explorers are more adaptable than idealistic. They are more pragmatic and in tune with the everyday world and hardly notice the grand goals that are so central to Advocates' worldview. Likely, balanced Advocates' initial impressions of potential Explorer friends are concentrated on the latter's spontaneity, unpredictability, and their focus on the present moment. Explorers likely see Advocates as incurably impractical.

When balanced, Advocate-Explorer friendships are the epitome of "opposites attract." With effort, they can be an amazing experience for both types, but others looking in may wonder how these odd couples make it work. Such friendships require a lot of mutual understanding. Still, if balanced Advocates and their Explorer friends are dedicated and flexible enough, and share a few mutual interests, their friendships will be anything but boring.

Yin to Yang

The differences between Advocates and Explorers are responsible for both the benefits and the difficulties of such relationships. While balanced Advocates are capable of fun, they're also exceptionally serious-minded. Their moralistic and visionary ideas dominate their thinking. This brings hope and bright visions of the future, but it also brings stress and existential pain. Balanced Explorers provide a healthy distraction and help bring Advocates out of their heads and into the moment. The immediacy and self-gratifying bent of balanced Explorers' outlook offers a healthy break for Advocates when they become caught up in their ruminations. A concert or a few rounds of golf may be just what they need to get out of a depressive rut.

Meanwhile, balanced Advocates act as a moral compass for their Explorer friends. When balanced, Advocates provide them with a deeper and more compassionate view of life. For novelty-seeking Explorers, being inspired to explore the altruistic can stimulate their sense of adventure. This is especially true if it involves working with their hands. Balanced Explorers can find satisfaction in doing something like building a house for the poor or helping a group of special needs kids experience musical instruments.

Tapping into the Unconventional

Both balanced Advocates and Explorers enjoy unconventional approaches to life. Advocates like to challenge authority and tradition, at least in their thinking, alongside (often private) acts of defiance. Explorers place novelty over rules and conventions, emphasizing interest over strict needs. This common ground provides some real opportunities for them to stretch boundaries together and experience something excitingly different.

It's entirely possible that Explorer artists might push the standards for their crafts to *avant-garde* lengths. Balanced Advocates may well be able to view it through their supple imaginations and "get" Explorers' works when others might not. At the movies, balanced Explorers may appreciate the trendy and daring technical approach of a director, while Advocates enjoy the quirky human story the filmmaker tells. Both look at the same unconventional thing and enjoy its unconventionality, but in different ways. Such a film may not make clear sense to Analysts. It might seem weird to Sentinels. But it might be just the right thing for balanced Advocates and their Explorer friends looking for something to do on a Friday night.

Explorers like to experience things through active engagement. Advocates may be more reserved in this regard, but anything involving exciting activities and travel can hold common interest for these friends. Festivals, surfing, wine tasting,

camping, pottery classes – they might happily share anything that involves enriching adventures. With balanced Explorers' open minds and adaptability, and balanced Advocates' willful embrace of life's experiences, there is little to stop these friends from sharing endless adventures.

Advocates and Explorers are by no means identical regarding conventionality. Balanced Advocates are likely to seek more "purpose" than their Explorer counterparts. Despite their open-mindedness, they still maintain a sense of how things "should be" and hold tight to certain values. Balanced Explorers can seem to surrender all standards if it seems practical to do so in the moment. Nonetheless, if each can tolerate these different sensibilities, they will challenge each other's boundaries, which is something they each appreciate in their way.

Unbalanced Advocate-Explorer Friendships

Depth and Diversity

Unfortunately, the ability of these types to connect in lighter, more active areas doesn't extend to the deeper areas of life. When unbalanced, one of the most likely problems is a clash between Advocates' ideals and Explorers' flightier, more tangible focus. Both types can be passionate and driven. However, Advocates are inspired by intangibles born from their imaginations and deep moral beliefs, while Explorers usually find inspiration by connecting to the world around them, engaging in processes and practices rather than rumination and wonder. One looks more inward while the other turns outward.

Unbalanced Advocates are quick to judge how everyone should feel about things, especially in social and moral areas, but Explorers maintain a "live and let live" attitude, often impervious to this judgment. Advocates pour their energy into their ideas for positive change. Explorers would rather put their energy into their hobbies. This isn't nearly so simple as a case of altruism versus selfishness,

though. Explorers have every bit the nuance Advocates do, but the way they experience it is simply alien to these cerebral Diplomats.

Intuitive versus Observant

While it can be true that the independent Explorers focus on their interests – at times to the exclusion of the needs of others when unbalanced – this doesn't mean they are uncaring. Explorers, especially those with the Feeling trait, can be incredibly generous and dedicated to the welfare of others, and share many of Advocates' deep emotions. However, they aren't particularly impressed with talk and moralizing about right or wrong if it's not coupled with action. They have no interest in a lot of "shoulds" or "shouldn'ts." They are doers who have a great respect for tangible accomplishments.

Unbalanced Explorers may see Advocates' passions or outrages as wasted energy, preferring to invest physical and mental energy into creating real benefits and providing real help, if that's where their hearts lie. While Advocates might start their mission against world hunger by holding awareness raising seminars, Explorers may already be down at the local food bank building shelves and hauling cans. Whether figuring the best way to help those in need or figuring out what to do for the weekend, these differing styles may, at times, clash within an unbalanced friendship.

It can be hard for Explorers to tell if Advocates are serious about any given goal, suggestion, or passion, because there's so much disconnect between the idea and the action. Advocates are serious about almost every "what if," but their seriousness – and Explorers' seriousness – look very different.

Unbalanced Explorers are easily tired by seemingly idle theorizing. Even a conversation over dinner can be strained if Advocates talk only from the perspective of distant potentials and beliefs. Explorers simply care more about

results and day-to-day happenings. Of course, Explorers who talk endlessly about their specific crafts or the latest trends or shows can easily bore unbalanced Advocates who are interested in larger, even cosmic concerns.

Mutual Disdain for the Mundane

Fun is often just what burnt-out Advocates need, but here, Explorers can be a bit of a bad influence, even with the best of intentions. Unbalanced Explorer friends are likely to encourage Advocates to set aside some of life's obligations, whether blowing off a homework assignment or loosening a budget for a night out. Advocates care deeply about their Explorer friends' happiness, and they may not put up much of a fight. When unbalanced, these types may encourage each other to take chances and reject conventions, no matter which of life's everyday concerns get ignored.

This may not always play out in friendships the same way it would with roommates, families, or spouses. Nonetheless, friends often room together or go into business, and they may want to keep an eye on potential problems in these areas. Whether questioning the morality of making people pay to have shelter or forgetting to align a paycheck with a bill, the rent always comes due in the end. To whatever extent these friends' responsibilities are entangled, they're a very common source of conflict when unbalanced.

The Tortoise and the Hare

As much as Advocates have in common with Explorers when it comes to the pursuit of inspiring experiences, they may be in for some disappointment as well. Explorers seize interests with passion, but just as easily drop them when the passion runs dry. Their flexible approach helps them deal with adversity when they face it. However, unbalanced Advocates who have invested time and energy with their Explorer friends in a mutual pursuit may find this irritating, or even

unsettling. Their Judging trait compels them to press forward with a project until they feel they have completed it. Meanwhile, Explorers' Prospecting trait has them already looking for the next experience.

It can be hard for unbalanced Advocates to keep up with their Explorer friends through their various phases and interests, especially if their efforts in a shared pursuit end up unfulfilled. While Advocates pour their hearts into the idea of an endeavor, envisioning it complete and beautiful, unbalanced Explorers may float somewhat like a butterfly among flowers, from one interest to the next. It's not that Explorers can't maintain commitment if something fascinates them – they are at their best when they strive to master a craft – but once the passion dies down, it's difficult for them to maintain their energy.

When Explorers drop something for a more engaging something else, unbalanced Advocate friends on the journey with them become dismayed. They may be impressed when Explorers demonstrate a skill, then baffled when they suddenly drop the pursuit. Their abrupt dissatisfaction may strike Advocates as almost bizarre, but, for Explorers, capability and passion are separate. Mastering a challenge is the joy – at a certain point, they get good enough that the challenge is gone, at least as far as they're concerned, and with it, that joy. When Advocates are pulled along for the ride, they can be left feeling confounded and dissatisfied with their unbalanced friendship.

Rebalancing Advocate-Explorer Friendships

Accepting Non-Commitment

For all their adaptability, Explorers love their independence. Their Role is quite uncomfortable committing to things – not because they won't follow through, but because formalizing things turns activities from something that once was done with joy into an obligation. This is quite the stretch for Advocates, who value deep

dependability in their friendships. If they can't rely on their friends to be there when they're needed, they're forced to wonder, "What's the point of these relationships?"

Predictability never was the charm of these friendships, though. Rather, it's that sense of non-obligation, of fun for fun's sake, which makes Explorer friends so important to Advocates. Explorers pull them out of their comfort zones and place them in the moment. Ironically, given Advocates' attitudes toward meditation, it's Explorers who embrace the principle of "being in the moment" most successfully. Advocates can learn a lot from these friendships by not succumbing to future expectations.

To find their balance, Advocates may simply need to accept one fact about Explorers: the more formal the arrangement, the less likely they are to bother. Any effort to get them to "commit" to mutual friendships, something Advocates may find themselves considering as they come to terms with Explorers' spontaneity, is likely only to push them away. But this also means that their Explorer friends will be ready to drop what they're doing and come to their friends' aid when they need it. Their spontaneity goes many ways.

Looking Out for the Little Things

It's no secret that Explorers excel in letting things go, from forgiveness and generosity, to forgetting that the rent is due. For better or for worse, close friends need to avoid becoming enablers. Explorers and Advocates are both capable of forgetting to pay the electric bill or water the geraniums, and this can prove a problem. Of course, not all friends have the sort of tight-knit relationship needed to influence others in this way. However, should these friends also be roommates or colleagues, this can become a significant issue.

When Advocates and their Explorer chums find themselves sharing an apartment or running a business together, pledges, written agreements, and other accountability measures may be in order, however distasteful they may seem. This goes against Advocates' natural harmony – they tend to assume the best from their friends. Such contracts also run counter to Explorers' need for flexibility. Nonetheless, to avoid dysfunctional relationships, attempts must be made to deal with the duties of life, no matter how uncomfortable or uninteresting they are.

Fortunately, apps and the Internet have made it easier than ever to work together on these fronts. Automatic bill-pay services are a boon to the forgetful, and smartphone apps can keep track of where everyone stands on the rent. Advocates might suggest automating a few shared responsibilities in these friendships – it provides security for them, and blessed convenience for their Explorer friends.

Respecting Interests

Advocates may not want to hear about the latest upgrades to an engine their Explorer friends are raving about. Explorers may want to shrug off a conversation about how producing the hamburger they're eating wastes the same amount of water as a three-hour shower (which, by the way, is tragic in the light of how many people in the world don't have access to clean water). Even the description of Advocates' side of the conversation has more words!

So, what common ground can these types find over lunch?

Good friends will, at times, suspend their disinterest in subjects for which they could care less. Advocates may seem to drone on and on over the state of the world. Meanwhile, Explorers just want to get their hands on that engine. But what if, after lunch, Explorers asked questions about the water crisis while Advocates looked over their shoulders as they dissected their upgraded engine? Showing

interest does not always mean taking on the others' interests. It just means showing respect for them.

When it comes to their different approaches to life, Advocates and Explorers may need to be willing not only to overlook differences but to also go along for the ride occasionally. Friendship is a participatory sport. If either type is rigid and refuses to pay any attention to the things that excite their friends, these relationships won't have much in the way of a solid foundation.

Of course, Advocates and Explorers can have great friendships while maintaining separate interests, too. In fact, they probably should. Friendships with Explorers require appreciating their need to do their own thing. Advocates also have their preferences when it comes to "alone time." On some level, such friendships may require sufficient distance and flexibility to allow Explorers to be Explorers and Advocates to be Advocates.

Nonetheless, for these friendships to ultimately work, there needs to be enough in common and more than simply tolerating the unique pursuits of the other person. Friendship should be a life-enhancing state filled with caring about other people. Sometimes this may mean taking an unselfish step outside of one's comfort zone or area of interest, even as these friends hold on to the values and interest that make them who they are.

Advocates as Parents



Balanced Advocate Parents

There are few challenges in life so exhausting yet so rewarding as parenting, and Advocates are undoubtedly up for the challenge. These types bring the same amount of passion to their role as parents as they do to the causes that they support. Their many strengths serve them well as parents and provide them with an impressive balance of gentle authority and inspirational companionship with their children.

Balanced Advocate parents have several qualities that make them ideal guides, especially concerning how they relate to and encourage their kids. Their ability to not only articulate but also demonstrate their beliefs is unparalleled, making them parents that truly “walk the walk.” In the following paragraphs, we will discuss the strengths of balanced Advocate parents in greater detail.

Idealistic and Inspirational

Like all Diplomat parents, balanced Advocates focus intently on morality. They are very principled, driven, and compassionate, and do their best to ensure that their children can fight for causes they believe in and separate the good from the bad.

This doesn't mean that Advocate parents encourage their children to become fanatics, but they do stress the importance of having a clear moral compass and noble goals.

Balanced Advocate parents also encourage their children to listen to their emotions when making decisions and not be afraid to be sensitive and kind wherever possible. Having their children grow up as empathic, principled individuals is one of the key goals for parents with the Advocate personality type. They trust their instincts and their hearts when balanced, and they teach their children to do the same.

Imaginative and Creative

When balanced, Advocates place a lot of importance on imagination and creativity. Parents with this personality type encourage their children to explore various hobbies and activities, hoping that they find inspiration. Balanced Advocate parents want their children to be true to who they are, regardless of how difficult it is to find the right path.

Balanced Advocates are creative regarding activities they engage in as well as how they approach parenting. They approach issues that they, or their children, face with insightfulness and imagination instead of a one-size-fits-all solution. Balanced Advocate parents excel at combining empathy with creativity to ensure unique, individually tailored problem-solving approaches.

Dedicated and Empathic

Devotion to their ideals is apparent in balanced Advocates' approach to parenthood as well. Advocate parents won't even blink an eye if they need to accomplish something for their children. No matter how difficult, these types bear these burdens with smiles on their faces. The devotion and idealism shared by all balanced Advocates make them very warm and dedicated parents.

Balanced Advocate personality types are very sensitive and empathic, especially when it comes to their family members. They will always be ready to sit down with their children and discuss matters that are troubling them. It's very unlikely that the kids of balanced Advocates will lack emotional support growing up.

Unbalanced Advocate Parents

Despite their best intentions, all parents have different areas where they struggle. When parents are overwhelmed and stressed, they face difficulties interacting with their children. Let's now talk about what is likely to keep Advocate parents awake at night.

Maintaining a balanced life, especially in terms of self-care, is vital to ensure that Advocates are both effective and happy parents. However, when unbalanced Advocate parents experience frustration, they react to situations in less than productive ways. Below, we discuss several of the barriers to balanced parenting that Advocates face, followed by tips for regaining their ideal balance.

Demanding

One of the biggest fears Advocate parents share is that their children grow up cynical and irresponsible, or even worse, become criminals. Parents with this personality type don't worry too much about their children's academic performance or other achievements, and instead, put more emphasis on how their children feel or whether they are doing something that they enjoy.

While they may not concern themselves with achievements, unbalanced Advocates can be rather demanding parents when it comes to their kids measuring up to their ideals. Advocates are fairly perfectionistic, and when unbalanced, it causes them to enforce even higher standards on their children.

Difficulty Detaching

Advocates' empathy and compassion help create strong emotional bonds with their children. However, it's important that Advocates don't go overboard with this. In some cases, the emotional bonds between unbalanced Advocate parents and their kids can be so strong that both have difficulties accepting that the children have become adults who need to lead independent lives.

Their strong attachment may seem idyllic until the time comes for their children to start making their way in the world. Kids who become overly attached and dependent on their parents have difficulty making decisions, and often struggle taking responsibility for their choices. This unbalanced co-dependency makes them more likely to have problems with other relationships in their lives as well.

