

## Tool 5 - Personal Style Inventory\*

This is a Personal Style Inventory for managers and leaders operating at the supervisory, frontline, first line, and team leadership level. It is based on the Champagne, D.W. & Hogan, R.C. (1979), *Supervisory and Management Skills: A Competency Based Training Program for Middle Managers of Educational Systems*. It has been designed to be used in conjunction with competencies developed for such leaders and managers under the Australian Qualifications Framework. The tool is strictly for educational purposes only and not for resale or wide distribution.

Just as every person has differently shaped feet and toes from every other person, so we all have differently “shaped” personalities. Just as no person’s foot shape is “right” or “wrong,” so no person’s personality shape is right or wrong. The purpose of this inventory is to give you a picture of the shape of your preferences, but that shape, while different from the shapes of other persons’ personalities, has nothing to do with mental health or mental problems.

### **Instructions**

The following items are arranged in pairs (a and b), and each member of the pair represents a preference you may or may not hold. Rate your preference for each item by giving it a score of 0 to 5 (0 meaning you really feel negative about it or strongly about the other member of the pair, 5 meaning you strongly prefer it or do not prefer the other member of the pair). The scores for a and b MUST ADD UP TO 5 (0 and 5), 1 and 4, 2 and 3 etc.). *Do not use fractions such as 2<sup>1/2</sup>.*

I prefer:

- 1a. \_\_\_ making decisions after finding out what others think.
- 1b. \_\_\_ making decisions without consulting others.
  
- 2a. \_\_\_ being called imaginative or intuitive.
- 2b. \_\_\_ being called factual and accurate.
  
- 3a. \_\_\_ making decisions about people in organisations based on available data and systematic analysis of situations.
- 3b. \_\_\_ making decisions about people in organisations based on empathy, feelings, and understandings of their needs and values.
  
- 4a. \_\_\_ allowing commitments to occur if others want to make them.
- 4b. \_\_\_ pushing for definite commitments to ensure that they are made.
  
- 5a. \_\_\_ quiet, thoughtful time alone.
- 5b. \_\_\_ active, energetic time with people.
  
- 6a. \_\_\_ using methods I know well that are effective to get the job done.
- 6b. \_\_\_ trying to think of new methods of doing tasks when confronted with them.
  
- 7a. \_\_\_ drawing conclusions based on unemotional logic and careful step-by-step analysis.
- 7b. \_\_\_ drawing conclusions based on what I feel and believe about life and people from past experiences.

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- 8a. \_\_\_ avoding making deadlines.
- 8b. \_\_\_ setting a schedule and sticking to it.
- 9a. \_\_\_ talking awhile and then thinking to myself about the subject.
- 9b. \_\_\_ talking freely for an extended period and thinking to myself at a later time.
- 10a. \_\_\_ thinking about possibilities.
- 10b. \_\_\_ dealing with actualities.
- 11a. \_\_\_ being thought of as a thinking person.
- 11b. \_\_\_ being thought of as a feeling person.
- 12a. \_\_\_ considering every possible angle for a long time before and after making a decision.
- 12b. \_\_\_ getting the information I need, considering it for a while, and then making a firm decision in a reasonable response time.
- 13a. \_\_\_ inner thoughts and feelings others cannot see.
- 13b. \_\_\_ activities and occurrences in which others join.
- 14a. \_\_\_ the abstract or theoretical
- 14b. \_\_\_ the concrete or real.
- 15a. \_\_\_ helping others explore their feelings.
- 15b. \_\_\_ helping others make logical decisions.
- 16a. \_\_\_ change and keeping options open.
- 16b. \_\_\_ predictability and knowing in advance.
- 17a. \_\_\_ communicating little of my inner thinking and feelings.
- 17b. \_\_\_ communicating freely my inner thinking and feelings.
- 18a. \_\_\_ possible views of the whole.
- 18b. \_\_\_ the factual details available.
- 19a. \_\_\_ using common sense and conviction to make decisions.
- 19b. \_\_\_ using data, analysis, and reason to make decisions.
- 20a. \_\_\_ planning ahead based on projections.
- 20b. \_\_\_ planning as necessities arise, just before carrying out the plans.
- 21a. \_\_\_ meeting new people.
- 21b. \_\_\_ being alone or with one person I know well.
- 22a. \_\_\_ ideas.
- 22b. \_\_\_ facts.
- 23a. \_\_\_ convictions.
- 23b. \_\_\_ verifiable conclusions.

