

*Morthe*



# PERSONALITY STYLE

## AND

## IMPACT



# JUNG'S THEORY OF PERSONALITY TYPES

Carl Jung spent 10 years of his life developing his theory of personality types. Jung felt that much of what was considered totally random human behavior was actually quite orderly and consistent. Many of the differences in human behavior were seen as a result of the individual's personality type.

These basic differences concern the way people prefer to use their minds, specifically the way they use perception and judgment.

"Perception" includes the processes of becoming aware of things or people or occurrences or ideas;

"Judgment" includes the processes of coming to conclusions about that which has been perceived.

Together, perception and judgment constitute a large portion of the individual's total mental activity. They also govern a large portion of one's outer behavior. By definition, an individual's perception determines what he sees in a situation and his judgment determines what he decides to do about it.

Thus, behavior is directly affected by the process of perception and judgment.

<u>WHAT ONE PERCEIVES:</u>	<u>Extroverted</u>	<u>Introverted</u>
* <u>HOW ONE PERCEIVES:</u>	<u>Sensing</u>	<u>Intuition</u>
* <u>HOW JUDGMENTS ARE MADE:</u>	<u>Feeling</u>	<u>Thinking</u>
<u>WHETHER "OPEN" OR "CLOSED" TO ADDITIONAL INFORMATION:</u>	<u>Perceptive</u>	<u>Judgment</u>

\*The basic preferences of perception (S or N) and making judgments (F or T) produce the four possible combinations, each having a particular personality with characteristics that are the natural and necessary result of the way they perceive and the way they judge. These different personalities express important differences among people, and one can probably find each of them among his own acquaintances: Analytical, logical and practical; Amiable, social and gregarious; Persuasive, enthusiastic and insightful; Assertive, intellectually ingenious and determined.

If a person tries to sort his acquaintances into these four categories according to their preferred combination of perception and judgment, he will find some of them much easier to place than others. Of two Amiable people, one may show his preference for sensing and feeling in nearly everything he does or says. The other may give few clues to go on. His preferences may be just as strong, his sensing and feeling just as well developed. But, they do not show to the same degree because of the way he chooses to develop them.

Information adapted from Introduction to Type by Isabel Briggs Myers, Center for Applications for Psychological Type, Inc.; Gainesville, Florida.

# ANALYTICAL SENSING TYPES AMIABLE

INTROVERTS PERCEPTIVE	<b>ISTJ</b> Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.  Live their outer life more with thinking, inner more with sensing.	<b>ISFJ</b> Oulet, friendly, responsible and conscientious. Work devotedly to meet their obligations and serve their friends. Thorough, painstaking, accurate. May need time to master technical subjects, as their interests are not often technical. Patient with detail and routine. Loyal, considerate, concerned with how other people feel.  Live their outer life more with feeling, inner more with sensing.
	<b>ISTP</b> Cool onlookers, quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in impersonal principles, cause and effect, or how and why mechanical things work. Exert themselves no more than they think necessary, because any waste of energy would be inefficient.  Live their outer life more with sensing, inner more with thinking.	<b>ISFP</b> Retiring, quietly friendly, sensitive, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. May be rather relaxed about assignments or getting things done, because they enjoy the present moment and do not want to spoil it by undue haste or exertion.  Live their outer life more with sensing, inner more with feeling.
EXTRAVERTS PERCEPTIVE	<b>ESTP</b> 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 math or science when they see the need. Dislike long explanations. Are best with real things that can be worked, handled, taken apart or put back together.  Live their outer life more with sensing, inner more with thinking.	<b>ESFP</b> Outgoing, easygoing, accepting, friendly, fond of a good time. Like sports and making things. Know 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.  Live their outer life more with sensing, inner more with feeling.
	<b>ESTJ</b> Practical realists, 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 organize and run activities. Tend to run things well, especially if they remember to consider other people's feelings and points of view when making their decisions.  Live their outer life more with thinking, inner more with sensing.	<b>ESFJ</b> Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Always doing something nice for someone. Work best with plenty of encouragement and praise. Little interest in abstract thinking or technical subjects. Main interest is in things that directly and visibly affect people's lives.  Live their outer life more with feeling, inner more with sensing.