Overly Sensitive

Advocates' sensitivity and focus on morality mean that things that other personality types would probably shrug off hurt these types deeply, especially when unbalanced.

Few things could be more hurtful to Advocates than seeing their deep beliefs about what is noble challenged by their children. In such circumstances, unbalanced Advocates blame themselves for being unable to instill the right values in their children, and they may try to fix that by resorting to emotional manipulation.

Parents with this personality type should be especially careful during their children's adolescent years. Teenagers often rebel against their parents' authority, and Advocates shouldn't immediately assume that their kids are actively fighting their beliefs or that all their teachings were ignored. Unbalanced Advocates may feel deeply hurt, and try to focus all their efforts on mitigating damage and

strengthening their relationships with their children – which may provoke even stronger pushback.

Advocates should remember that they probably craved freedom and independence too when they were that age, and try to control their anxiety about their children's prospects. Advocates' children are likely to recognize and appreciate this, which should lead to a less chaotic adolescence.

Lacking Practical and Administrative Skills

While they are very driven and motivated, Advocates focus on ideas while sometimes neglecting the smaller details and more mundane aspects of life. Although it helps for these types to have a partner that balances them out in this regard, it isn't always possible. A lack of attention to detail, especially in finances, can quickly become contentious and overwhelming for unbalanced Advocates and will certainly impact how they interact with their children.

Unbalanced Advocate parents aren't irresponsible by any means. It's just they shy away from details when caught up in the more exciting aspects of a situation or when they are focusing on the big picture. This is the case when they are exceptionally stressed or busy, and isn't always the norm, as their Judging trait promotes decisiveness and structure. A lack of balance between this Judging trait and their Intuitive and Feeling traits, however, is a catalyst for burnout and impatience.

Rebalancing Advocate Parenting

Regaining balance is never an easy task. However, there are several areas where Advocate parents can utilize their strengths to decrease the stress and chaos in their lives and the lives of their children. Focusing on activities that promote emotional connection, and support their ideals and values, is necessary to achieve balanced parenting for this personality type.

These types especially benefit from engaging in techniques that help to alleviate stress and promote structure. Managing emotional imbalances, both their own and their children's, isn't only possible but extremely beneficial. The following paragraphs describe strengths that can be embraced and areas that can be focused on to help Advocate parents maintain or regain balance in all aspects of life.

Creative Connections

Creating strong, empathic relationships with their children is one of Advocate parents' top priorities. There are numerous ways to do this, but as far as parent-child activities are concerned, Advocate parents prioritize creativity to promote emotional bonding. People with this personality type enjoy things that excite their imagination and poetic spirit, and they rarely have difficulties coming up with creative ideas.

Advocates also love nature and everything it offers and believe in harmony and understanding among all living things. They encourage their children to experience and enjoy nature as well. Such activities offer Advocate parents an excellent opportunity to teach their children the importance of empathy, kindness, and understanding.

Advocate parents may also encourage their children to explore the arts – visual, performing, or literary. People with this personality type enjoy metaphors, hidden meanings, and complex, intriguing concepts. If they believe their children are artistically minded, Advocates can encourage them to nurture and develop such skills. For Advocate parents, artistry and creative expression are far more important than, say, financial success associated with a profession.

Inspirational Idealism

The same applies to spiritual or religious work: Advocates' philosophy and focus on morality mean that their children are likely to be encouraged to pursue paths that are at least tangentially related to higher, idealistic goals. In all circumstances, though, Advocates will ask their children to think independently and take responsibility for their decisions, rather than push them toward certain occupations or activities. All Diplomats firmly believe that children need freedom to be able to develop.

Regardless of their children's hobbies or interests, Advocate parents usually assume an inspirational role. People with this personality type are dedicated and attentive, although their practical and administrative skills tend to be subpar compared to their creative and empathic abilities. Consequently, Advocates feel happiest when they are free to help their children develop their creative thinking skills or emotional intellect instead of worrying about bills, home improvement, or other practical matters, which they would gladly leave to their partners.

Similarly, Advocates aren't too interested in intellectual exercises that usually fascinate Analyst types. Parents with this personality type place more importance on emotional rather than intellectual bonding with their children.

Creating Structure and Rhythm

Perhaps one of the most beneficial things that Advocate parents can do to create a meaningful balance is to incorporate structure and rhythm in their daily lives. Besides reducing stress and chaos, routines have the added benefit of providing stability for children, effectively decreasing their likelihood of mood swings and emotional outbursts.

Advocate parents can appreciate the order and simplicity that structure and rhythm can provide. Creative Advocates may balk at the idea of structure, equating

that word with boredom and conformity. But the truth is that, when used correctly, structure can allow *more* freedom to create and connect with their children.

Developing a Powerful Partnership

This topic may not apply to all parents, but for those who have a partner, it's incredibly important to create parenting partnerships. While Advocates are excited about personal development and increased self-understanding, their partners may not share their interests in personal growth. Nevertheless, everyone should have a solid understanding of their own and each other's strengths and weaknesses when developing their parenting partnerships.

It's tempting to idealize what type of parent one will be, but until the time comes when a child enters the picture, it's impossible to truly know how the parent-child relationship will play out. It's important to discuss parenting before children enter the picture, but even more important to reassess the parenting approach after both parents have had some time to interact with their child. These personality profiles, where the parents' strengths and weaknesses are discussed in detail, are beneficial for both parents, and both should be well versed in their own and their partner's personality traits.

For those individuals who are parenting without a partner, meaningful partnerships can (and should) still be developed with other prominent people in their children's life, such as grandparents, aunts, uncles, godparents, and close family friends. Anyone who spends a significant amount of time around their children can be included in partnerships where strengths and weaknesses of everyone are understood. This allows significant individuals in the kids' lives to play complementing roles with their parents to ensure that everyone receives the support that they need.

Parent-Child Type Combinations

All people are unique, but understanding the personality types of both parents and children can make interacting with each other much more meaningful. Advocate parents who are struggling to interact or communicate with their children may find that their issues stem from their different personality traits. Empathic Advocate parents, for example, may struggle with their Analyst children's lack of emotional expression. Once they realize that their children thrive on the intellectual as opposed to the emotional, genuine communication and understanding will take place.

In the subsequent sections, we discuss, in detail, how Advocate parents can create balanced interaction with their children by developing a deeper understanding of their personality types.

Advocate Parents and Analyst Children



Balanced Parent-Child Relationships

Balanced relationships between Advocate parents and Analyst children depend on everyone being aware of *and* fully utilizing their strengths. The following

paragraphs will describe some of Analyst children's greatest strengths and how they complement the strengths and personality traits of their Advocate parents.

Imaginative

Relationships between Advocate parents and Analyst children are heavily influenced by their shared Intuitive trait. Both Advocates and Analysts view the world through a lens of possibilities. They are inspired by potential, ideas, novelty, and anything that they can contemplate with their vast imaginations.

Analyst children are intellectually minded, curious, and very imaginative. Their creativity and open-mindedness delight their balanced Advocate parents, who are intrigued by their children's rich inner world and willingness to explore the unknown. Advocates and Analysts share an interest in things that excite their imagination, which is why it's unlikely that balanced Advocates have difficulties communicating with their children or coming up with exciting activities to pursue.

Focused and Driven

Furthermore, Analyst children tend to be focused and driven once they find something that interests them. Balanced Advocates share this trait as well, and are delighted to see that their children are as determined as they are. Advocates find meaning and excitement in life by pursuing a passion or a cause when balanced, where Analyst children tend to find meaning and excitement in intellectual challenges.

Both parents and children find satisfaction when they are immersed in a project that inspires them and provides them with opportunities to increase personal growth and knowledge. For example, a science project about the environment may connect to balanced Advocates' passion for environmentalism, while also giving their Analyst children an opportunity to research, gain increased knowledge, and generate ideas that may solve current environmental issues.

Unbalanced Parent-Child Relationships

Overly Rational

The same mind that makes Analysts imaginative and focused also makes them highly rational and critical thinkers. While these are excellent qualities for budding Analysts to develop, they can cause contention with unbalanced Advocate parents. Analyst children won't hesitate to question their Advocate parents' beliefs or ideas, often because they are interested in why their parents think so, not necessarily because they don't trust them.

However, such inquisitive and probing questions may also upset unbalanced Advocates, who probably place more importance on the morality and nobility of their ideas – concepts that don't hold much weight in Analysts' eyes. Analyst children won't be persuaded by statements such as, "Because it's the right thing to do," or "Because you should."

Emotionally Detached

Analyst children also tend not to require much emotional support. They are self-sufficient, which can confuse and even worry their Advocate parents. As Advocates value emotional bonding very highly, they often try to maintain strong emotional connections with their Analyst children regardless of their age. However, their children may often be unwilling to open up emotionally, choosing to hide and rationalize their feelings instead.

Consequently, unbalanced Advocates may incorrectly assume their children aren't empathic or even cynical. Parents with this personality type should bear in mind that, unlike Diplomats, Analysts prioritize rationality and logic, and that their Analyst children's strengths and weaknesses are different from theirs.

Rebalancing Parent-Child Relationships

Fortunately for Advocate parents with Analyst children, there is a tremendous amount of opportunity to find common ground and create balanced relationships. Their shared passion for ideas and imagination provide them with endless possibilities for discussion and common activities. It's especially important for Advocate parents, however, to remember that their Analyst children are much more likely to express their attachment through their shared pursuits and intellectual conversations rather than through overt gestures of affection.

Finding the proper amount of emotional interaction with their Analyst children is paramount for balance, and these children are often intelligent and articulate enough to have these conversations. While Analysts may have difficulty verbalizing their emotions, Advocate parents can use their empathy to connect with their children and help them to understand their feelings in a rational way that makes sense to them.

To regain balance, finding common ground is essential, especially when dealing with Introverted Analysts (such as Architects or Logicians) who may also suffer from shyness, or just plain disinterest, when it comes to communication. Interacting with these children with compassion and logic is necessary to create a meaningful connection. Learning their boundaries for affection and communication will gain their respect, which is valuable currency with these personality types.

Advocate Parents and Diplomat Children



Balanced Parent-Child Relationships

Balanced relationships are relatively easy for Advocate parents to achieve with their like-minded Diplomat children. For Advocate parents, self-understanding allows for much greater understanding of their Diplomat kids. Focusing on the shared strengths of Diplomat family members, such as communication styles and empathy, is the recipe for balanced, happy relationships between parents and children. The following paragraphs discuss some of the most efficient ways for Advocate parents to connect with their Diplomat children.

Easy Communication

Naturally, Advocate parents find it easiest to communicate with their children if they belong to one of the Diplomat types. Diplomat children tend to be very imaginative and creative, and are often able to come up with very original ideas if they are encouraged and given enough freedom to express their creativity. Advocate parents are fascinated by their children's poetic nature, finding it easy to relate to and communicate with them.

Communication between Advocates and their Diplomat children creates an ideal balance if the parent-children relationships remain clearly defined. They can become murky if Advocate parents interact more like friends than the authority figures that they need to be, especially with younger children. Balance between compassionate, creative communication and firm boundaries is necessary for a healthy relationship between these types.

Empathy

Diplomat children are very empathic and kind, often falling in love with animals and nature in general, and feeling very much in tune with the natural world. Nature-related activities are therefore likely to form a large part of balanced Advocate parents' repertoire, and in all likelihood, they will be very happy about it.

Like Advocates themselves, Diplomat children also place a lot of importance on harmony and understanding, often being very open about their feelings and eager to understand the difference between right and wrong. Balanced Advocates cherish the idea of being able to instill a clear understanding of what matters in their Diplomat children.

Such sensitivity is a double-edged sword. Knowing that their children take many things very personally, Advocates may be reluctant to discipline them or struggle to tell their children that playtime is over and they should get back to studying. Balanced empathy from Advocate parents is necessary to walk the fine line between encouraging compassion and creativity and enforcing rules that will help their children gain personal responsibility.

Unbalanced Parent-Child Relationships

Lacking Objectivity

Tangentially, Advocate parents may also have difficulties teaching their Diplomat children to be firm and objective where necessary. Unbalanced Advocates can be very strong-willed and decisive, but they often internalize their feelings and avoid conflict where possible. Consequently, they may have difficulties teaching their Diplomat children to recognize the difference between standing up for their principles and values and being merely confrontational.

An imbalance between assertiveness and aggression can lead to combative behavior, sarcasm, and cynicism. These negative behaviors can prevent Diplomat children from developing meaningful connections with others and building positive relationships. Advocate parents may have experienced these challenges in life as well, especially in their more turbulent younger years. Learning to balance their assertiveness, and modeling that behavior for their Diplomat children, are the most efficient ways to help them understand the best way to interact with others.

Impracticality

Unbalanced Advocate parents focus mostly on emotional and intellectual matters, and therefore tend to have difficulties with purely administrative and practical tasks. Their Diplomat children may share this weakness, which is why parents with this personality type should make conscious efforts to teach their children the importance of being economical, making fact-based decisions, and knowing how to combine idealism with practicality.

Self-responsibility is just as important to instill in children as it is to master personally, and unbalanced Advocate parents may struggle with this task, especially when dealing with practical matters. There is a tendency for Advocates

to focus on their creativity, sometimes at the expense of daily responsibilities. Developing and modeling appropriate behavior to their Diplomat children will be beneficial to both parties involved.

Rebalancing Parent-Child Relationships

Achieving balanced relationships between Advocate parents and Diplomat children is all about positive and firm communication. The tendency to treat Diplomat children with “kid gloves” (pardon the pun) is natural since most of these children are very sensitive and empathic. While this may seem to be the right thing to do, treating them too delicately can put them at a disadvantage as they grow older and interact with more people different from themselves.

Fostering creativity and empathy, while encouraging and modeling appropriately assertive behavior and firm boundaries, is necessary when parenting Diplomat children. This will likely be a growth process for their Advocate parents as well, especially Advocates who may struggle with balancing their emotions and practical priorities.

Encouraging Diplomat children to take responsibility for their choices, actions, behaviors, and, perhaps most importantly, their education, is vital for increasing their confidence and self-esteem. Diplomats (Advocate parents included) who are confident and responsible are much more likely to develop meaningful relationships and have the courage to support the causes that they believe in. Advocate parents can share their journey to self-responsibility and self-confidence with their Diplomat children and provide them with the support necessary to achieve their own as well.

Advocate Parents and Sentinel Children



Balanced Parent-Child Relationships

While Advocate parents are unlikely to encounter significant difficulties communicating with Analyst or Diplomat children, Sentinel children require a different approach. Sentinels are far more practical and down-to-earth compared to Diplomats, although they also share some common traits. Sentinel children's Observant trait is a stark contrast to their Advocate parents' Intuitive trait, but this isn't necessarily a bad thing.

The following paragraphs discuss how Advocate parents can create balanced relationships with their Sentinel children in a way that truly benefits both types.

Rhythm and Structure

Sentinel children tend to be very dutiful and obedient, and they try very hard to meet their parents' expectations. They respect family hierarchy and traditional roles and expect their parents to set up clearly-structured environments with well-defined rules. This is rarely the primary goal of freedom-minded Advocates, although balanced Advocate parents appreciate their children's willingness to cooperate and listen to what they have to say. Sentinel children seek a safe and

stable atmosphere, which ties in nicely with Advocates' dislike of conflict and tension.

Balanced Advocate parents benefit from embracing their Sentinel children's desire for structure and stability. Creating a rhythm in their daily life creates the stability that Sentinel children need to feel safe and secure. At the same time, this practice assists balanced Advocates by requiring them to develop a rhythm and structure in their lives as well.

Seeking Harmony

Balanced Advocates and Sentinels are conflict-averse and hold harmony in high regard. Sentinel children desire security in their relationships, especially in their family unit, and most (especially Defenders and Consuls) will go out of their way to please and support those around them. This brings them immense joy when their efforts are reciprocated by others. Balanced Advocate parents are very supportive, especially emotionally, and put just as much effort into communicating with and encouraging their Sentinel children.