- 24a. \_\_\_ keeping appointments and notes about commitments in electronic or manual means (diary, planner, etc.) regularly, and as often as possible.
- 24b. \_\_\_ using electronic or manual means of recording appointments and commitments as minimally as possible (although I may use them).
- 25a. \_\_\_ discussing a new, unconsidered issue or 'freewheeling' ideas at length in a group.
- 25b. \_\_\_ puzzling out issues in my mind, then sharing the results with another person.
- 26a. \_\_\_ carrying out carefully laid, detailed plans with precision.
- 26b. \_\_\_ designing contingency plans and structures without necessarily carrying them out.
- 27a. \_\_\_ logical, rational people.
- 27b. \_\_\_ empathetic, feeling people.
- 28a. \_\_\_ being free to do things on the spur of the moment.
- 28b. \_\_\_ knowing well in advance what I am expected to do.
- 29a. \_\_\_ being the centre of attention.
- 29b. \_\_\_ being reserved.
- 30a. \_\_\_ imagining the nonexistent.
- 30b. \_\_\_ examining details of the actual.
- 31a. \_\_\_ experiencing emotional situations, discussions, movies.
- 31b. \_\_\_ using my ability to analyse situations.
- 32a. \_\_\_ starting meetings at a prearranged time.
- 32b. \_\_\_ starting meetings when all are comfortable or ready.

## Personal style inventory scoring sheet

**Instructions:** Transfer your scores for each item of each pair to the appropriate blanks. Be careful to check the (a) and (b) letters to be sure you are recording scores in the right blank spaces. Then total the scores for each dimension.

| Dimensions    |               | Dimensions    |               |
|---------------|---------------|---------------|---------------|
| <b>I</b>      | <b>E</b>      | <b>N</b>      | <b>S</b>      |
| <i>Item</i>   | <i>Item</i>   | <i>Item</i>   | <i>Item</i>   |
| 1b. _____     | 1a. _____     | 2a. _____     | 2b. _____     |
| 5a. _____     | 5b. _____     | 6b. _____     | 6a. _____     |
| 9a. _____     | 9b. _____     | 10a. _____    | 10b. _____    |
| 13a. _____    | 13b. _____    | 14a. _____    | 14b. _____    |
| 17a. _____    | 17b. _____    | 18a. _____    | 18b. _____    |
| 21b. _____    | 21a. _____    | 22a. _____    | 22b. _____    |
| 25b. _____    | 25a. _____    | 26b. _____    | 26a. _____    |
| 29b. _____    | 29a. _____    | 30a. _____    | 30b. _____    |
| Total I _____ | Total E _____ | Total N _____ | Total S _____ |

| Dimensions    |               | Dimensions    |               |
|---------------|---------------|---------------|---------------|
| <b>T</b>      | <b>F</b>      | <b>P</b>      | <b>J</b>      |
| <i>Item</i>   | <i>Item</i>   | <i>Item</i>   | <i>Item</i>   |
| 3a. _____     | 3b. _____     | 4a. _____     | 4b. _____     |
| 7a. _____     | 7b. _____     | 8a. _____     | 8b. _____     |
| 11a. _____    | 11b. _____    | 12a. _____    | 12b. _____    |
| 15b. _____    | 15a. _____    | 16a. _____    | 16b. _____    |
| 19b. _____    | 19a. _____    | 20b. _____    | 20a. _____    |
| 23b. _____    | 23a. _____    | 24b. _____    | 24a. _____    |
| 27a. _____    | 27b. _____    | 28b. _____    | 28a. _____    |
| 31b. _____    | 31a. _____    | 32b. _____    | 32a. _____    |
| Total T _____ | Total F _____ | Total P _____ | Total J _____ |

# Personal style inventory interpretation sheet

Letters on the score sheet stand for:

**I** – introversion

**N** – intuition

**T** – **thinking**

**P** – perceiving

**E** – extroversion

**S** – sensing

**F** – feeling

**J** – judging

If your score is: the likely interpretation

20 – 21      balance in the strengths of the dimensions

22 – 24      some strength in the dimension; some weakness in the other member of the pair

25 – 29      definite strength in the dimension; definite weakness in the other member of the pair

30 – 40      considerable strength in the dimension; considerable weakness in the other member of the pair

Your typology is those four dimensions for which you had scores of 22 or more although the relative strengths of all the dimensions actually constitute your typology. Scores of 20 or 21 show relative balance in a pair so that either member could be part of the typology.