If the description of your reported type makes you feel comfortably understood, your four letters are probably right. If it does not fit you, one or more of the letters may be wrong. Sometimes people are not sure what they do prefer, or they disown their real preference for fear they ought to prefer

# PERSUASIVE INTUITIVES ASSERTIVE

<p><b>INFJ</b></p> <p>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 honored and followed for their clear convictions as to how best to service the common good.</p> <p>Live their outer life more with feeling, inner more with intuition.</p>	<p><b>INTJ</b></p> <p>Have original minds and great drive which they use only for their own purposes. In fields that appeal to them they have a fine power to organize a job and carry it through with or without help. Skeptical, critical, independent, determined, often stubborn. Must learn to yield less important points in order to win the most important.</p> <p>Live their outer life more with thinking, inner more with intuition.</p>	<p>JUDGING</p> <p>INTROVERTS</p>
<p><b>INFP</b></p> <p>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.</p> <p>Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable or notice much.</p> <p>Live their outer life more with intuition, inner more with feeling.</p>	<p><b>INTP</b></p> <p>Quiet, reserved, brilliant in exams, especially in theoretical or scientific subjects. Logical to the point of hair-splitting. Interested mainly in ideas, with little liking for parties or small talk. Tend to have very sharply defined interests. Need to choose careers where some strong interest of theirs can be used and useful.</p> <p>Live their outer life more with intuition, inner more with thinking.</p>	
<p><b>ENFP</b></p> <p>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 always find compelling reasons for whatever they want.</p> <p>Live their outer life more with intuition, inner more with feeling.</p>	<p><b>ENTP</b></p> <p>Quick, ingenious, good at many things. Stimulating company, alert and outspoken, argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Turn to one new interest after another. Can always find logical reasons for whatever they want.</p> <p>Live their outer life more with intuition, inner more with thinking.</p>	<p>PERCEPTIVE</p> <p>EXTRAVERTS</p>
<p><b>ENFJ</b></p> <p>Responsive and responsible. Feel real concern for what others think and 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.</p> <p>Live their outer life more with feeling, inner more with intuition.</p>	<p><b>ENTJ</b></p> <p>Hearty, frank, able leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are well-informed and keep adding to their fund of knowledge. May sometimes be more positive and confident than their experience in an area warrants.</p> <p>Live their outer life more with thinking, inner more with intuition.</p>	<p>JUDGING</p>

the opposite, or their answers are affected by chance factors. If your reported type does not seem right to you, read the description for the types that differ from it by a letter or two, and see which one comes closest to being a satisfactory description of yourself.

## ASSERTIVES

### ASSETS

- Fast-paced, businesslike and goal-oriented.
- Willing to take responsibility for moving ahead and making decisions.
- Will make open statements and make definitive stands.
- Ability to deal with tough situations without becoming upset with criticism or personal rejection.
- Determine the facts and then move on.
- Ability to present a position in a confident and forceful way.

### LIABILITIES

- May be very impatient.
- Less likely to seek, hear or respond to information from others.
- Accept data from co-workers without giving credit, incorporate it as their own.

## PERSUASIVES

### ASSETS

- Pleasure to work with.
- Move very quickly.
- Inject humor and excitement into situations.
- Very stimulating and persuasive.
- Need few precise instructions.
- Can make decisions without structure.
- Can think in terms of what will please others.
- Good at techniques that are people-oriented.
- Can recognize social situations which need to be enlivened with drama or humor.

### LIABILITIES

- May talk, laugh or brush off situations that are not taken lightly by others.
- Try to stimulate others to action, without enough facts to justify their actions.
- May be so thin-skinned that they need to be handled with kid gloves.
- Need to be constantly involved in exciting activities.
- May be careless and impulsive.