Harmony is closely tied to stability, and where the former provides more emotional support, the latter provides a structure that makes life more predictable. Sentinel children thrive on harmony even more than a daily rhythm because of the security and comfort that it provides them. Advocate parents may prefer a regular rhythm that allows for freedom to create, whereas Sentinel children are more interested in a pace that guarantees a certain amount of predictability. Neither personality type is especially spontaneous, and both prefer planned adventures to spur of the moment activities. So, while they may view daily rhythm differently, they are very similar in how they approach non-routine activities in life.

Unbalanced Parent-Child Relationships

Different Skill Sets

Their different sets of expertise and attitudes can cause some misunderstandings between Advocate parents and Sentinel children, with parents hoping that their kids will share their idealism or enjoy creative activities, and children trying to play along, but without much joy. Advocates should recognize these differences and remember that their Sentinel children are far more interested in what they can see, touch, and experience than what they can imagine.

On the other hand, Sentinel children may try too hard to be like their Advocate parents, which may make these kids feel as if they are underperforming and inadequately creative. Sentinels' strengths revolve around responsibility, duty, and practical matters such as daily or routine tasks. Unlike Advocates, they aren't fascinated by ideas, mysteries, and hidden meanings.

These topics can be quite challenging for Advocate parents, whose interests lie with intellectual, creative activities. They may need to rely on their partners, and consciously pay more attention to practical matters, to excite and interest their Sentinel children.

Need for Approval

Sentinels place much more importance on the approval of their peers or their social status than Advocates, who are usually more focused on personal goals and principles. Advocate parents should refrain from criticizing their children for wanting to be popular among their friends, or for trying to meet other people's expectations. Sentinels are the most community-oriented Role group, even from a young age, and Advocate parents shouldn't dismiss this tendency. For Sentinel children, feeling part of a group of friends will be far more important than it ever was for their Advocate parents.

Rebalancing Parent-Child Relationships

Achieving balanced relationships between Advocate parents and their Sentinel children depends on their ability to both understand and respect their differences. Advocate parents can model this behavior for their children by asking them questions about their likes, dislikes, needs, wants, and desires, and discussing how they are different but not necessarily better or worse than their own.

Sentinel children are usually more than willing to listen to their parents' opinions and ideas, and take the time to understand their differences to maintain harmony. Advocate parents must be sure to refrain from labeling their differences as "good and bad" or "right and wrong" to avoid alienating or demoralizing their Sentinel children. For all their differences, these two personality types complement each other very well, and their differences should be viewed as strengths that each type can use to contribute to the overall well-being of the family unit.

Advocate Parents and Explorer Children



Balanced Parent-Child Relationships

Even though Advocates and Explorers are complete opposites on many fronts, there is also some overlap among their traits. Explorer children are likely to be

very inquisitive and comparatively restless, always looking for things to do and experience. This inborn desire for freedom and the ability to experiment and improvise is likely to delight their Advocate parents as well.

Explorer children are also energetic and curious, which Advocate parents admire. However, if this combination is not properly balanced with the restorative time that these Introverted parents need, it can become overwhelming. Balance, therefore, comes from finding plenty of outlets for their energetic children to explore while also finding sufficient time for Advocate parents to engage in proper self-care.

Desire for Freedom

Explorer children are almost always able to find something to do, even without their Advocate parents' help. This is likely to delight balanced Advocates – however, parents with this personality type should ensure that their children have enough freedom to engage in their favorite activities. The nature of such activities depends on their children's personality types. Virtuoso children are likely to enjoy tools and mechanical experiments. Adventurers tend to focus on creative, artistic activities. Entrepreneurs and Entertainers cherish social contact and group games.

When balanced, Explorers' love of freedom and independence is very much in tune with Advocates' values, although Explorers tend to be more individualistic than Advocates and other Diplomats. Balanced Explorer children also understand the importance of personal responsibility and the need to be able to make their decisions.

They don't like strict rules and structure, which balanced Advocate parents can appreciate. While this may cause difficulties when setting rules at home, it can be avoided by explaining exactly why the rule is necessary in a very fact-based way. If Advocate parents provide enough freedom for exploration and firm, well-

explained boundaries, they are likely to enjoy meaningful and exciting relationships with their Explorer children.

Focused on the Present

Explorer children usually have an excellent grasp of reality, impressive practical skills, and ability to focus entirely on what is in front of them, immersing themselves fully in the present moment. Advocates may have some difficulties recognizing and understanding such traits, due to their relative detachment from the practical world.

Explorers' present focus, however, can provide much-needed balance for their Advocate parents, who spend much of their time thinking about the past or present. Being "in the moment" with their Explorer children forces Advocate parents to learn the art of appreciating the present. For a personality type that can become entrenched in the world of ideas, it's refreshing (and necessary) to learn how to implement those ideas, and their Explorer children will happily show how to do just that.

Unbalanced Parent-Child Relationships

The differences between the Advocate and Explorer personality types can cause a lack of balance if Advocate parents aren't both vigilant and proactive. There are a couple of areas that are most likely to be problematic for these two types, and the following paragraphs discuss how to prevent or deal with a lack of balance in these areas.

Emphasis on Practicality

A focus on practical and tangible matters is likely to generate tension between Advocate parents and their Explorer children. Explorers tend to be very selective about what interests them, and have little patience for things that don't fall into

that category, even at a very young age. Because of this, Advocate parents often face difficulties when they expect their children to appreciate the same kind of rewards they'd want for themselves. At best, their Explorer children will pretend to be interested for a short period of time and then go back to more exciting activities. At worst, they will actively fight their Advocate parents, probably making them wonder why their children reject their noble intentions.

In an unbalanced relationship, Advocate parents may also confuse this with their own tendency to pick vague, often too idealistic goals. Explorer children focus more on clearly defined, realistic goals and rewards, placing more importance on practical benefits than values and principles.

Impatient and Unpredictable

Advocates should remember that Explorers have an entirely different set of strengths and weaknesses compared to them and other Diplomats. Most importantly, their Explorer children focus mostly on the present moment and what it has to offer, refusing to worry much about the past or the future. Not surprisingly, this often makes them appear careless or self-centered to their Advocate parents. These traits aren't necessarily negative, as there are many areas where Explorers' ability to tune in completely to what is in front of them can be very valuable – but not all parents can direct their Explorer children's apparent carelessness, impatience, and boldness toward productive activities.

Explorer children, due to their Prospecting trait, are also more likely to be impulsive and unpredictable, which doesn't mesh well with their Advocate parents' desire to have a plan and purpose. While Advocate parents do provide freedom and flexibility, they prefer to have a plan and don't respond well to constant impulsivity.

Rebalancing Parent-Child Relationships

Explorer children require a completely different approach compared to what is natural for Advocates, who shouldn't attempt to "fix" their curious and inquisitive children's restless energy and desire to experience the world in every way they can. Rather, Advocate parents should try to appreciate, and learn from, their children's enthusiasm, creativity, and practical skills.

Explorers' abilities are often underappreciated and underdeveloped, as parents try to suppress their children's penchant for experimentation and fun, pushing instead toward more structured roles. Such issues are even more important during kids' teenage years. Advocate parents should encourage their Explorer children to look for a way to utilize their skills and talents and help them along the way instead of criticizing their habits or pushing them to look for more conventional career paths.

Ultimately, the best approach to achieving balanced relationships between Advocate parents and Explorer children is developing mutual understanding and respect, beginning at a young age. Advocate parents can foster this understanding in their Explorer children by modeling continued personal growth. Children who are exposed to this from an early age are much more likely to engage in these processes themselves.

Likewise, Advocate parents can learn a great deal from their Explorer children and should take care to ensure that they are recognizing and acknowledging their children's strengths as much as possible. Mutual growth and understanding will strengthen and balance the relationships between Advocate parents and their Explorer children through all stages of their lives.

Advocates' Academic Path



For many people, the most fundamental problems we face as humans – war, poverty, racism – are troubling but ultimately intractable. This isn't so for Advocates, and these types dedicate their lives to eradicating one or more of society's ills. Unlike some idealists, who simply dream of a better and more just world, Advocates work tirelessly to make their visions a reality.

Where others may acquire knowledge to prosper or impress, Advocates learn out of a desire to be better people in a profoundly moral sense. For these types, the pursuit of justice is inseparable from the pursuit of knowledge. They feel that deficits in the human condition are born more from ignorance than malice and that only in first enlightening themselves can they hope to bring enlightenment to others. As Mahatma Gandhi, an Advocate, put it, "We but mirror the world. All the tendencies present in the outer world are to be found in the world of our body. If we could change ourselves, the tendencies in the world would also change."

Despite their noble intentions, Advocates are as liable as any human being to run afoul of their imperfections. For them, the road to wisdom can be as rocky as it is rewarding.

Balanced Learning Habits

Listens Deeply

Advocates are genuinely concerned with those whose suffering has become a palpable force in their lives – though they do bear the brunt of their expectations. With their attention directed outward, Advocates make for some of the best listeners of all the types. They have the knack of shifting the conversation back toward the other speaker, or to a broader concept more important than any individual. When balanced, Advocates feel minor personal issues are trivial. Other personality types might be hindered by vanity or self-importance when engaging with others, but this is seldom an obstacle to Advocates' understanding.

Listening is hardly a passive activity for Advocates, however. It's merely the first step in an arduous process of soul-searching, as they interpret what was said – and what was only intimated. These types notice telling details that escape the speakers themselves. People complain about the problems they recognize, yet Advocates feel a compulsion to dig deeper to remedy the root causes of a crisis instead of treating symptoms alone. Consequently, they are quick to feel, but slow to act, proffering possible solutions only after first considering the fullness of the human being they propose to help. When balanced, Advocates must know enough before they can act, and their intuition lets them see how much they still must learn.

Thinks Deeply

In addition to being attentive listeners and careful thinkers, balanced Advocates possess an insatiable intellectual curiosity, directed particularly at art, literature, music, and other humanistic enterprises. These activities are far from extravagances, instead representing the very essence of humanity at its best. Creative and artistic projects give a reason for Advocates' endeavors. They can

certainly make themselves knowledgeable in any field, from the physical sciences to math, economics, business, and beyond, but it's almost always in the service of the heart and soul of human expression and meaningful growth.

Unbalanced Learning Habits

Obsesses about Impact

Solving the unsolvable can take a toll on even the hardest individuals, and unbalanced Advocates who attempt to shoulder the burdens of the world risk being crushed beneath the weight. Feeling that they can't lead peaceful lives if peace is denied to those they champion, unbalanced Advocates become obsessive in their learning behaviors, leaving little time in their schedules for relaxation and self-care. In extreme cases, Advocates may even skip meals or lose sleep when unbalanced, preferring to study through their lunch breaks or read late into the night.

These workaholic tendencies, though intense, have limits to their scope. Unbalanced Advocates who are left to their own devices may develop "tunnel vision," relentlessly pursuing areas of study that seem most relevant – such as psychology, sociology, and law – while ignoring those that don't, for example, business or technology.

Opposes Alternatives

While well-balanced Advocates have personal breakthroughs that reveal the importance of otherwise neglected subjects, unbalanced Advocates scarcely have the time or attention, let alone inclination, to branch out. They may even justify their opposition as a moral imperative. These types may be visionaries when it comes to the broader strokes of their plans, but no one can anticipate what knowledge will be needed in the future. By holding too stubbornly to their beliefs,

they may disregard conflicting but essential data, or entire fields of research and discussion, rather than revising their worldviews to accommodate them.

Though Advocates contend with a continual storm of ideas in their heads, most refuse to reveal their inner tempest to the outside world. Where others venture opinions freely, confident in their ability to retract them should they prove problematic, Advocates hold back, rather than adopt a position that could embarrass them, or worse, be wrong.

Unfortunately for these types, their deliberate pace may at times slow to imperceptibility, and their controlled demeanor can come across as disengagement to others. Teachers accustomed to dealing with underachievers may mistake an Advocate for one of them, pressuring them to produce more concrete results more quickly. However, this well-meaning tactic compounds the stress of unbalanced Advocates' whirling thoughts and the weight of their convictions.

Rebalancing Learning Habits

Taking Their Own Advice

Food, sleep, and even leisure time are all necessities, not luxuries, a fact of life that Advocates are much quicker to remind others of than accept themselves. When these types make personal sacrifice a routine, they soon find that they have nothing left to give. It's important for Advocates to make these necessities a priority, not an afterthought. When scheduling time for meals, rest, and relaxation (using an alarm can be a good start), quality can be as crucial as quantity. A series of two- and three-hour naps interspersed throughout the day won't equal eight hours of uninterrupted rest, though a 20-minute nap in addition to their nightly rest makes a tremendous difference. Also, a fast-food burrito gobbled down

during a commute may have the right nutrition label, but it can't compare to a balanced breakfast eaten with a loved one.

Discussing in Good Faith

Most Advocates hate the phrase, “for the sake of argument,” and are more likely to believe in universal, “capital-T Truths” and dream of universal agreement. However, even if such certainties exist, Advocates hardly have a monopoly on them. Leaving the door open for reasonable doubts and opposing views can open up new, unconsidered worlds, even if doing so detracts from their zeal. While empty contrarianism is annoying, the role of an informed devil’s advocate, whether played by a trusted friend or another credible source (or even by Advocates themselves), should be valued, not dismissed.

As much as Advocates wish for their ideas to spring fully-formed from their heads, even the most brilliant minds benefit from collaboration. The countless hours that they spend in solitude re-inventing the wheel can be saved by talking to someone who already has the blueprints. While thinking aloud or using someone else as a sounding board may lead to the occasional embarrassing airing of a half-baked notion, Advocates who are open about their process are less likely to continue down a dead-end path and may shed light on an otherwise missed aspect.

Widening the Scope

Advocates are relentless in their pursuit when determined. No matter what it takes – blood, sweat, or tears – they’ll achieve their goal once it is decided upon. The problem with this, however, is their lack of awareness for anything beyond that goal.

In the academic field, Advocates may make the mistake of pigeonholing themselves in one subject. Dedication is amazing, but it is also limiting. It may even

be the case of learning everything that is relevant to the goal in mind – running one's own business, for example – instead of learning what they want to learn.

To balance this, Advocates could make time to research their interests, and then dedicate at least an hour a week to them. Joining the astronomy club, reading a book on Antarctica, or listening to informational videos online are all worthy pursuits.

Advocates in High School

When discussing Advocate high school students, teachers of differing subjects may feel like they're talking about completely different people. One might experience these students as laconic, listless, and dull, but to another, they can be bright, focused, and driven members of every discussion and topic.

When Advocates connect with a subject, their precociousness becomes evident in the introspective essays that they write, whether in response to the deeply moral themes of Dostoevsky's *Crime and Punishment* or the stirring history of the American Civil Rights movement. Where their classmates may see such work as a tedious but necessary hurdle to overcome on the path to graduation, Advocates may experience the kindling of a passion for moral justice that will burn for the rest of their days.

While the humanities and social sciences strike a natural chord within young Advocates' hearts, they experience dissonance when they are exposed to less soulful studies. Math and science certainly aren't beyond Advocates' grasp, but without some means of putting rote facts, figures, and seemingly arbitrary calculations into a broader human context, Advocates can perform poorly, or only just well enough to not call attention to themselves. The lack of interest in such classes may frustrate teachers and parents alike, both of whom may struggle to comprehend how academic passions could be distributed so unevenly.

Advocates' curious behavior is a consequence of their steady inner compass, lending them a quiet, fierce integrity that makes them mature beyond their years. At a time when their peers' identities are malleable as clay, Advocates are stubborn marble. Others' approval matters to Advocates, but remaining in sync with their ideals always matters more. The need to "fit in," which looms so large in the minds of many teens, is widely rejected by Advocates, for whom popularity is a foreign currency, while authenticity is worth far more than gold.