## Dimensions of the typology

The following four pairs of dimensions are present to some degree in all people. It is the extremes that are described here. The strength of a dimension is indicated by the source for the dimension and will determine how closely the strengths and weaknesses described fit the participant's personality.

### Introversion – Extroversion

Persons more introverted than extroverted tend to make decisions somewhat independently of constraints and prodding from the situation, culture, people, or things around them. They are quiet, diligent at working alone, and socially reserved. They may dislike being interrupted while working and may tend to forget names and faces.

Extroverted persons are attuned to the culture, people, and things around them, endeavouring to make decisions congruent with demands and expectations. The extrovert is outgoing, socially free, interested in variety and in working with people. The extrovert may become impatient with long, slow tasks and does not mind being interrupted by people.

### Intuition – Sensing

The intuitive person prefers possibilities, theories, gestalts, the overall, invention, and the new and becomes bored with nitty-gritty details, the concrete and actual, and facts unrelated to concept. The intuitive person thinks and discusses in spontaneous leaps of intuition that may leave out or neglect details. Problem solving comes easily for this individual, although there may be a tendency to make errors of fact.

The sensing type prefers the concrete, real, factual, structured, tangible here-and-now, becoming impatient with theory and the abstract, mistrusting intuition. The sensing type thinks in careful, detail-by detail accuracy, remembering real facts, making few errors of fact, but possibly missing a conception of the overall.

### **Feeling – Thinking**

The feeler makes judgements about life, people, occurrences, and things based on empathy, warmth, and personal values. As a consequence, feelers are more interested in people and feelings than in impersonal logic, analysis, and things, and in conciliation and harmony more than in being on top or achieving impersonal goals. The feeler gets along well with people in general.

The thinker makes judgements about life, people, occurrences, and things based on logic, analysis, and evidence, avoiding the irrationality of making decisions based on feelings and values. As a result, the thinker is more interested in logic, analysis, and verifiable conclusions than in empathy, values, and personal warmth. The thinker may step on others' feelings and needs without realising it, neglecting to take into consideration the values of others.

### **Perceiving – Judging**

The perceiver is a gatherer, always wanting to know more before deciding, holding off decisions and judgements. As a consequence, the perceiver is open, flexible, adaptive, nonjudgemental, able to see and appreciate all sides of issues, always welcoming new perspectives and new information about issues. However, perceivers are also difficult to pin down and may be indecisive and noncommittal, becoming involved in so many tasks that do not reach closure that they may become frustrated at times. Even when they finish tasks, perceivers will tend to look back at them and wonder whether they are satisfactory or could have been done another way. The perceiver wishes to roll with life rather than change it.

The judger is decisive, firm, and sure, setting goals and sticking to them. The judger wants to close books, make decisions, and get on to the next project. When a project does not yet have closure, judgers will leave it behind and go on to new tasks and not look back.

## Strengths and weaknesses of the types

Each person has strengths and weaknesses as a result of these dimensions. Committees and organisations with a preponderance of one type will have the same strengths and weaknesses.

### Possible Strengths

independent  
works alone  
is diligent  
reflects  
works with ideas is careful of  
generalisations  
is careful before acting

understands the external  
interacts with others  
is open  
acts, does  
is well understood

sees possibilities  
sees getalts  
imagines, intuits  
works out new ideas  
works with the complicated  
solves novel problems

attends to detail  
is practical  
has memory for detail, facts  
works with tedious detail  
is patient  
is careful, systematic

considers others' feelings  
understands needs, values  
is interested in conciliation  
demonstrates feelings  
persuades, arouses

is logical, analytical  
is objective  
is organised  
has critical ability

### Possible Weaknesses

#### **Introvert**

misunderstands the external  
avoids others  
is secretive  
loses opportunities to act  
is misunderstood by others  
needs quiet to work  
dislikes being interrupted

#### **Extrovert**

has less independence  
does not work without people  
needs change, variety  
is impulsive  
is impatient with routine

#### **Intuitor**

is inattentive to detail, precision  
is inattentive to the actual and  
practical  
is impatient with the tedious  
leaves things out in leaps of logic  
loses sight of the here-and-now  
jumps to conclusions

#### **Sensor**

does not see possibilities  
loses the overall in details  
mistrusts intuition  
does not work out the new  
is frustrated with the complicated  
prefers not to imagine future