## AMIABLES

### ASSETS

- Supportive of others.
- Polite, warm and friendly.
- Do not interrupt or push for their own interests.
- Good listeners.
- Sensitive to others' feelings.
- Helpful to monitoring morale problems.
- Strive to assure relationships are established and positive attitude exists, before moving on to a task.
- Strong, loyal team members.
- Lend an air of relaxation to groups.
- Foster a leisurely work pace.
- Work hard not to let people down.
- Willing to go out of their way to respond to needs of others.
- Help others and give personal attention.

### LIABILITIES

- Slow to act.
- Sometimes a detriment to finishing a task by a deadline.
- May stop to consider feelings unnecessarily.
- Reluctance to move forward independently.
- Unaggressive.

## ANALYTICALS

### ASSETS

- Fact-oriented, data-gathering approach to situations.
- Move cautiously; do not create problems with precipitous actions.
- Objective.
- Cool, collected response to troublesome situations.
- Willingness to listen.
- Excellent problem-solving skills.

### LIABILITIES

- Tentative behavior can be a problem when asked for suggestions or conclusions.
- Do not respond to emotional appeals.
- Cannot be stimulated to move quickly.
- May be seen as negative, or impersonal.

Information adapted from Personal Styles and Effective Performance by David W. Merrill and Roger A. Reid, TRACOM.

# HOW OTHERS VIEW YOU IF YOU ARE A STRONG ASSERTIVE

## ANALYTICALS

### Will Appreciate

- Your thinking ability
- Your command of information
- Your logical mind
- Your efficient nature
- Your ability to get to the point

### Will Not Appreciate

- Your aggressiveness
- Your impatience
- Your references to competitiveness
- Your desire for them to make quick decisions or to take risks

## AMIAIBLES

### Will Appreciate

- Your disciplined approach
- Your effectiveness at getting things done

### Will Not Appreciate

- Your tough-mindedness
- Your lack of feeling and concern for others
- Your "bottom-line" approach
- Your secretive nature

## OTHER ASSERTIVES

### Will Appreciate

- Your quick pace
- Your efficiency
- Your tough, independent nature
- Your logical mind
- Your decisiveness

### Will Not Appreciate

- Your stubbornness
- Your demanding and unfeeling response to the task at hand
- Your secretiveness

## PERSUASIVES

### Will Appreciate

- Your sense of independence
- Your decisiveness
- Your ability to accomplish a task

### Will Not Appreciate

- Your lack of feeling
- Your critical nature
- Your lack of playfulness
- Your rigid discipline

# HOW OTHERS VIEW YOU IF YOU ARE A STRONG PERSUASIVE

## ANALYTICALS

### Will Appreciate

- Your creativity
- Your thought-provoking nature
- Your stimulating ability to press yourself

### Will Not Appreciate

- Your use of emotional appeals
- Your flashy appearance
- Your loud, "razzle-dazzle" presentations
- Your lack of ability to follow through as stated

## AMIABLES

### Will Appreciate

- Your personal, emotional approach
- Your enthusiasm
- Your warmth and concern for others
- Your stimulating way of presenting your ideas

### Will Not Appreciate

- Your dramatic flair if perceived as insincere
- Your impulsive, changeable nature
- Your loud, fast-paced presentations

## ASSERTIVES

### Will Appreciate

- Your competitive nature
- Your thought-provoking, imaginative approach
- Your ability to motivate people

### Will Not Appreciate

- Your "rah-rah" approach to tasks
- Your impulsiveness
- Your emotional orientation
- Your "showy" nature

## OTHER PERSUASIVES

### Will Appreciate

- Your warm, emotional approach
- Your enthusiasm
- Your creative, stimulating presentation
- Your intuitive grasp of concepts
- Your flair for making the mundane exciting and dramatic
- Your personable, caring method of dealing with people

### Will Not Appreciate

- Your talkativeness
- Your impulsive, changeable nature
- Your competitiveness
- Your opinionated, sometimes argumentative way of presenting your ideas



## HOW OTHERS VIEW YOU IF YOU ARE A STRONG AMIABLE

### ANALYTICALS

#### Will Appreciate

- Your willingness to cooperate
- Your ability to listen
- Your calm, leisurely pace