Balanced Advocate Students

Some students can scarcely be bothered to crack a textbook, and academic curiosity often amounts to the question, "Will this be on the test?" Balanced Advocates find themselves excused from their shortcomings in some subjects based on the commitment they show to the ones that matter to them. However, Advocates who take advantage of overworked teachers' low expectations are hardly living up to their potential – not that aggressively pushing them out of their comfort zones is likely to find much success, either.

Remains Open to Possibilities

A fortunate few Advocates may encounter teachers who supply inspirational context for every stray fact or theorem, discussing not whether it'll be on the test, but why it matters. These types otherwise need to sharpen their contextualization skills on their own to excel in subjects that don't come to them readily. Advocates are fully capable of this when balanced, staving off adolescent cynicism and realizing the value of their early education.

For example, sketching the chemical structure of a hydrocarbon may seem like so much busywork – until Advocates begin to ruminate on the possibilities of chemistry to solve world hunger, or cure rare, devastating diseases. The motivating potential of balanced Advocates' passion cannot be understated. They

just need to be exposed to bodies of knowledge and ideas they didn't think they were interested in.

To let down their guard and open themselves up to these alternatives, Advocates can look to the Socratic paradox for inspiration: "I know one thing: that I know nothing." The sooner Advocates recognize that hard, unforgiving work is needed to make their visions a reality and that there will *always* be scope for their insights to grow, the sooner they will be able to take meaningful steps toward realizing a better world.

Unbalanced Advocate Students

Dismisses the Details

Advocates who spend math class reading selections from the canon of English literature may not be the picture of teenage rebellion, but their grades can plummet as surely as if their time was spent shooting spitballs or sending secret texts. In a larger sense, unbalanced Advocates who pursue their narrow scholarly obsessions with no concern for the broader curriculum may discover knowledge gaps limit them in unforeseeable ways. Budding environmentalists with a tenuous grasp of the underpinnings of climate science will find that their convictions only convince the already-converted. Unbalanced Advocates who go into nonprofit work with little understanding of finances may learn hard lessons about operating within a budget.

Ignoring finer details is a troublesome habit for unbalanced Advocates, one that can hinder their progress even in classes that they otherwise wholeheartedly engage in. Young Advocates with a passion for history intuitively understand the importance of individual events without feeling the need to memorize their actual dates for a test. Students with a more literary bent might have points deducted from even the most articulate essay due to a failure to properly cite their sources.

Unbalanced Advocates' refusal to meet the demands of a rigid curriculum can hold them back, both short and long term. A few bad experiences may cause them to drift away from an academic path that previously felt like destiny, in which they could have done lots of good.

Impossible Standards

Another hurdle for Advocates to overcome in high school is their relentless internal perfectionism and noble ambition, which all too often manifest as work that is turned in late, or not at all. Having bit off more than they can chew, and refusing to “cut corners” or take an easier path, unbalanced Advocates may discover they can't possibly get done what they set out to achieve in the time allotted, leading to stress and rushed work.

High school students are faced with frequent, non-negotiable deadlines. No matter how exhaustive the research or articulate the writing, a term paper on the history of capital punishment that is delivered two weeks after the term ends will probably be greeted with the same unenthusiastic response – and a grade to match – as the essay that still exists only in the realm of their imagination.

Rebalancing Advocate Students

Seeking Evidence

Advocates feel before they know. While this approach allows them to seize on issues before others see a concern, it can prove problematic if they don't follow up their intuitive insights with more systematic research. Just as a math teacher might insist that students “show their work” regardless of the accuracy of their purely mental computations, Advocates benefit from a similar attention to rigor in other areas as well.

Whenever an idea appears to be “self-evident,” Advocates would do well to dig more deeply, looking for evidence that could persuade others rather than themselves alone. Advocates are the most likely Diplomats to say that they feel unsatisfied knowing the answer to a problem without fully understanding it. Applying this curiosity more freely – and more rigorously – can be empowering.

Though it's unrealistic to ask Advocates – or anyone, for that matter – to pursue every course with an equal level of interest and dedication, they can be wary of allowing their excellence in one area to excuse their lackluster performance in another. Rather than just forcing themselves to be more diligent in their studies of a distasteful subject, Advocates might benefit more from a shift in perception. Memorizing a set of equations and formulae to pass a test is a bore. However, trying to connect these building blocks to a grander purpose – understanding *why* an economic policy is fair or unfair, not just through intuition, but through mathematics, for instance – can breathe new life into a subject.

While Advocates don't always consider such evidence convincing, the people they need to convince often do. These types might ask themselves which is more important: the principle of avoiding the formulae, or the change they can create by convincing others with those proofs. By attaching these calculations (or whatever else is causing the hang-up) to personal goals to make them more meaningful, Advocates may suddenly see them as something far more profound than they might as a standalone piece.

Wabi-sabi

Finally, the inevitability of imperfection is one truth that Advocates have great difficulty coming to terms with, even if this unattainable goal provides the impetus for much that they do. Taken to extremes, perfectionism can sour relationships (when the flaws of friends and loved ones overshadow their essence) and can even turn into self-loathing when turned on Advocates' shortcomings.

Advocates who learn to take a kinder, more measured view of things may find that their accomplishments and efforts, even if short of an idealized vision, are still worth taking pride in. This is the principle expressed in the Japanese aesthetic concept of *wabi-sabi*. Perfection lacks depth. It's in flaws and fragility that real beauty is discovered. Practicing imperfection in small ways – trying to paint a photo-realistic image if you have little experience painting, for example – can help build a sense of fallibility's okay-ness, or even beauty, a critical aspect of self-acceptance in the learning process.

Deciding Whether and When to Attend College

Though Advocates are by many measures an uncommon personality type, they face a common dilemma when leaving high school: should they immediately go into the world of work, or should they continue their studies?

For some Advocates, the choice is moot – academic certification is a professional barrier to entry for several occupations they might be drawn to, including teaching, psychotherapy, and law. Without attending college, the doors they long to open remain locked. These Advocates have a non-negotiable stopover on their journey to becoming whom they wish to be.

The experience doesn't need to be a chore, and many Advocates find their crusade for social justice, tempered beneath their stoicism, to be an integral part of the curriculum. Through the simple camaraderie of so many like-minded people – finally! – their flower of rebellion has space to bloom. Even so, Advocates are usually too mission-oriented to remain in academia for long before venturing out to put theory into practice.

And then there are those Advocates who cannot bear the costs of college – whether personal or financial, practical or principled – or whose zeal for change is so potent that it just can't be deferred any longer. No longer guided by education or their parents, these Advocates need time to define themselves and their goals.

Others know full well what they want and find rewarding careers by rising up the corporate ladder or working for themselves. They might also take paths somewhere in between, for instance, using recognition for their community service to secure a role in a not-for-profit organization, or using their passion for writing to contribute freelance articles as an activist while still dealing with the reality of paying the bills.

It's important for Advocates to realize that many roads can be rewarding. If they truly wish to build a better world they'll find a way to do so, even if their role is smaller – or merely different – than they had originally anticipated. For Advocates, the only wrong decision, in hindsight, may be no decision at all. Months or years spent weighing the benefits of college versus those of meaningful work may later be a source of regret for Advocates who have deliberated a great deal and done little in the interim.

Balanced Decision-Making

Following Through

Advocates leaning toward college understand that it's a long commitment, though following through on a conviction is hardly a challenge for these types. They recognize that time spent toward their self-improvement isn't an exercise in narcissism, especially if it provides them with the credentials necessary for entering a helping profession that delivers good to humanity, or a complex intellectual and moral framework for handling the personal or global problems they long to solve. When balanced, Advocates embrace the idea that college isn't

an abdication of responsibility but an acceptance of it if time there is used effectively.

Advocates who don't seek out college can still find ways to advance their goals. Even a humble job in the service industry can be meaningful if it supports them financially while they volunteer for a social cause as their "true" career, especially if the skills developed during their volunteer work makes them more viable candidates for positions in the nonprofit sector.

For those Advocates unable to afford college, even this challenge isn't insurmountable, as their personality type can handle long-term planning and frugal living. It may take more time, but they'll also gain experience and maturity, making a late start to college all the richer an experience.

Embracing Honesty

The important thing is for Advocates to consider their options with unwavering honesty. The difficulty of this task shouldn't be underestimated. Balanced Advocates know perhaps better than anyone how good people are at deceiving themselves, and it can be tempting to believe that, because they see it in others, they are immune to it themselves.

Any option can be just the challenge Advocates need to move their visions forward, or a means of escape from the weight of responsibility. It can be all too easy to convince themselves that one is the other. Balanced Advocates distinguish between an obstacle and an excuse, and they progress.

Unbalanced Decision-Making

Eternal Waiting

Unbalanced Advocates can spend their whole lives waiting for the perfect opportunity to arrive. The post-high school period is a time of exceptional personal

consequence, and younger unbalanced Advocates can allow the weightiness of making decisions sink them through inaction. Choices are hardly irrevocable – a major can be changed, a job quit or renegotiated – but indecision can render them so, as opportunities are acted on by those more prepared to trust themselves to adapt to new situations. Unbalanced Advocates who spend years agonizing over a course of study or employment eventually see that little was gained from the excessive deliberation, and much perhaps was lost.

Haunted Rumination

Further, choices that are later seen as “wrong” have a way of haunting these types as well. Living with choices is as necessary for Advocates as making choices in the first place, but unbalanced Advocates not only overanalyze future decisions but decisions they’ve already made, with little chance for self-confidence or self-forgiveness to see them through.

What unbalanced Advocates may not realize is that endless rumination and self-consumption is itself a decision. It’s a decision not to act, and a decision that can cost far more time than either school or a more intentional push into the professional world. Ten years hence, the regret for these unbalanced types is likely to be that they are no closer to their goals because they never acted to bring those goals forward.

Rebalancing Decision-Making

Adjusting Course

There is a fine line between deliberation and procrastination, and Advocates need to work harder than most at distinguishing between the two. This tendency toward delay stems, ironically, from Advocates’ need to commit once they have chosen a course of action. When nothing can be undone, the only choice is the well-considered decision, and what counts as well-considered can be altered to fit any

mood. The question is whether this deliberation arises out of sensible caution, or a fear of the unknown and the lack of self-confidence needed to step into that poorly-defined abyss.

It's important for Advocates to understand that few decisions are permanent. Changing their mind based on new information isn't only their prerogative, but a sign of maturity. Snap decision-making always feels unnatural to Advocates, but those who err a bit more on the side of rashness may find that even when they have made a wrong choice, the consequences may not be nearly as irreversible as they feared.

Experiencing Trust

Not everything calls for Advocates' admirable dedication to looking at root causes and going back to first principles. Preparation is valid, and research worthwhile, but Advocates are often best served by ignoring their impulse to build from scratch and embracing faith in humanity. Trusting the efforts of others who came before them is a lesson that Advocates sometimes learn only after repeatedly finding that all their effort did little to improve on a process that was already in common use, making it possible to build on others' accomplishments to advance vital causes.

Besides saving time that might be wasted re-inventing the wheel, these little leaps of faith are personally essential for a type who puts so much stock in the well-being of humanity. Without faith – in the people they're trying to work with and help, and in the individuals who are seeking to help them on their journeys – there's little Advocates deem worth fighting for.

When Advocates Choose College

Younger Advocates who chafed against the strict schedules and curricula of high school may initially see the ivory tower as a welcome hermitage, a place where their burgeoning ideas can, at last, begin to take shape. While the liberty of higher learning can be a boon to budding Advocates, college has its challenges. Advocates who are lulled by the siren song of endless electives and roving Socratic discussions may be rudely awakened by far steeper expectations and workload inherent to university endeavors.

Not to say their dream of college is illusory, only that Advocates are often caught flat-footed by the shift, having so easily strode through their previous academic years. College is hardly the last time Advocates will confront the disconnect between their ideal and reality, but it may be the first time they come face to face with it. Nevertheless, bridging this gap is the fuel that propels Advocates through life, and college can be an amenable staging ground for the battles still to come. Their guiding spirit of principled rebellion, though misunderstood in the more rigid environs of high school, may serve them well in college, where they are likely to encounter professors and classmates who encourage precisely this type of pushback.

Few Advocates are satisfied restricting their attitude of moral deconstruction to the classroom, however. Where their fellow students may appear more riotous in their attempts to break from tradition – juvenile campus pranks, shadowy hazing rituals, and all-night, every-night keggers – Advocates' revolts are quieter but filled with purpose. For these types, extracurricular activities aren't limited to intramural sports or amateur stagecraft. They include campaigns and protests, each a response to some egregious policy or action that they couldn't stand to see go unchallenged. Advocates, after all, seek to change the world – so why not start with the institutions that are supposed to represent that change?

Balanced Approach to College

Understands Others

Advocates may struggle to reconcile the utopian ideal of the university with the shabbier realities of campus life, but for balanced individuals, this effort is hardly carried out in vain. Just as they once looked askance at high school classmates who viewed study solely as a means to an end – get good grades to get into a good college – Advocates in college are equally puzzled by university students who see their degree as a passport to white collar work, nothing more. The same confusion about this attitude that drove them to deep introspection as adolescents drives their perspective outwards in college. Advocates' passion is fierce, and when marshaled in the service of their studies, few can match their rigor or eloquence.

Balanced Advocates remember that compromise is essential to their goals, even if it sometimes feels like politics. After all, the changes they strive for are usually social ones, and no movement for social justice rested entirely on the back of one person, no quest for equity on unilateral action. Forging alliances to broaden acceptance is an essential tool for Advocates to master. Fortunately, they're excellent listeners, and if they learn to incorporate what they hear into what they say, they can build support for their ideas.

Learning Beyond Coursework

Advocates enjoy classes within their discipline, but the same general education courses that left them cold in high school are no more compelling in their college incarnations and are just as much a requirement. On the other hand, balanced Advocates who summoned the discipline to conquer these obstacles may have less trouble doing so now that they have at least the semblance of choice in the matter. This is assuming they neither attempt to get those courses all out of the way in the beginning (potentially souring their college experience from the outset)

nor save them for last (when academic fatigue might undo all that they have worked so hard to achieve).

Balanced Advocates realize that the necessary and the desirable go together. They may roll their eyes at basic prerequisites like introductory composition, and perhaps marvel at their peers' poor writing or shallow thinking, but what they must learn isn't determined by those peers. Balanced Advocates recognize the value of their time, and commit to learning what they can from basic and advanced studies alike by pushing themselves and being creative with opportunities, not by taking a syllabus at face value.

Unbalanced Approach to College

A Negative Outlook

In the end, Advocates are doers, but the call to action is both powerful and intimidating. It means putting out an idea or an identity for the world to see and judge. Unbalanced Advocates can hide behind their critiques and righteousness, the very thing they fear from others, shooting down the suggestions of counselors, peers, and professors alike, yet unwilling to venture an alternative path. They're certain of what's wrong but are unable to identify and act on what's right. Seeing more cons than pros in every choice, unbalanced Advocates remain "undeclared" far longer than is wise, only to then jump from one major to the next, confident that the truth they've not yet found awaits them in some as-yet-unexplored field of study. Four years can become six or eight, even without earning higher degrees to lend respectability to their academic dalliances.

Aside from the financial burden that a lengthy college career can exact on unbalanced Advocates – whose academic debts might later force them into a profession that fulfills their fiscal needs while robbing them of their spirit – the mental toll shouldn't be underestimated, either. Unbalanced Advocates approach

their studies with the weight of the world on their minds, an all-or-nothing attitude that often exacerbates the pressures of mere academic performance. Even in the absence of family or work responsibilities (and student Advocates very well could have either or both) unbalanced Advocates in college who burn too brightly risk flaming out far too soon.