#### **Feeler**

is not guided by logic  
is not objective  
is less organised  
is uncritical, overly accepting  
bases justice on feelings

#### **Thinker**

does not notice people's feelings  
misunderstands others' values  
is uninterested in conciliation  
does not show feelings

is just  
stands firm

shows less mercy  
is uninterested in persuading

compromises  
sees all sides of issues  
is flexible, adaptable  
remains open for changes  
decides based on all data  
is not judgemental

### **Perceiver**

is indecisive  
does not plan  
has no order  
does not control circumstances  
is easily distracted from tasks  
does not finish projects

decides  
plans  
orders  
controls  
makes quick decisions  
remains with a task

### **Judger**

is unyielding, stubborn  
is inflexible, unadaptable  
decides with insufficient data  
is judgemental  
is controlled by task or plans  
wishes not to interrupt work

## **Generalizations**

The following generalisations can be helpful in applying this inventory to individual settings.

1. People who have the same strengths in the dimensions will seem to “click” to arrive at decisions more quickly, to be on the same wave lengths. Their decisions, however, may suffer because of their weaknesses, exhibiting blind spots and holes that correspond to the list of weaknesses for that type.
2. People who have different strengths in the dimensions will not see eye-to-eye on many things and will have difficulty accepting some views, opinions, and actions of the other. The more dimensions in which the two differ, the greater the conflict and misunderstanding of each other. However, decisions resulting from their interactions will benefit from the differing points of views and strengths of each.
3. People may be sensitive about criticisms in their areas of weakness and likely will prefer not to use these dimensions. As a result, conflict may occur when they must do so or when others point out deficiencies in these areas.
4. People will normally gravitate towards others who have similar strengths and weaknesses, although people of differing types are often drawn to one another because the strengths of one are admired and needed by the other.
5. People’s values, beliefs, decisions, and actions will be profoundly influenced by all four of the stronger dimensions in their typology.

6. While a person's typology cannot be changed to its opposite, each person can learn to strengthen the weaker dimensions to some extent and to develop personal life strategies to overcome problems that result from the weaknesses.

## **Implications**

The Personal Style Inventory raises several implications to consider

1. Individuals, groups, and organisations with a preponderance of members whose strengths are in one type should seek out and listen to people of the opposite type when making decisions. Task-oriented groups would often benefit from a mixture of types.
2. People should realise that many differences in beliefs, values, and actions are the result of differences in style rather than of being right or wrong. Rather than be concerned over the differences, we need to understand and accept them and value the perspective they give.
3. When people must, of necessity, interact often with the same people (in teaching, business, marriage, etc.), interactions can be more congenial, satisfying and productive if those involved, especially those with the greater power, understand the needs of others based on typology differences and adjust to them.
4. When interacting to accomplish tasks, people should be careful to label their values as values and then proceed to examine the facts and forces involved without defending the value position.

THE FOLLOWING PAGES ARE STRICTLY FOR THE FACILITATOR TO  
COMPLETE AND BE HANDED BACK TO THE STUDENT(S) AS A FINAL REPORT

# Report Form for Myers-Briggs Type Indicator<sup>+</sup>

Name: \_\_\_\_\_ Sex: M  F  Age \_\_\_\_\_ Other: \_\_\_\_\_ Date: \_\_\_/\_\_\_/20\_\_

## PREFERENCE STRENGTHS

|  |    |    |   |    |    |    |  |  |    |    |    |   |    |    |    |  |  |  |  |  |  |  |  |  |  |    |    |    |   |    |    |    |  |
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**TYPE**

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Indicator questions deal with the way you like to use your perception and judgement, that is, the way you like to look at things and the way you like to go about deciding things. The answers given reflect four separate preferences called EI, SN, TF and JP. Work down the page and list the letter relevant to the HIGHEST score. You should now have four letters listed. The profile above shows your score on each preference. The four letters of your "type" tell how you came out on all four preferences. What each preference means is show below.