False Growth

Finally, there's the burden of personal growth that a protracted academic stint (or one that ends too soon) exacts. Unwary Advocates can make college a gilded cage, losing themselves in a maze of theories and ideas. All they learn only convinces them that they must find out more, and as they do, unbalanced Advocates risk becoming comfortable, wielding their philosophical might against younger minds in classroom discussions, rather than trying themselves in the broader world – the proverbial big fish in a small pond. In some cases, this route is less circuitous than it seems, particularly if the destination is a tenured professorship that grants them the liberty of mind that they have long sought. More often, however, a protracted college stay indicates that they are only delaying the life that waits for them outside of those ivy-draped gates.

Rebalancing Their Approach to College

Cost-Benefit Analysis

When contemplating their path through college, Advocates might consider this thought experiment. There is a genie who offers the ability to accomplish anything a human being can achieve – ending hunger, curing disease, providing comfort and opportunity to the homeless, preventing war – but it asks two to eight years of life and some percentage of future earnings as a price in return. Is it worth it?

Equating college with magic may be far-fetched, but in a sense, this is the bargain that higher education offers, granting the skills, experience and, yes, the

credentials needed to advance these causes. It's by no means the only path, but it's a powerful one.

Using the System to Advance Principles

Advocates want more from college than merely “a piece of paper,” but they can do themselves a favor in recognizing the importance of degrees and certifications for their future goals. They open doors in an increasingly competitive and anonymous job market, and may be all Advocates can count on to move themselves, and those they wish to help or inspire through their work, forward.

Moreover, the bureaucratic nature of human resources departments and government agencies can make these qualifications mandatory for job seekers. There is folly in pursuing a degree for its sake, but hamstringing themselves by rejecting the paper on principle is almost certainly the greater misstep. A motley collection of unrelated course credits, by comparison, lessens the impact of what Advocates can do moving forward. Sometimes (though certainly not always), the best way to change a system is from the inside.

Balancing the Burden

For Advocates restless in a purely academic environment, internships and volunteer work may bridge the gap, giving these types not only the sense that they are already “being the change they wish to see in the world,” but perhaps shortening their post-college transition into that world. Advocates can overburden themselves, though. A full course load is often more than enough to handle on its own, and while unpaid work may eventually lead to a more suitable career, Advocates who are supporting themselves with a part-time (or full-time) job may not have the luxury of devoting their attention to anything more than what is already on their plate.

Though college should be taken seriously, Advocates need not see everything they do as a matter of apocalyptic concern. Even they need to blow off steam, and refusing to make time for less mentally and emotionally taxing pursuits is a recipe for burnout. Aside from making sure they get out into nature or to a festival or fair from time to time, Advocates may want to ensure that their course schedules always include a “fun” class, whether it directly relates to their chosen major or not.

Life-Long Learning

For many, learning and education are virtually synonymous, and both terms are bounded by the formal institutions, schools, and universities that confer a certificate on graduation. This isn't the case for Advocates who are profoundly ambivalent about the prospect of formal education, simultaneously reverent of its potential for personal transformation, yet acutely aware of its uses as a tool for indoctrination. Much as these types feel that they are “in the world, but not of it,” they might take a similar approach to education, gathering from it what they need while careful to remain untainted by what they don't.

To outside observers, Advocates may have strange notions of what counts as necessary. In some cases, they discover as they mature that there are in fact deficits in their knowledge base, and they work diligently to remedy their ignorance. Other Advocates, however, continue treading the same well-worn paths, stubbornly insisting that, though they have not learned everything they can know, they at least know what they need to do.

Of all the personality types, Advocates are among those who feel most comfortable with the prospect of life-long learning, the notion that education isn't a thing that one may possess, nor something one must get from some institution, but is instead a never-ending journey into the unknown. They know that their

hunger for knowledge will never be truly fulfilled, just as their yen for justice will never be sated. All that these types can hope for is that every day brings them a bit closer to their unreachable ideal and that somehow, they can find balance in this discontent.

Balanced Life-Long Learning

Finds Joy in Learning

Life-long learning goes beyond the rigors of school, though a return to academia is certainly an option – older, more balanced Advocates are better able to give the benefit of the doubt to areas of study or schools of thought that might have struck them as irrelevant, or worse, in their younger years. Understanding that there is beauty in a clumsy first effort – just as there's beauty in a child's excitement when they first learn that red and yellow make orange – balanced, mature Advocates pursue many things that too many people only attempt in childhood. This can include a new instrument, art medium, or dance style, an unfamiliar sport or game, a distant campsite, or learning about nature.

Where other types so often lapse into a happy docility, only to later lament the many opportunities for self-actualization that have passed them by, balanced Advocates are eternally vigilant in their efforts to understand how some new piece of life's puzzle fits in the grander whole. While others marvel at how far they've come, Advocates see how far they have yet to go. But while this approach can be a source of frustration and self-flagellation for Advocates, it can also be a source of tremendous inspiration and wonder when they are balanced.

Balanced Advocates continue to learn throughout their lives, not to prove something to anyone, least of all themselves, but for the joy of trying something and getting better at it. They do something because it's fun, not because it serves some greater altruistic purpose. Engaging the world around them with no agenda

but curiosity and a light heart resonates with Advocates' deeply cherished authenticity and is perhaps the greatest expression of what makes these individuals the people they are.

Unbalanced Life-Long Learning

Stubborn Worldviews

From an early age, Advocates formulate a remarkably cohesive set of opinions about the world that are rarely shaken by the vagaries of life. However, while this constancy might be an admirable trait in some regards, unbalanced Advocates who refuse to adjust their learning patterns may find themselves sorely lacking in some areas. Unfortunately, while some Advocates recognize and compensate for their certitude, knowing that different perspectives bring forward different (equal) truths about the world, others just allow their beliefs to congeal into an impenetrable ideological mass. This can conflict with their perception of themselves as fundamentally correct in their view of the world.

Makes the Magnificent the Mundane

Aside from the diminishing returns of a too-narrow focus, unbalanced Advocates who refuse to work at diversifying their learning and self-exploration risk growing weary of the very obsessions that once inflamed them. Their over-serious approach to knowledge robs unbalanced Advocates of the joy of learning and discovery – unable to divert their attentions from their mission, whether fixing the world's suffering or exercising their moral purity, the pure pleasure of a day off to learn a light-hearted skill becomes perverse and selfish.

In this regard, unbalanced Advocates' adamant nature can hold them back as powerfully as it once propelled them forth. Once just one strong argument away from changing the world, those suffering a severe case of burnout may be equally certain that no such argument exists – or if one does, it's everyone else who's too

stubborn and apathetic to make it. Where an early cynicism has its disadvantages, the late-blooming cynicism that grips the heart of an older Advocate can be particularly devastating. With nothing to replace their former passion, such an unbalanced Advocate can quickly become despondent, so certain are they that every alternative course was ruled out in their youth.

Rebalancing Life-Long Learning

Broadening Scope

The goals that Advocates pursue are often so grand that they can consume their lives – and some see little reason to avoid that. Any sacrifice in the service of such ideals seems a small price to pay for the good that they can do. But while the formative years might be well-spent becoming an authority in their chosen field, as Advocates mature, they might find at least some of their time better spent attaining a greater breadth of knowledge, rather than further plumbing the depths. A seemingly unrelated topic could yield fresh insight into their principal area of concern.

Making Time to Rest

Furthermore, though young Advocates might never imagine becoming weary of the cause that currently occupies their attention so thoroughly, a steady diet of injustice can eventually wear on anyone. Though it might pain them to do so, Advocates can work to incorporate breaks into their schedule, seeing them not as an interruption in their process, but as a vital part of it. When one stares too long at an object, the details can quickly become a blur. Only by looking away from time to time can we see with fresh eyes, catching things that we might otherwise have missed.

Reclaiming Innocence

Advocates' greatest peril is that learning can become a joyless process tied to endless rumination on the injustice and misery inflicted on others. Buried in articles and political philosophies, these types can lose touch with the human beings those ideas represent. Learning something *fun* – to craft things, or to play an instrument – isn't a distraction from their greater concerns. It's an opportunity to reconnect with the friends, family, and communities that those concerns serve through sharing time and effort. It's a reconnection with what makes humanity beautiful, and that upwelling of pure positive emotion can breathe new life into the darkest struggles.

Advocates' Professional Development



Being such a rare personality type, one of Advocates' primary challenges is finding a career that's in line with their ideals in a world that's often at odds with them. While there's no one career that's best suited for Advocates, they should consider the different components of any job to ensure that they're in line with both their values and their personal strengths.

Throughout this section, we discuss how Advocates can maintain balance and excel in their professional development, what may cause them to become frustrated and unbalanced in areas of personal growth, and how they can utilize their strengths to regain their balance and thrive in their careers. Ultimately, we hope this guide gives Advocates the understanding and tools needed to pursue their ideal career paths.

Balanced Professional Development

Advocates who achieve balanced professional development are both satisfied and challenged by their work. While many types seek certain levels of monetary compensation and corporate status, balanced Advocates find fulfillment in utilizing the skills and knowledge they've developed. Driven by their ideals, they're

only satisfied in their personal and professional lives when they're able to meet those ideals sufficiently.

Careers with Meaning

First and foremost, Advocates need to help and connect with people on a meaningful level. Their desire to do that makes careers in healthcare, especially the more holistic varieties, very rewarding for Advocates, and roles as counselors, psychologists, doctors, life coaches, and spiritual guides are all attractive options.

This isn't to say that meaning cannot be found in any career Advocates wish to pursue. It's important to keep in mind that "meaningful work" is an entirely subjective concept and varies by individual. Different Advocates will find different work meaningful based on their beliefs, interests, experiences, and cultures. While different careers which may seem better "suited" for Advocates are listed in the following sections, they are by no means comprehensive lists.

Meaningful work can be found in many fields, and finding a career that aligns with Advocates' personal values helps to support their ideals and encourages their professional growth without them having to fight for it every step of the way. Their careers are the means to an end, and so long as they can be used to help Advocates reach their goals – which often revolve around helping others meet their own goals – their skills and personality traits would benefit any profession. This includes those traditionally thought of as careers more suited toward Analyst, Sentinel, or Explorer types.

For example, engineering is a very technical and data-driven field. However, a great deal of creativity is needed for engineers who wish to solve some of the bigger issues facing the world today, and the solutions are well worth the effort. Advocates' creativity and unique perspective bring tremendous value when helping to solve problems in fields dominated by other personality types.

Nor are these types limited to the office. Advocates working as grocers, for example, may help direct customers toward healthy, delicious food, making an aspect of healthy living engaging for those who might otherwise not give it much thought, changing their lives for the better. The same can be said of many professions that too often get short shrift just because they don't offer prestige or premium salaries. For balanced Advocates, meaning comes from within.

Utilize Creativity and Insight

The needs of Advocates don't end at finding meaning. Any productive work can be rationalized to be meaningful, as any productive work helps someone, somewhere. Advocates crave creativity and the opportunity to use their insight to connect events and situations to effect real change in others' lives. They often want to work on behalf of those who don't have the resources to fight for themselves, and against those who use their clout for little more than personal gain. For balanced Advocates, money and "Employee of the Month" awards can't compare to lives of well-lived values and principles.

These needs are hard to meet in a corporate structure, where Advocates are often forced to manage bluntly pragmatic policies alongside their more altruistic views. For this reason, people with the Advocate personality type are more likely, despite their aversion to controlling others, to establish their independence by either finding a leadership position or starting their own practice.

As sole proprietors, Advocates are free to follow their hearts, applying their personal touch, creativity, and altruism to everything they do. If Advocates enjoy what they're doing, they'll have no difficulties putting in the hours to turn their dreams into reality.

The best Advocate careers combine the need for insightfulness with a relatively high degree of independence. These jobs force these types to improve themselves

and consequently increase their contribution to the well-being of humanity. Ultimately, this makes Advocates much happier as well.

Combining Personal and Professional Growth

Using their drive for personal growth to advance their professional lives, and in turn, their professional lives to support their personal growth, is certainly the most rewarding aspect of most balanced Advocates' careers. Embracing this, they'll step out of the humble supporting and non-competitive roles they're often drawn to, and into positions where they can make a broader difference. Many other types feel satisfied if they have achieved a certain goal in their careers, often of a materialistic or egoistic nature – a certain salary, an impressive title, or some subordinates. These aren't good enough for Advocates.

"Professional growth" for them has little to do with promotions and the like – it's about growing skill and understanding, within themselves and with their teams. Even if they try to convince themselves that these more typical rewards are what they're supposed to aim for, deep down they'll always know that they can do better. Knowing this makes it difficult for them to get stuck in a rut, which is great news for everyone. Balanced people with this personality type have both the capacity to achieve amazing things and the determination to put their idealism to work.

Advocates often pursue expressive careers such as writing blogs, stories, and screenplays. Music, photography, design, and art are viable options, too, allowing them to focus on deeper themes of personal growth, morality, and spirituality. By advancing their craft with new approaches and perspectives, balanced Advocates often shine a light on society's foibles, and expose their own for all to see, hidden in plain sight.

Unbalanced Professional Development

Many of the difficulties that unbalanced Advocates face in their professional lives come from lacking career fulfillment. These types feel stifled by routine when unbalanced, and don't thrive in jobs that consist of extended periods of stress or pressure. Dissatisfaction in the professional realm undoubtedly ripples into other areas of Advocates' lives, causing greater stress in their personal lives and relationships.

Disheartened by Routine and Pressure

Advocates usually fall flat in work focusing on impersonal concerns, mundanity, and high-profile conflict. Accounting, auditing, data analysis, and similarly grinding, data-heavy work leaves people with the Advocate personality type fidgety and unfulfilled. They wilt under the scrutiny and pressure of courtroom prosecution and defense, corporate politics, and cold-call sales.

Advocates are talented, and can function in any of these fields, but to be truly happy, they need to be able to exercise their insightfulness and independence, learn and grow alongside the people they're helping, and contribute to the well-being of humanity. Anything approaching dishonest or predatory is simply corrosive to Advocates' hearts and souls.

Fearing these pitfalls fuels much of unbalanced Advocates' tendency to pick career goals that are too humble. Humbleness can certainly be a virtue, but there's a difference between a deep respect for a humble profession, like many blue-collar trades, and being afraid of the ambition and responsibility needed to make a difference on behalf of a larger group. It's important that Advocates honestly consider whether these choices are motivated by genuine meekness, or simply too much caution rationalized in the face of challenge.

Difficulty Choosing a Career

Advocates find that most corporate career paths aren't designed for them, but for those motivated by status and financial gain. Not that making a good living and being well-respected is somehow wrong, but it's common enough for these rewards to be offered as compensation for lack of more fulfilling engagement in work itself.

This doesn't mean that Advocates struggle to see viable options, though. In fact, they're likely to face the opposite problem – many unbalanced Advocates fight to begin a career because they see ten wildly different paths forward, each with its intrinsic rewards. Too much choice is alluring, but can also be heartbreaking, because each decision means abandoning many other possibilities.

When they do commit, Advocates can be as stubborn as anyone, refusing to fall back on the old options once they've made their decision. They only shift course if some great shock or crisis of conscience arises – mere dissatisfaction is rarely enough unless it's part of a broader imbalance in many areas of life, spanning careers, relationships, and a sense of stagnating personal growth.

Despite their strong wills and extraordinary insightfulness, Advocates face many difficulties in their careers if they choose the wrong path. People with this personality type are very rare and of a quiet nature. For all their skill in seeking role models and learning from others, the odds are stacked against them when it comes to getting good advice about career planning. Jobs that are perfectly enjoyable for so many others can be a haunting source of frustration and exhaustion for Advocates.

Rebalancing Professional Development

Although they're a sensitive type, Advocates are also remarkably resilient and resourceful. Despite the challenges and setbacks they face when looking for the

ideal balance in their career and professional development, they almost always come out stronger and more self-assured once the challenges have been surmounted.

Learn from Others

Being able to articulate their ideas to different individuals effectively is enormously beneficial for Advocates in any career, but especially those where they don't feel especially compatible. No job is entirely meaningful or inspiring all the time, so it's important to have skills and relationships that help balance their personal and professional lives during difficult times.

For Advocates who struggle with a career that leaves them feeling stagnant, uninspired, or overwhelmed, their innate understanding of people helps them to regain balance. These types have a strong desire (and ability) to relate to others, earning reputations as clairvoyants and mystics – or at least as people with an uncanny sense for what's not being said.

Like other Diplomats, Advocates are unstoppable when they get a chance to combine their insightfulness with their quest for harmony, and they're often sought out as mentors for their honest and gentle encouragement. But finding a mentor for themselves can be a challenge, simply because their perspective is so uncommon.

Despite the challenge of finding a good fit, Advocates do well in the process of discovery, seeking out mentors in any environment and building deep, honest support networks, if not expansive ones. They'll learn just as much from someone delivering terribly unsuitable advice as they'll learn from a kindred spirit – it feels a little lonelier, but knowing what not to do is important, too. Finding supportive family, friends, and coworkers is incredibly important for this empathy-driven

personality type, and understanding bosses, sympathetic colleagues, or supportive family members make all the difference when they feel out of balance.

Seek Personal and Professional Growth

Regardless of their job satisfaction, Advocates have both the opportunity and the ability to focus on their personal and vocational growth. They desire growth and can achieve tremendous development by embracing growth possibilities in any occupational situation. Their ability to see deeply into the nature of things and to use that knowledge to help other people grow and develop is how Advocates seek their true selves and establish their identities. It's also how they become indispensable mentors and creators.

Advocates in jobs they enjoy and find meaningful continue to grow by developing their skills, knowledge, and abilities further – resting on their laurels and embracing complacent competence is hardly Advocates' style. Becoming the best in their given profession, not in competition with themselves or others, but as an exploration of what they can do when they put their minds and bodies to work, is something all Advocates strive for. Knowing that they're meeting their own high expectations brings enormous satisfaction.

Advocates in jobs that they find unfulfilling or that go against their values can use their dissatisfaction to determine what aspects are the most important to their balance. Being all too self-aware in their unhappiness is a critical opportunity to study and experience their core selves in action. Growth and understanding come from learning both what components of a job bring the most joy, as well as what aspects aren't satisfying or meaningful.

Advocates who are unemployed or have difficulty finding work can use this opportunity to learn new skills and deepen their knowledge. Rather than being exclusively a time of frustration, this can be a period for gaining deep self-

understanding. Finding a career that aligns with their values is much easier to accomplish when they're able to spend real time discovering what those values truly are.

The challenge is to remain focused in a time of listlessness and confusion – Advocates' "job" while unemployed is to put in the time and energy to position themselves where they need to be to move forward. It's easier said than done, but Advocates don't seek out personal development because it's easy.

Passion and Dedication

Taking advantage of their passion and commitment helps these types build connections and influence people. This is nothing like the sort of cynical manipulation out-of-balance individuals (of any kind) can resort to, but more like a sense of recognition and respect between people who know their stuff and share a mutual interest.

This isn't limited to experienced insiders, either. Advocates' enthusiasm and dedication are usually clearly visible when trying to get a job in a field they're passionate about. A little practice discussing the subject with a good friend can go a long way toward preparing for an interview. People with this personality type get even more diplomatic and charming as time goes by, so they shouldn't have any difficulties when it comes to moving these conversations along. Advocates' depth makes their capability unmistakable, and it opens doors.

The biggest problem that Advocates encounter is that the knowledge underpinning their passion takes time to build. In all likelihood, their first few roles will involve a fair amount of mundane, uninspiring work. People with this personality type are genuinely interested in ideas, cues, and meanings, and self-realization is crucial for them. But finding this in the soulless grind of grunt work is difficult at best.

While it's unlikely that Advocates will get a chance to explore concepts that resonate with them at the beginning of their careers as a part of the work itself, it's important to recognize that self-realization can be developed just as powerfully by looking deeper than their job descriptions. Observing human nature in action, or seeing how a manager's philosophy works in practice, can give Advocates insights that reach far beyond operating a cash register or mucking stables. Their passion and dedication, especially during the less inspiring times in their careers, will prove their value as employees to managers and coworkers alike, not to mention shape who they are as people. This positive, productive behavior and invaluable insight will lead to promising opportunities throughout the rest of their careers.

Career Options for Advocates



Balanced Career Options

The primary purpose of this discussion on professional development is to help Advocates gain a deeper understanding of the role their personality type plays in finding their chosen careers. Professional development takes place across all stages of life, from early education through retirement, and is interwoven with personal development as well. Gaining increased self-understanding – by

determining values, goals, strengths, and weaknesses – is an important process for Advocates to determine what career path to pursue and how to pursue it.

Advocates tend to do their best work when their jobs combine creativity and compassion. Teaching, psychology, and social work are a few careers that combine these traits, but there are many other areas in which Advocates can shine. Regardless of the circumstances, people with this personality type should always strive to find fulfilling work, even if it takes some time – Advocates are unlikely to feel happy in strictly impersonal roles, or when subject to extensive rules and regulations.

It's true that with freedom comes responsibility, but Advocates shouldn't be afraid to explore all their choices. It's unlikely that someone with this type will have difficulty coping with responsibility, as Advocates' conscientiousness keeps them on track, no matter how difficult that is.

Let's look at some fields that are likely to align most strongly with Advocates' ideals and strengths. This isn't a full list of professions; too many choices would be both cumbersome and inadequate, and the list would grow longer daily. Instead, we offer a sampling consistent with balanced Advocate personality traits, with added explanations of why things fit.

This isn't a firm prescription of what Advocates must do to be successful or happy. Rather, we hope it provides some decision-making insight. For Advocates already employed, this may serve as an explanation of why they're happy or unhappy where they are. Perhaps the most important question for Advocates to ask when searching for a career isn't, "What do I want to do for a living?" but, rather, "What can give me meaning and purpose?"

Healthcare

Counseling, psychology, and medicine speak to two of balanced Advocates' primary motivators: compassion and a sense of purpose. These types gravitate toward growth and self-discovery, the hallmark of these jobs. When balanced, Advocates also enjoy helping others gain insight into and control over their lives. These jobs have the additional benefit of allowing these Introverted types to work with their clients or patients one-on-one, and then step away to ponder the experience.

Because many people are exposed to these professions mainly through television and movies, they're not always aware these jobs are about more than the time spent with the patient. Researching, writing notes, and filling in charts make up a large part of the working hours in these positions, which allows these professionals time to reflect in solitude.

The balance between the personal touch of the visit and later thinking about the visit alone can be satisfying for Advocates. Specific potential jobs include:

- Alcohol and drug addiction counselor
- Marriage counselor
- Psychiatrist (with emphasis on psychotherapy)
- Psychologist
- Social worker
- Physician
- Nurse practitioner
- Physician's assistant
- Career counselor
- Religious worker
- Healthcare administrator (if allowed to pursue a vision)

Education

Growth and learning are central to Advocates' approach to the world, so teaching and working with students suits these types well. With younger students, Advocates are imaginative and connect with them using their intuition and empathy. With older students, they provide an outsider's perspective and present their subject with passion and creativity, especially if they teach something in the humanities. With adult learners, Advocates are simply inspirational.

Regardless of who they teach, Advocates are keen on treating their students as individuals with their specific traits and needs. While Advocates may find the constant contact with students and colleagues throughout the day taxing, they nevertheless enjoy the sense that they're changing lives for the better.

Advocates may regard standardized tests as tools with some potential, but their greater interest is in the uniqueness of their students as people. They may do well as administrators, but usually don't seek leadership roles, preferring inspired self-actualization to necessary but tedious administration and rule-setting. Nonetheless, these types often find themselves in such positions and do well in them. As with healthcare, they do better as visionary, creative leaders rather than strictly practical ones. Such jobs include:

- Preschool, elementary or high school teacher
- College lecturer (especially in religion, philosophy, or literature)
- Adult education teacher
- School principal (but mostly as a visionary)
- Guidance counselor
- School psychologist
- Religious educator

Social Activism

Advocates thrive on values-based causes and bringing about justice in the fairest sense. They're at their best when speaking some larger truth. Others might pursue a career in law, for example, for such glamorous reasons as the excitement and challenge of winning, the thrill of finding solutions, the rush of making a great argument, the drama, the power, the fame, and fortune. However, these attributes of the profession don't seduce Advocates the way other personality types might be taken in. Advocates would pursue law to ensure that values are upheld.

Advocates' ideals are the underlying motivation, but it's their understanding of how people work, not to mention their steady determination, that makes them such potent agents of change. Combining well-organized thoughts with grand vision often creates an argument so robust that all but the most unreasonable adversaries are inclined to agree.

This way of thinking helps in several jobs:

- Lawyer (especially at not-for-profit firms)
- Diplomat or liaison
- Local political representative
- Investigative journalist
- Novelist, blogger

Unbalanced Career Options

People spend lots of time at work, so Advocates especially tend to need their jobs to give them meaning. It's important to be careful not to get stuck in an unsuitable situation, as it can risk all manner of difficulties. Following are some characteristics of the types of jobs that may not be suitable for Advocates. Like the suitable jobs above, this isn't the be-all and end-all of unsuitable work, and circumstances and other goals can make any of these fields a rewarding part of Advocates' lives. But

they do identify some core qualities to some areas that run contrary to Advocates' traits.

Cold, Rational, or Data-Driven Work

Advocates need their job to have a personal touch and prefer to focus on the human (or humane) side of things. Factory or data-entry jobs, where they have limited contact with other people and a limited sense of moral purpose, are probably not a good fit. Work revolving around *something* rather than *someone* just leaves Advocates unfulfilled. They need work that has “soul.” It's essential that their work feels purposeful and creative, so repetitive tasks, in general, are unappealing to Advocates.

It's important to point out here, however, that some areas, especially science, technology, engineering, and mathematics, have garnered a reputation as coldly rational and overly data-driven that belies more nuance. While they're highly technical and data focused, many of the careers in those fields also require an enormous amount of creativity and insightfulness, and often strive to make the world better as a point of principle.

Advocates can bring a compassionate approach to some of the global issues that these fields deal with. Their visionary nature can be very valuable when generating ideas and engaging in problem-solving processes.

Loose Principles or Unclear Values

Advocates struggle in any industry that doesn't have clear social responsibilities, and even more so if they sense the work might be doing harm to others. Businesses revolving around vices, like nightclubs or casinos, leave Advocates feeling guilty. Seemingly neutral work like investing or money management may feel shady to Advocates as well if they perceive the business somehow takes advantage of others or is part of some greater systemic problem.

Even in otherwise ideal roles like mentorship or charitable outreach, Advocates are likely to feel uncomfortable if the company they work for has earned a bad reputation with its behavior, such as misuse of funds. Advocates need to know management's values align with their own. They need a company culture that values integrity and reliability in the service of something they value before they can settle into a job, regardless of the position.

No Alone Time

Like any Introvert, too much time with other people can be exhausting for Advocates. They need an opportunity to go off and work on their own occasionally. It doesn't mean they don't work well with others or that they don't enjoy it, but hectic, crowd-driven work depletes their energy if they don't have reasonable breaks in their routine. Some jobs, like many sales positions, require that employees be "on" and performing with people all the time. Such tasks are tough for typical Advocates unless the overall environment is low-key and revolves around providing something they value, as a healthy food shop might.

While Advocates do require alone time, it's just as important that they can engage in meaningful interactions with others. Although they're Introverted, their empathic nature and desire to connect means Advocates require deep, authentic interactions with others in their personal and professional lives to feel fulfilled. As with anything, balance between meaningful connections and time alone to recharge is necessary.

Prolonged Periods of High Stress

Advocates don't fare well in situations where they need to do unfamiliar work under time pressures. People with this personality type can keep a cool head in critical situations, but they feel far more comfortable when they have enough time to assess the situation and make an informed decision. Advocates have an

excellent set of leadership skills lurking beneath the surface, but being in “emergency mode” can exhaust them very quickly. Out of all Diplomats, Advocates are the most affected by stressful situations.

Advocates employed in high-stress positions should take proper precautions for maintaining their physical, psychological, and emotional health. Engaging in self-care is of importance for these types, as they often neglect themselves in the service of others. If a particularly stressful job does not allow for proper self-care and time to decompress, it may be wise to seek a less taxing position. It's much harder to do one's job effectively if self-care isn't a priority, and no one benefits from Advocates being unnecessarily overwhelmed or burned out.

Alternative Options



However radical the idea may seem, a person doesn't need a regular job to live comfortably. We live in an age of possibilities, and selling one's time to a corporation isn't the only way to earn money. Advocates are imaginative, bold individuals, and their ability to make connections between seemingly unrelated things and ideas can be very valuable.

Self-Employment

Many people find the notion of self-employment quite scary, but the working world has changed radically, and spending multiple decades at the same job isn't the norm it had been for years. Outside of a few specialized fields, like medicine or the military, longer periods of employment with contract and retirement benefits are atypical. On average, people find themselves moving between jobs more regularly than in the past.

Consequently, working independently may be a more secure, viable option for Advocates. Self-employment comes with a range of other benefits, such as the ability to plan one's time, see the tangible results of work done and, of course, to be self-directed. Advocates value self-control and independence, and being self-employed gives them an excellent opportunity to enjoy these things.

Furthermore, self-employment solves one of the major hurdles that Advocates encounter in a corporate environment – forced interaction with unsuitable people. Self-employed individuals are free to choose which tasks they want to perform and which ones they want to delegate or outsource. This means no more following orders, doing tedious administrative work, or dealing with people who are unable or unwilling to improve.

There are many creative fields that self-employed individuals can make a living from, such as photography, graphic design, interior design, freelance writing, IT, website design, and translation services. Anything Advocates do on their own time, where their friends are always impressed and Advocates are always wondering why they're impressed, has a good chance of being exactly the sort of thing self-employment is made for.

Professional Volunteerism

A daring and inspiring para-career option for Advocates is that of professional volunteer – making income second to loftier goals of changing the world. While unlikely to lead to financial prosperity, this path can offer unparalleled personal satisfaction and growth. If supported by minor income from other endeavors, or even a partner or spouse, Advocates who devote themselves entirely to pursuing matters of conscience and progress can move mountains. This is also a role that Advocates can transition into later in life, bringing skill sets from previous occupations into the non-profit world with wisdom and vigor.

For example, Advocates with any level of medical training can easily find roles within international aid organizations and have their basic needs met while they volunteer to provide training, education, and healthcare to those in extreme need. Experienced or educated Advocates can probably find a need for their abilities and knowledge regardless of their background, especially if willing to travel – anyone from welders and carpenters to teachers and gardeners is useful.

The least developed countries are deeply hungry for compassion, dedication, and gentler boots on the ground, and any skills and knowledge can be of use when driven by a desire to help. A résumé of abilities with a passionate cover letter can allow Advocates to enter many different organizations as volunteers, and if they can accept a potentially austere material life, the rewards to their souls can be endless.

However, foreign aid work and a monastic lifestyle aren't always required. There are many volunteer opportunities for Advocates closer to home. Administrative and fundraising roles abound at the headquarters of any idealistic organization, from grassroots political groups to religious and secular charities. They'd sincerely

appreciate the willing hands, hearts, and voices of enthusiastic Advocates who want to pitch in – and being appreciated has its rewards.

Alternately, if Advocates don't find large organizations appealing, they can create their small groups or even act individually. Something as basic as tutoring younger children in reading and math can be done by almost anyone with warmth, patience, and a high school education, and can make an incredible difference in the futures of such individuals.

A self-organized campaign shared through social media is another example, allowing Advocates to form their network of advocacy for whatever is important to them. If successful, they can draw in other volunteers, or even seek partnerships with other groups or larger charities.

Advocates can find a path of volunteerism as dramatic as spending a year abroad as an aid worker, or as simple as sitting in the kitchen making phone calls to grocery stores to organize food bank donations. Regardless of scale or complexity, commitment to volunteerism is one of the ways Advocates can satisfy their desire to create harmony and healing in the world. They can dip their toe in while keeping a day job, or plunge into the deep end and devote their time entirely to helping others.