- |   |   |
|---|---|
| <p><b>E</b> An <b>E</b> for extraversion probably means you relate more easily to the inner world of ideas.</p> <p><b>S</b> An <b>S</b> for sensing probably means you would rather work with known factors than look for possibilities and relationships.</p> <p><b>T</b> A <b>T</b> for thinking probably means you base your judgments more on impersonal analysis and logic than on personal values.</p> <p><b>J</b> A <b>J</b> for the judging attitude probably means you like a planned, decided, orderly way of life better than a flexible, spontaneous way.</p> | <p><b>I</b> An <b>I</b> for introversion probably means you relate more easily to the inner world of ideas than to the outer world of people and things.</p> <p><b>N</b> An <b>N</b> for intuition probably means you would rather look for possibilities and relationships than work with known facts.</p> <p><b>F</b> An <b>F</b> for feeling probably means you base your judgments more on personal values than on impersonal analysis and logic.</p> <p><b>P</b> A <b>P</b> for the perceptive attitude probably means you like a flexible, spontaneous way of life better than a planned, decided, orderly way.</p> |
|---|---|

Each combination of preferences tends to be characterised by its own set of interests, values and skills. On the back of this page are very brief descriptions of each type. Find the one matching your four letters and see whether or not it fits you. If it doesn't, try to find one that does. Whatever your preferences, of course, you may still use some behaviours characteristic of contrasting preferences, but with equal liking or skill. This tendency may be greater if preference strength on a scale is low (under 15). For a more complete discussion of the types and their vocational and personal implications, see *Introduction to Type* by Isabel Briggs Myers, or consult your counsellor.

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|                   |   | <b>SENSING TYPE</b>   |   | <b>INTUITIVE TYPE</b>  |                   |
|-------------------|---|---|---|--|-------------------|
| <b>Introverts</b> | <b>ISTJ</b><br>Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic and dependable. See to it that everything is well organised. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions     | <b>ISFJ</b><br>Quiet, friendly, responsible and conscientious. Work devotedly to meet their obligations and serve their friends and school. Thorough, painstaking, accurate. May need time to master technical subjects, as their interests are usually not technical. Patient with detail and routine. Loyal, considerate, concerned with how other people feel.                 | <b>INFJ</b><br>Succeed by perseverance, originality and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honoured and followed for their clear convictions as to how best to serve the common good.                              | <b>INTJ</b><br>Usually have original minds and great drive for their own ideas and purposes. Infields that appeal to them, they have a fine power to organise a job and carry it through with or without help. Sceptical, critical, independent, determined, often stubborn. Must learn to yield less important points in order to win the most important. | <b>Introverts</b> |
|                   | <b>ISTP</b><br>Cool onlookers – quiet, reserved, observing and analysing life with detached curiosity and unexpected flashes of original humour. Usually interested in impersonal principles, cause and effect, how and hwy mechanical things work. Exert themselves no more than they think necessary, because any waste of energy would be inefficient. | <b>ISFP</b><br>Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinion or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done, because they enjoy the present moment and do not want to spoil it by undue haste of exertion                    | <b>INFP</b><br>Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surroundings. | <b>INTP</b><br>Quiet, reserved, brilliant in exams, especially in theoretical or scientific subjects. Logical to the point of hair-splitting. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need to choose careers where some strong interest can be used and useful.          |                   |
| <b>Extraverts</b> | <b>ESTP</b><br>Matter-of-fact, do not worry or hurry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. May be a bit blunt or insensitive. Can do maths or science when they see the need. Dislike long explanations. Are best with real things that can be worked, handled, taken apart or put together.  | <b>ESFP</b><br>Outgoing, easygoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things. Knows what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.  | <b>ENFP</b><br>Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.                          | <b>ENTP</b><br>Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun or either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skilful in finding logical reasons for what they want             | <b>Extraverts</b> |
|                   | <b>ESTJ</b><br>Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organise and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.              | <b>ESFJ</b><br>Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Little interest in abstract thinking or technical subjects. Main interest is in things that directly and visibly affect people's lives | <b>ENFJ</b><br>Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for other people's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, active in school affairs, but put time enough on their studies to do good work.                        | <b>ENTJ</b><br>Hearty, frank, able in studies, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well-informed and enjoy adding to their fund of knowledge. May sometimes be more positive and confident than their experience in an area warrants.                       |                   |

## Profile description

The Myers-Briggs Profile is an interest or preference inventory. It indicates how, when given your preference, you like to take action.