Getting on the Career Ladder

Now that we have discussed several different career options that may be suitable for Advocates, we can consider how Advocates can approach the job procurement process. In this section, we cover contacting prospective employers, adding to a résumé to stand out, and preparing for an interview.

Advocates may be intimidated by this process, especially since the application and interviewing parts involve stressful situations and communicating with strangers.

However, their excellent communication skills and ability to approach things they care about with clear dedication and passion makes them stand-out candidates.

Making Contact

Thanks to their innate ability to connect with others, and the natural consequence of influence, whether they want it or not, that arises from that, Advocates usually have a good idea of how to approach a prospective employer in the right way. This connection is a great area for focus. Mapping out potential channels, crafting the introductory e-mail, and presenting the arguments – these things come naturally to Advocates, and they shouldn't hesitate to focus on such strengths.

Advocates can be very convincing when they want to be. Furthermore, not many people have the willpower or imagination necessary to come up with a highly-targeted approach. One good e-mail sent to the right person is often much better than hundreds of random, cookie-cutter applications. When Advocates take the time to research the company they're applying to, they begin to imagine themselves in that position. By the time they get to drafting a cover letter, it's as though they already belong, and it shows.

Of course, Advocates need to be able to present their skills in the right way to distinguish themselves from other candidates. Advocates shine in areas where they can focus on dealing with people rather than systems, data, or tools – their main strengths lie in creative, collaborative work.

The buzzword “excellent people skills” has become such an inseparable part of all job requirements that stressing such competencies in an interview is a must. Advocates thrive in small, focused teams who are trying to make something important happen. Being able to express this skill honestly, rather than using buzzwords for their sake, makes an impression in the kind of organization Advocates tend to appreciate most.

Relating Outside Interests

Not all companies think to ask, but organizations rarely *want* employees with no life outside of work. Advocates can take some time to think about what hobbies could be attractive in a field and then find a way to turn those ideas into real-life projects. There are plenty of opportunities out there – they can participate in competitions or volunteer projects, build an online presence with a small blog, or write a couple of articles and try to get them published. This needn't be forced – if becoming a more appealing candidate is part of the inspiration to do something exciting and worthwhile, so be it.

These projects don't need to relate to the job, either. Anything where Advocates demonstrate their creativity can go on the résumé. Not only does this make Advocates more attractive and versatile candidates, but it gives them a lot of breathing space in their interviews. Answering a question like, "Describe a situation where you used your problem-solving skills," is much, much easier with a list of projects ready to go.

Because people with the Advocate personality type also tend to be excellent writers, they should try to establish an online presence to make the job hunt easier. Employers are no longer reluctant to "Google" prospective candidates or check out the links included in the résumé. Applicants are likely to get some bonus points if their résumés state that their hobbies include running a blog about that field.

Preparing for the Interview

Advocates can certainly spend some time improving their presentation skills, whatever their natural ability. When they have a meeting coming up, they might find themselves thinking all about the implications of the work they can do with

due enthusiasm, while forgetting to prepare for the nuts and bolts of the interview itself. This is a trap most Intuitive types fall too easily for.

Advocates need to be aware of the most common interview techniques and questions, so they aren't caught off-guard by something like, "What is your biggest weakness?" The answers "Perfectionism," or "I work too hard," may demonstrate honesty, but they're also familiar enough to be clichés. When interviewers look for self-awareness and introspection, these answers cut off an opportunity to offer deeper responses.

Advocates are splendid candidates for many fields, but they often find it difficult to "sell" themselves in the right way, consequently losing out to less qualified – but better prepared – candidates. These types can highlight their achievements and passions, but it's also important to be ready to answer many template questions, especially in the early stages of a job search, with something approaching enthusiasm. In some cases, recruiters won't even know much about the role and only go through a checklist. If Advocates go in expecting that, they can avoid letting confidence cloud their judgment, or disillusionment overshadow a good interview.

Advocates in the Workplace



With contracts signed, Advocates have settled into their jobs and been exemplary employees ever since. What now? How can Advocates progress in their careers while staying true to themselves, and what difficulties are they likely to face? In the following paragraphs, we discuss Advocates' possible path forward.

Mapping a Career Path

People with this personality often prefer non-managerial roles, instead focusing on becoming respected experts in their field. Many companies recognize these two distinct career paths and have come up with ways to retain and promote personnel uninterested in managerial roles.

Large corporations are naturally better at this because of the sheer numbers of employees, as are well-funded startups because of their need for dedicated specialists. If Advocates can get jobs within these organizations, it's likely that they'll be able to advance without being burdened with supervisory tasks. Though it takes some time, this can allow them to earn wide latitudes and independence rarely afforded elsewhere.

They can, however, be great managers. Advocates are excellent at bringing people together – they instinctively know how to facilitate and motivate, defusing conflicts and identifying collective goals. Individuals with this personality type care deeply about the feelings of their subordinates, and they try to get to know everyone, seeking to understand what drives and inspires the people they work with.

Advocates want to be recognized as authentic creators – titles and monetary rewards don't have the same significance for them. This means that as managers, their focus remains on supporting and inspiring their subordinates and performing their jobs with the highest possible levels of integrity.

Balanced Workplace Habits

Professional development doesn't end once the job has been obtained and the role has been filled. Even seasoned employees benefit from continuing to focus on their professional growth. Coasting through one's career can be dangerous, especially in times of sudden change in the local or global marketplace. Continuing to improve current skills and learning new ones ensures that Advocates have options for growing or changing their career.

Never Stop Learning

There are seemingly unlimited resources for increasing one's knowledge, one of which you are exploring right now. Many of these resources, especially from larger institutions, are very affordable or even entirely free. Online courses and certificates in myriad topics and fields can be earned through websites such as Alison, edX, Coursera, and even MIT and Harvard. Most of these courses allow participants to learn at their pace, making them more accessible and flexible. Those materials that aren't free are available at a fraction of the cost of a university education.

It's not necessary to only take courses that would help in a current career, either. Learning about topics that are personally interesting or related to a hobby is just as useful for supporting Advocates' professional (and personal) development. In fact, learning more about a hobby or an interesting topic can even lead to a new, more fulfilling career. At the very least, continued education will bring increased knowledge and satisfaction. Advocates may even find new dreams, goals, or passions to pursue, bringing more meaning and purpose to their lives than they previously thought possible.

Unbalanced Workplace Habits

When unbalanced, Advocates are prone to getting emotionally overwhelmed. They find it difficult to be impersonal and detached, and the emotional troubles of their coworkers or subordinates affect unbalanced Advocates deeply as well. Despite being excellent at reading other people's signals most of the time, Advocates can still slip up and misinterpret the messages they're getting.

Advocates focus on the greater good but also struggle to tolerate a "the ends justify the means" attitude. They actively dislike an impersonal, results-oriented approach. They also share an aversion to conflict, controversy, and dispute, believing that there's always a way to keep all parties happy through understanding and fair compromise.

Nevertheless, while people with this personality type suppress negative feelings almost by instinct, they can be quick to show displeasure when unbalanced, with a black-and-white approach to their passions. If the field they're working in helps them manage these traits, Advocates should have no difficulties progressing in their career. If the company or position has a less-than-ideal mission statement or a dog-eat-dog culture, however, Advocates may struggle to be satisfied or happy.

It's also important to remember that a better position doesn't necessarily come with more freedom. If anything, it can mean more red tape and more supervision. Advocates excel in roles where they're able to help other people grow and develop, both within and outside of their organization, while still staying faithful to their principles.

Ironically, getting promoted can often hinder rather than ease such efforts – sometimes, it may be better to remain in the same role longer, using the time to learn something new and then looking for a more suitable position at a different

company. Traditional promotion paths and corporate jockeying just aren't made for most Advocates.

Rebalancing Workplace Habits

Find or Strengthen a Hobby

If opportunities arise, Advocates might try finding a hobby that could potentially turn into a source of income later. This approach is quite common among Advocates in less stimulating work. The actual earnings don't matter that much in the beginning – what is important for Advocates is the chance to do something exciting and inspiring, without the constraints of the employer-employee relationship.

If the hobby creates value, others will notice, and Advocates might find that their personally meaningful pastimes bring joy to others as well. A productive hobby can be anything – a website for a local charity or small business, a neighborhood initiative, a small woodworking shop, or writing about anything people enjoy. Some Advocates want to change the world, while others focus on local or personal matters. Advocates should try to do what they truly enjoy while retaining the safety net of regular employment.

Seek Meaning and Stimulation

Advocates will only be satisfied with their career path if it gives them a sense of purpose, a reason to wake up in the morning that comes from within. These types like to set goals for themselves, and their thirst for authenticity, regardless of the circumstances, is unquenchable. Advocates following career paths that don't excite them usually end up restless and frustrated. Unlike some other personality types, they need something beyond money, stability, or lofty titles.

Ultimately, everything depends on how flexible their employers are. Few career paths are unsuitable for Advocates, but there are plenty of roles that underutilize their primary traits. Advocates aspire to be sages – wise, empathic, thoughtful individuals, able to understand the struggle of other people and show them the right path. Being creative with their responsibilities in their current work can breathe new life into a stale workplace. Scripted careers where this isn't even an option only lead to dissatisfaction and a lack of fulfillment.

Try New Things

Above all, Advocates shouldn't allow themselves to settle, to get comfortable doing something that doesn't satisfy them. Despite having many talents, they often shy away from attempting to turn them into viable career paths. They ascribe too much meaning to each course of action, read in too far, and too often talk themselves out of new endeavors.

Fear of failure can prevent Advocates from trying new things, as can their tendency to prefer the known to the unknown (at least as far as taking action goes). For a type that so vigorously seeks personal growth, they can be surprisingly hesitant to step out of their comfort zones. Advocates, with their propensity for perfection and self-doubt, are fearful of failure. Understanding that the greatest growth comes from new experiences and embracing the knowledge that those experiences – and failures – provide is a major step for Advocates looking for both personal and professional growth.

With an open, self-accepting attitude, even if something doesn't work out the way Advocates expect, it can still boost their self-confidence because there's meaning in effort, not to mention that invaluable experience. Eventually, Advocates will find what they seek – but shouldn't expect to get there on their first try.

Advocates' Workplace Roles

Most people spend a huge percentage of their lives at work. But spending time there is one thing – what drives them, or makes them miserable? How can they create a mutually beneficial and productive relationship with a specific personality type? How can they handle conflicts with them? Different positions create different perspectives, and how Advocates interact in the workplace reflects this. What works best with a subordinate or colleague may backfire in the presence of a supervisor.

Advocates need a lot to make a job environment satisfying. Not only does this personality type need to be able to express their creativity and insight, but they also need to know that what they're doing has meaning, helps people, leads to personal growth and, all the while, is in line with their values, principles, and beliefs.

Often the best way for Advocates to achieve this is to be neither above nor below anyone else, just directly interacting with the people and ideas that are relevant to what they're trying to accomplish. Advocates are a clever and inspired group, and with a few of the right conditions, most any position can work.

Advocate Subordinates

As subordinates, Advocates are likely to chafe under hardline rules, formal hierarchies, and routine tasks. People with the Advocate personality type value thoughtfulness and diplomacy – the more democratic and personal their managers' style, the more they feel their independence and input are appreciated, and the happier they'll be.

If their managers are more concerned with treating everyone like their titles, rather than as human beings who simply have different responsibilities, things can

turn problematic quickly. Advocates act on their convictions, so when they do something, it's something that has meaning to them. If those actions come under criticism – even justified complaints, but especially unwarranted ones – their morale is likely to tank spectacularly.

Managers' values need to be naturally aligned with their Advocate subordinates for both parties to be most effective. Though usually idealistic, if they feel in conflict, Advocates can lose touch with that sense and end up bitter. But if it's a balance they can handle, with a little encouragement now and then, Advocates prove hardworking, trustworthy, and more than capable of handling their responsibilities and professional relationships.

Advocate Colleagues

As colleagues, Advocates usually become quite popular, being thoughtful and capable friends, identifying others' motives and defusing conflicts and tension before anyone else even senses a disturbance. These types prioritize harmony and cooperation over ruthless efficiency, encouraging a good, hardworking atmosphere and helping others when needed.

While this is usually a strength, there's a risk that others will take advantage of Advocates' commitment to their responsibilities by just shifting their burdens onto their more dedicated Advocate colleagues' desks. It should also be remembered that at the end of the day, Advocates are still Introverts, and their popularity isn't always welcome – they'll need to step back and act the lone wolf from time to time, pursuing their goals in their own ways. An unbalanced version of this tendency may pop up if Advocates sense that their values are being compromised by a more ethically relaxed colleague.

Advocate Superiors

As managers, Advocates are often reluctant to exercise their authority, preferring to see their subordinates as equals. They coordinate and supervise rather than rule over people, and act as wise mentors, leaving the technical systems and factual details to more capable hands. Advocates work hard to inspire and motivate, not to crack the whip.

That's not to say that people with the Advocate personality type have lax standards – far from it – as Advocates' sense of equality means that they expect their subordinates to be as competent, motivated, and reliable as the Advocates themselves. The reward, if there needs to be one, is that others' advancement through group successes doesn't pose a threat to Advocates the way it does to more status-oriented individuals. They have no problem giving full credit where it's due, and helping to ensure that those worthy of praise (and a raise) receive it.

On the other hand, though sensitive, understanding, principled, and just, if a subordinate's actions or attitude undermine Advocate's ethics or values, they'll find little comfort in these qualities when they're on the Advocate's wrong side. Advocates may be able to appreciate individual styles and to make accurate judgments about others' motivations, but they have no tolerance for lapses in reliability or morality. So long as no such lapse occurs, Advocates work tirelessly to ensure that their subordinates feel valued and happy.

Workplace Cooperation Between Types

Understanding how Advocates tend to behave in various hierarchical roles is one thing – communicating their ideas to subordinates, colleagues, and managers effectively, across a variety of personality types, is another entirely. Now, we dig a little deeper to determine how Advocates can best cooperate with their coworkers.

This section covers pairings between Advocates and each of the four Role groups. It includes brief overviews of potential synergies and obstacles, as well as some tips that may help in navigating these tricky waters. It's useful to have something in common when beginning to talk with someone. It can make the rest of a project much more productive if it starts with a resounding "yes" rather than an awkwardly stubborn "no."

Advocate-Analyst Cooperation



Balanced Advocate-Analyst Cooperation

Even when balanced, neither Analysts nor Advocates like many details (though Analysts certainly like the *idea* of details). Both prefer to deal with the big picture instead, absorbing knowledge almost subconsciously and then incorporating it into a larger constellation of intuitive understanding. They're both imaginative and creative, connecting these dots in often deep ways. This likeness of styles and love for the more abstract should give these personalities plenty of common ground and opportunities to combine their talents.

Advocates live in a world of values and compassion. Analysts are more comfortable with systems and puzzles. Advocates add to the Analysts' offerings by

bringing humanity to their systems. Analysts working even with a human system like HR will likely allow efficiency to trump empathy every time. Advocates provide “soul” to any system that Analysts devise or innovate. An organization which is only about love, peace, and harmony can get a little mushy around the edges, too. Rational analysis is an essential ingredient needed for an organization to grow and prosper. This is where Analysts contribute most.

Both Advocates and Analysts like to work with ideas. Their imaginations manipulate these ideas into models. They differ in that Advocates create ideal designs for a perfect society (or the perfect workforce) and Analysts create ideal schemes for a complete system. Simply put, Analysts show interest in efficient processes while Advocates show interest in effective humanity. While their targets are different, if they can recognize and accept the other's focus while being able to freely share their contributions to an organization, they can achieve much.

Unbalanced Advocate-Analyst Cooperation

While Advocates and Analysts can certainly use their different focus in complementary ways, this same focus can create points of contention. Analysts may be critical of Advocates' point of view and consider it too soft, while Advocates may regard Analysts' point of view as without concern for higher values. In agreement and disagreement, they can end up on deep philosophical tangents together, effectively shutting out more level and practical types like Sentinels and Explorers, who are more interested in getting the job done.