It is necessary, in understanding the profile, to be quite clear as to the definition of terms:

|                   |  |
|-------------------|--|
| <b>Introvert</b>  | One who prefers to “think things out” before stating a conclusion. An introvert thinks to speak.   |
| <b>Extravert</b>  | One who prefers to “talk things out” often considering aloud all of the possibilities before stating a conclusion. An extravert must speak to think. |
| <b>Sensate</b>    | One who bases consideration of the world about him/her on the five sense.  |
| <b>Intuitive</b>  | One who considers the world about him/her on the basis of what the potential might be.   |
| <b>Thinking</b>   | One who prefers a logical approach to making decisions.  |
| <b>Feeling</b>    | One who makes decision on the basis of how the situation feels to him/her.   |
| <b>Judging</b>    | One who prefers an orderly progression of events leading to a final outcome.   |
| <b>Perceiving</b> | One who prefers to let the final outcome emerge as a result of an open-ended progression of events.  |

## CONSTRAINTS TO CHANGE NF’S

Spokesmanship in groups under management may be largely from the NF group (especially ENFP and ENFJ) characteristically persuasive, verbal, and outspoken, appealing to their colleagues through emotion-laden positions. NF’s tend to identify themselves and their colleagues humanity in general and the “clients” of the institution served in particular. They do not always cast management in this same role. Self-determination is viewed as a crucial feature in the NF’s work environment. Autonomy is highly valued as an earmark of unique identity. They are extremely sensitive to even a hint of imposed structure to the notion of authoritarianism, or, in fact, to nay move on the part of management that could be interpreted as circumscribing individuality. It is unlikely that any institution-wide change can occur without its being supported by the NF’s.

Given the NF’s need recognition of their individuality, and their personal worth, and given that they are dedicated to democratic processes, involving NF’s in decision (as in participative management) is likely to elicit their support. If a wanted change can be described in terms of human values, of better meeting the individual needs of employees and clients, then NF’s are likely to see such change as desirable. They need an abundant opportunity to discuss possible change long before it is to be

implemented. Change of NF's should never be sudden, but be implemented slowly. The time honoured management rule of "no surprise" applies in full force to the NF's.

### **CONSTRAINTS TO CHANGE SJ'S**

As with the NF's in follower groups, SJ's are apt to be highly influential. They are characteristically outspoken and ready to voice opinions, but in manner somewhat different from the NF's. The SJ's tend to focus on procedural matters, ways of doing things, rather than of human values. They are not so sensitive about lines of authority as are the NF's. SJ's like the security provided by clearly defined lines of authority, and frequently are vaguely uncomfortable with the positions articulated by their NF colleagues. SJ's tend not to be as dramatic as the NF's and thus more frequently influenced by the NF's.

Strategies for winning SJ support for change needs to give consideration to the SJ's need to be responsible and to serve, to uphold tradition and to deal with the status quo. Providing SJ with facts to support a desired change may help to engage their cooperation. Furthermore, if the desired change can be described in terms of a more efficient way of getting things done, in terms of a better procedure, the SJ's will be likely to react positively in the degree the change makes sense to them. In contrast with the NJ's who need verbal discussion the SJ's need to have written documents describing the change. In fact they tend to become rather impatient of discussion, particularly repetitive or lengthy discussions. If the SJ's can be involved in writing a procedural manual involved in the change, they are apt to be delighted and are also apt to produce a thorough and sensible document.

### **CONSTRAINTS TO CHANGE NT'S**

NT's usually compromise a respected minority among a follower group. They are not often constrained to exert visible leadership but are often powerful forces behind the scenes. They gain the respect of their colleagues through their mastery of the technical and pragmatic issues.

### **WHAT IRRITATES THEM AT WORK**

The styles differ in what irritates them at work. They want to be free to "fly by the seat of their pants". Standards operating procedures make the SP's restless and impatient.

SJ's in sharp contrast are irritated by others who do not employ standard operating procedures. The SJ's value order, and simply do not understand people who do not follow the rules and regulations. Deadlines for the SJ's are important, and they are impatient when these deadlines are violated.

NT's become irritated when asked to do something that is illogical, or violates reason or principle. The NT insists on getting maximum effect with least effort and is bothered when rules, traditions, or biases get in his way.

NF's become irritated when treated impersonally, as if they were only their job or office. They do not wish to "Hid behind their uniform", any more than they wish to be confined by it. Whatever is done is done by them personally, not by their office, badge, or warrant and is so to be see.

### **APPRECIATION**

APPRECIATING THE SP: SP's appropriate recognition of the clever, facile ways they work. Commendation for the grace and flair of their actions is more important to them than note of how much work was done. The SP is process-oriented, not product-oriented. If the work entails risks and taking chances, this should be celebrating the results. When they do not, he needs support and encouragement, expressions of comfort that this was merely a temporary setback. Boldness, bravery, endurance, cleverness, adaptation and timing — these are the SP's pride themselves on and so feel appreciated when these qualities are noted by the leader.