When unbalanced, Advocates and Analysts working together spend a significant amount of time debating these different approaches in the workplace. Analyst managers might argue that it would be more efficient to replace the receptionist at the front desk with a touch screen computer, highlighting the time and money saved. Advocate managers in the same office would bemoan the sterile approach and the disregard for the employee, wondering about the welfare of the current

receptionist, the lack of human warmth involved in greeting visitors with a machine, or go further by rejecting steps towards a society in which human effort is considered expendable.

Analysts can be brusque and impatient with people who don't see things their way. Advocates can be surprisingly similar, if for different reasons. Ultimately, Advocates' aversion to conflict may cause them to disengage entirely if Analysts come on too strong and won't give ground. Perhaps most damaging, Advocates might not let such disagreements go if they see Analysts' attitudes as habitual tyranny.

Rebalancing Advocate-Analyst Cooperation

Advocates find willing conversation partners and allies when they begin to ask Analysts "why" questions and maintain a willingness to explore their view of issues such as workplace organization. Perhaps most importantly, Advocates can shed (or at least set aside) their fear of asking their Analyst coworkers for clarification when they're confused by an idea or comment. This also gives Advocates a chance to make a counterargument; often, it's not that Analysts disdain the human side of things – sometimes they just forget to consider it.

Analysts are usually pleasantly surprised by individuals who are interested enough in furthering their understanding to ask them to explain their opinions or comments. They even like to be fought a bit on it, if it grows the discussion. They respect and appreciate coworkers who understand that their seemingly cold and calculated efforts are meant with pure intentions if perhaps expressed with a lack of emotional intelligence. They're more interested in getting their thoughts and ideas across than making friends when it comes to occupational issues, and, ironically, make friends with those who are receptive to that approach.

Advocates can help Analysts to reciprocate by helping them understand that the way to get the most information from Advocates and similar personality types is to ask questions that include “who” rather than just “why” or “how.” The more time they take to understand their Advocate coworkers, the more likely they are to learn what ideals and values propel this type and to gain a more nuanced understanding of how things work.

In this way, Advocates and Analysts can learn to engage each other constructively, to generate ideas and develop a broader understanding of the world. Achievement and efficiency aren't Advocates' primary objective, but they can be a wealth of information when it comes to explaining what might work when dealing with people, rather than efficiency-driven systems.

Advocate-Diplomat Cooperation



Balanced Advocate-Diplomat Cooperation

Advocates and other Diplomats have the advantage of speaking the same language. Diplomats are visionaries who focus on growth and humanity. When they sit down to talk to each other, their discussions sometimes wander into areas that seem impractical to other types, but they almost always progress with a sense

of purpose, if not detail. Facts are of course essential, but they play a secondary and supporting role to the grander ideas so important to these types. They can focus on details, but try not to get bogged down in logistical processes.

Advocates usually find ready conversation partners in other Diplomats, as they all enjoy discussing abstract humanitarian matters. Others may talk about the nuts and bolts of an organization, but these types talk to one another about creating harmony and growth within a company, with the idea that real growth comes from individuals maximizing their potential in the pursuit of something bigger than themselves. While they may appear overly idealistic to other types, they agree among themselves that there's always a better way and a better world possible. Their values are important to them, and they don't just leave them at home.

Conversations between Advocates and Diplomats lean toward the lofty, as small talk interests neither of them. In fact, they may find one another a relief from the tedium they experience at the water cooler with some other personality types. Any time they respond to small talk, it's more a courtesy than a preference.

Advocates and their Diplomat colleagues can often quickly turn all this talk into action, targeting any injustice or unfairness in business, whether internal or external, occasional or systemic, and they may form strong alliances around such matters. They're cause-driven, and understand each other when such problems arise. Diplomats and Advocates agree that a cold, calculating business willing to sacrifice or mistreat people to meet its goals needs fixing.

Unbalanced Advocate-Diplomat Cooperation

The problems Advocates and other Diplomats usually have when working with one another have nothing to do with understanding. They may have trouble when they become stuck in their style of thinking, inadvertently excluding the insights of

those who think differently. In business and life, it's good to have varied personality types around to provide balance.

For example, too many Advocates and other Diplomats brainstorming in one room may produce a great many guiding principles, but few details on how to turn a profit in the process (which, regardless of appeal, is usually necessary to keep things running). They do well when it comes to mission statements or building other visionary materials, but carrying out the vision may not be their strong point.

If unbalanced, they may even fall into the deeper trap of dismissing attempts to apply some practical realism to the process as merely “negative,” regardless of the intent of such efforts. While many consider inspirational goals an important launching pad toward the future, without a concrete “how-to” strategy, Advocates can find themselves struggling to move forward with their big ideas.

Completely idealistic discussion can lead to gridlock. When Advocates and other Diplomats are forced to make hard decisions – for example, whether to let an employee go – even if every rational argument justifies one course of action, they might find themselves stalling a decision, hoping for more information to explain the more compassionate approach. In such circumstances, Advocates must be careful not to let inertia and comfortable reassurances set in when the job calls for action.

Endless discussions about such matters can do more harm than good. Sometimes a company evolves beyond its need for an individual or a group. These may be difficult points for Advocates and other Diplomats to reach a consensus on among themselves. They may require perspective from other personality groups to help bring a dose of reality to the situation.

Rebalancing Advocate-Diplomat Cooperation

Advocates' learning to tap into other Diplomats' imagination and creativity is advantageous for both parties. However, the Diplomat Role group contains many of the rarest personality types, with outsider perspectives on the world. Voluntary committees and the like can easily become cliques, and they may struggle to put ideas to real action. To help, Advocates might consider inviting more practical types from other personality groups to the discussion.

It's also important for Advocates to give other Diplomats space to process material on their own. Diplomats need to understand an idea before they're comfortable moving forward with it, especially when dealing with sensitive subjects or information. When they do move forward, Diplomats thrive on appreciation. Advocates rarely have trouble here, but if they're frustrated or impassioned, niceties can fall by the wayside. Speaking up and sharing information does not come naturally to the Introverts in the group, and gentle encouragement can inspire them to continue their valuable contributions.

Advocate-Sentinel Cooperation



Balanced Advocate-Sentinel Cooperation

Advocates focus on compassionate ideological matters, while Sentinels' interests lie more in keeping things functional on a practical level. But both Sentinels and Advocates find their joy in caring for others when balanced, and have much to talk about in this regard. For example, Sentinels might want to make sure they complete the payroll so everyone receives their pay, while Advocates focus on making sure the pay is fair. Both find energy and self-respect in standing up for others, and there's plenty of common ground on which to bond in that area.

For Advocates, the big ideas are the most important. They're interested in growth. Anything that comes across as "picky" may feel unimportant to Advocates, so they sometimes miss small but essential details. Sentinels don't, and organizations need their diligence to run smoothly. On the other hand, Sentinels can get so caught up in the details and procedures that they lose the larger purpose of what they're doing.

A balanced partnership between Advocates and Sentinels can help them hold onto the greater vision of an organization, especially around issues like human capital, while finding ways to make such concepts work on a day-to-day level. If both individuals are upfront about their values and try to express their appreciation for what those values achieve (or have the potential to achieve), they can form a dominant team, combining their idealism with the know-how to make it work.

Unbalanced Advocate-Sentinel Cooperation

Advocates' worldview comes from an almost subconscious linking of information and feelings, always imagining something better. However, these ideas can be hard to convey in concrete terms. Sentinels protect efficiency and order by using known standards and methods. To have value, things must be proved. In a way,

they try to connect working methods from the past with the needs of the present and future, hoping that will guarantee similar results.

Advocates and Sentinels apply those same standards to their coworkers as well, with Advocates appreciating less tangible qualities like thoughtfulness and vision, regardless of proved skill, while Sentinels look to historic performance – loyalty, seniority, and proved results are critical considerations in any workplace relationship.

While these two styles may not necessarily conflict, Sentinels must be careful not to judge Advocates for their opaqueness or loyalty to what's best for people in general over a personal relationship. And vice versa, Advocates must be careful not to judge Sentinels as too pedestrian or as lacking imagination. Treating Sentinels as somehow “generic” cuts Advocates off from the richness of experience and hands-on perspective that Sentinels offer.

Rebalancing Advocate-Sentinel Cooperation

The two personality types can resolve these potential problems by understanding that both worldviews have something to offer. Practicing patience in the face of pronounced differences is good advice that both these types can embrace. Primarily, both Sentinels and Advocates must be careful not to judge their coworkers' approaches to their job as wrong just because they're unfamiliar.

Advocates can be tempted to judge Sentinels as unimaginative, work-a-day, or rigid, but the efficiency and stability they offer is a necessary part of any organization – when they commit, they get things done. Trying to communicate with that in mind can help. Minimizing abstract terms and focusing on taking concrete steps not only helps Advocates cooperate more effectively with Sentinels, the necessary organization helps them understand their ideas more clearly as well.

Sentinels can end up lost when faced with some vague but impassioned notion about stable work schedules and human dignity. To them, it just sounds like anger without a tangible basis. Just presenting the information in practical terms would win them over in no time. For example, an employee has eight hours between shifts. It takes one hour to do a round-trip commute to work. People need eight hours of sleep, but this employee is only able to get seven, at most. Explained this way, Sentinels understand the problem in concrete terms and can work with the employee to make accommodations. Sentinels care deeply about people too, they just need things constructed differently.

Clear incremental targets get the message across best when working with Sentinels, not because they're slow, but because when they commit, they put considerable time and energy into getting things done – they want to know they're using that focus effectively. Showing appreciation for what they do, rather than pointing out what they could do differently, can go a long way in improving cooperation.

It can help for Sentinels, for their part, to understand that they and Advocates often have similar goals in the workplace, such as focusing on quality and ensuring that the workplace is fair. To help make the working relationship functional, a dose of optimism and an expression of appreciation now and again can lighten the mood considerably and help Sentinels to fit rules into the context of Advocates' worldview of morals and compassion.

Phrases like, "That's the way we've always done it," or "That's how you're supposed to do it," hold little weight in Advocates' eyes. Lots of things used to be done in certain ways before they were improved on, and Sentinels themselves often embrace those past improvements. Taking a step back to reflect on this (patience and thoughtfulness tend to go hand in hand) can go a long way toward moving things along.

Advocate-Explorer Cooperation



Balanced Advocate-Explorer Cooperation

Advocates and Explorers share an enjoyment of both moving forward with tasks and finding better ways of doing things. Finding novel solutions to specific problems fulfills Explorers deeply. They can be handed a tangled mess and figure out how to make it work, often in unique and exciting ways – so long as they're allowed to do it their way! For Advocates, work is more broadly about personal growth, moral development, and well-being – problem-solving on a grand scale. They can flip a fixed idea on its head, creating a whole new perspective.

Despite their different perspectives, both types respect flexibility, and rules and traditions don't bind either too tightly. Explorers are much more utilitarian, compared to Advocates' idealistic pursuit of values, but they share a common appreciation for innovation and constructive change.

A balanced partnership between the two can offer a lot to the workplace if they can make it work. Advocates are great at grasping, creating, and transforming ideas, but they're theoretical and thought-based, often struggling to fit such big ideas into such a small world. Explorers excel at hands-on activity. They relish mastery of people, things, and skills within their physical environment.

Details without broader context bore Advocates, whereas Explorers are fascinated by them. They love getting their hands dirty to create something new and better – especially to meet needs or solve problems. When looking for a “vision,” call on Advocates. To see Advocates’ visions realized, call on Explorers. They can do much together.

For example, imagine the mood in an organization has grown glum, and Advocates realize that the problem is that there’s no real sense of community. Communication is poor, and Advocates sense a lack of connection among their clients and between coworkers. Brought to Explorers’ attention, they might answer that realization by creating an email newsletter, a phone chain, a podcast, or a monthly coffee “date” for coworkers to get people together and build a community. They would create a brand around the organization that says, “community,” and, in doing so, also create a balanced team effort between Advocates and Explorers.

Unbalanced Advocate-Explorer Cooperation

While established standards don’t bind either Explorers or Advocates as tightly as they might Sentinels, Advocates do live by a code. Their values, usually connected to their thoughtfulness and compassion, are active forces in Advocates’ lives. While Explorers aren’t amoral, explicit values aren’t always as prominent in the way they handle business.

For instance, Extraverted Explorers enjoy people, and are often friendly, outgoing, and fun, building vast networks of friends and clients – often with little distinction between the two. In business, the goal is to make money, so they may happily use their personal networks to drum up business and sell themselves or their goods. This mixture would almost certainly offend Advocates’ sense of authenticity, but to Explorers, it’s just people helping each other out by making an exchange. To their minds, if everyone involved is happy, who cares?

Meanwhile, when Advocates' values are dismissed, they tend to respond poorly. Differences in opinion may lead to biased, negative outlooks, with Advocates seeing Explorers as shallow or narcissistic, while Explorers may in turn regard Advocates as "uptight dreamers" with a snort. Explorers live in the here and now, while Advocates live in the infinite time of imagination and thought – it's the classic conflict between immediate results and the long term. The answer to this difference is for each to recognize what the other brings to the table.

To use a hospital metaphor, Advocates would be case managers, equipped to handle the long-term treatment of patients in a holistic way. Meanwhile, Explorers would be down in the emergency room, doing triage and reattaching limbs – they don't have a month to see how things go. Different attitudes about what it means to save a life accompany these two views – *but they're both saving lives*. There are pronounced differences of opinion, plans of action, and styles of communication, but when running a hospital, both types are needed.

Rebalancing Advocate-Explorer Cooperation

Improving working relationships with Explorers requires a bit of adjustment from Advocates' natural approach to dealing with others. Focusing on how to make an issue actionable is often vital for effective communication with Explorers. They certainly love new ideas, but Advocates do tend to go on with lofty philosophical theories, well beyond what's needed to act. Explorers are usually more interested in how an idea can be put into practice.

Advocates have a lot to learn here. They may have a clear idea of what the big picture looks like, but it's helpful to see the details and processes in action as well. Advocates shouldn't be afraid to ask questions and participate. Advocates are also some of the most likely types to have tried meditation – a practice that revolves around experiencing the moment as it is. It can come as some surprise that

Explorers' seemingly unusual approach to the world stems from living this ideal every day, as a matter of course.

Explorers looking to cooperate more closely with Advocate coworkers can start by asking about their values and connecting those values to real examples. Advocates extend their values and ideals into their work life as much as they can – knowing what drives them will improve communication and motivation. Advocates also think big, looking at the broad picture rather than the specifics or details. A little enthusiasm for an idea with potential goes a long way, and helping them turn it into something real can create a powerful team.

Final Words



We've covered many different topics in this profile. Our hope is that you will now better understand not only yourself, but also other people and their perspectives. It is often tempting to try to change others, especially if we believe our reasons are good and noble, but such attempts usually fail. By simply understanding each other better, we can be more aware, genuine, and peaceful as we each make our way through the world.

This profile is not meant to be read once. Don't file it away and never open it again. Whenever you wish you understood someone better, or struggle to understand yourself, take another look. Maybe you'll find a relevant insight or piece of information.

Furthermore, spend some time on our [website](#), especially in the [Courses](#) section of our Members Area. That section contains dozens of interactive exercises, additional tests, and other tools to help you grow further, with more resources being added on a regular basis. Our [articles section](#) and [research area](#) may also be useful.

If you have some spare time, consider [sending us a message](#) and sharing your thoughts about this profile or the website in general. We would love to hear from you.

Best of luck on your path, Advocate. It may not be easy, but few things worth doing are. Ultimately, what matters most is that your path reflects who you really are, deep within. Our lives are often too full of troubles, conflicts, and worries that lie beyond our control or matter little in the grand scheme of things. But if you remember to take a break from time to time and think about your values, dreams, and ideals, the right path will become just a little clearer of superficial distractions. We modestly hope that we have lighted a few lanterns along the way too.

Until next time.

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