APPRECIATING THE SJ: Caution, carefulness, thoroughness, and accuracy of work are valued by the SJ, for he is product-orientated. As SJ enjoys comment about whatever he produces, especially if these comments recognise how well the products meets the standards set forth. He appreciates being recognised as a responsible, loyal, and industrious person, which is not difficult, for those three adjectives can readily be applied to most SJ's. SJ's need an abundance of appreciation, although they will have difficulty in showing their pleasure when recognition is given.

APPRECIATING THE NT: NT's want to be appreciated for their ideas. They want an intelligent listener who will take the trouble to follow the complexities of the NT's conception. Seldom does an NT enjoy comments of a personal nature; rather he responds to recognition of his capabilities. Appreciation by management of a routine task well done would not only delight an NT, but might even make him suspicious of the manager. The qualifications of the person rendering appreciation are vital to tan NT. The fact that the person holds a high office signifies nothing if he does not also possess intellectual competency in the area he is appreciating. NT's have difficulty appreciating others verbally and, as with SJ's have difficulty accepting appreciation.

APPRECIATING THE NF: NF's value expressions of appreciation which are more personal than those valued by NT's. NT's want to be recognised as unique contributions and need an awareness of this stated by their subordinates, peers and superiors. The other three styles can handle negative criticism more easily than can the NF's, who become immobilised and discouraged when met with negatives. It is important to an NF that his feelings, as well as his ideas, are understood by others and he wants constant feedback concerning both as verification to change the pragmatics of which can be specified. NT's readily accept the ideas of others and do not find long discussion periods necessary before accepting change, as do the NF's. Nor are the NT's either threatened or impressed by designated authority, as might the SJ's be. The power means little to them; power by virtue of competency does, and this applies to the competency of the manager. NT's often hold themselves aloof from the positions taken by their NF colleagues, and will not often fight for issues. They will fight against issues which violate the common reason.

Strategies for winning NT support for change requires a recognition of the NT's need for competency and to be seen as competent. Their support can best be engaged through appeal to their intellect. One way to effect this is to give the NT's opportunity to design the model for change. Changes in which the NT have had a hand in devising are heartily endorsed by the deviser.

### **CONSTRAINTS TO CHANGES SP'S**

SP's tend to ignore the rules and systems they are in, preferring to march to their own drums as independent free spirits. They seldom seem involved with institutional concerns and are, therefore, rarely influential whether as a positive or as a negative force for change. Only when a crisis occurs do the SP's mobilise for action and thus their involvement with change must, by definition, be unplanned. There can be no

strategies for winning SP support for planned change; they can be counted on to lend excitement to unplanned change and are very likely to be unilaterally involved in pursuing their own impulses to change.

### **WAYS THE STYLES ARE APT TO IRRITATE ONE ANOTHER**

In the working situation, ways the styles are apt to irritate one another can also be suggested. For example, the SP's are most to annoy others by not following through on agreements and failing to inform others that they have not. They also may be careless about details and this may irritate others. The SP's can be unprepared at times when preparation is indicated, can over-praise when such approval is not earned, and can spring the unexpected on colleagues perhaps too frequently. At times they make commitments for others without consultation, an act which understandably can upset the person on whose behalf a commitment was made.

SJ's can irritate by too infrequently communicating a "doom and gloom" position and failing to speak in positive ways. SJ's can also hurt with sarcasm and sharp criticism, perhaps even ridicule. They may reward only the most productive and fail to notice minor contributions of others. SJ's can fail to smile or laugh and can transmit an attitude of fatigue and worry which can be catching.

NT's also can hurt with sarcasm and ridicule, but the source of this is usually doubt about the capabilities and comprehension of others. NT's also can irritate by what seems to others an unwarranted insistence of splitting hairs in making distinctions so that others forget the point of issue. NT's are sometimes seen as using a vocabulary which their listeners find pretentious and pedantic.

NF's may irritate others by playing favourites and by being particularly charmed with one person, only tomorrow to turn to another, abandoning the first without an explanation. NF's may give offence by insisting on comments regarding reaction in situations where the ideas are more appropriate for exploration. They can take the side of a supposed under-dog and in the process imply the others present are hardhearted and unsympathetic to the needs of others. NF's also can be over-helpful giving too much help that is neither wanted nor needed.