#### Will Not Appreciate

- Your emotional responses
- Your "soft-hearted" compliance with others
- Your willingness to "give in" for the sake of pleasing others

### OTHER AMIABLES

#### Will Appreciate

- Your friendly, easy-going personality
- Your responsiveness and support as a team member
- Your willingness to help and cooperate

#### Will Not Appreciate

- Your slow pace
- Your unwillingness to stand up for yourself or to make decisions that need to be made

### ASSERTIVES

#### Will Appreciate

- Your willingness to help
- Your supportiveness
- Your "we" orientation
- Your team approach to problem-solving

#### Will Not Appreciate

- Your need for detail and instruction
- Your lack of initiative
- Your gregarious social nature
- Your inability to grasp the "big" picture

### PERSUASIVES

#### Will Appreciate

- Your responsive, helpful nature
- Your friendly, warm personality
- Your concern for the feelings of others
- Your support

#### Will Not Appreciate

- Your slowness to act
- Your non-competitive nature
- Your need for detail and explanations
- Your compliance
- Your inability to act independently

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## HOW OTHERS VIEW YOU IF YOU ARE A STRONG ANALYTICAL

### OTHER ANALYTICALS

#### Will Appreciate

- Your thorough, accurate approach to problem-solving
- Your logical, thoughtful, quiet nature
- Your dependable, conservative, and reserved personality

#### Will Not Appreciate

- Your detached distance
- Your critical, stern stance
- Your insistence on having more data before decisions are made

### AMIABLES

#### Will Appreciate

- Your patience and cooperation
- Your accuracy and concern for detail
- Your conservative nature
- Your logical and deliberate work pace

#### Will Not Appreciate

- Your lack of warmth and expression of emotions
- Your distance
- Your cold, logical dependence on the facts and figures

### ASSERTIVES

#### Will Appreciate

- Your logical, thinking mind
- Your accuracy
- Your command of information
- Your steadfast dependability

#### Will Not Appreciate

- Your lack of decisiveness
- Your proliferation of data, without conclusions
- Your inability to take risks

### PERSUASIVES

#### Will Appreciate

- Your willingness to cooperate
- Your dependable nature

#### Will Not Appreciate

- Your impersonal, cold, "stuffy" personality
- Your logical, critical nature
- Your inability to have fun and "to let yourself go"
- Your need for and reliance on facts and data

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## ASSERTIVES - TAKE TIME TO LISTEN

As an Assertive your strengths lie in being independent, self-motivated, quick to act, and task oriented. Because you are competitive and feel a need to be in charge of situations, you often fail to listen effectively to your teammate's feelings, opinions and needs. Since others often resent being pushed into decisions without feeling they have been "heard," you need to learn how to listen.

The following are recommended actions:

- Allow others time to ask questions and encourage them to do so.
- Listen to objections, without reacting negatively. Acknowledge divergent points of view without making the other person "wrong".
- Avoid overwhelming others with your facts and figures, your intelligence or your need to have the last word.
- When answering negative questions reinforce the other person for being concerned about an issue and then go on to show how the benefits of the proposal offset their concern.
- Listen so you can incorporate the other's ideas into your statements and recognize their contribution frequently.
- Give more emotional support by displaying a concern for the tension the other person may be experiencing.
- Convey enthusiasm and a sense of involvement in the relationship.
- Show your feelings and talk personally with others about their needs and ideas.
- Develop a system that will remind others of your interest in them; i.e., periodic memos, phone calls, little gifts or favors. This is especially important at times when you do not have a business need to contact them.
- Think of someone you have rubbed the wrong way. Buy them a cup of coffee, ask for their perspective and listen without defending yourself.

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## PERSUASIVES - PAUSE AND REFLECT

As a Persuasive, your strengths lie in your enthusiasm, your people-orientation, your ability to make decisions quickly, and your stimulating competitive desire for attention. Because of the latter, you may not be good at perception-checking, i.e., considering the points of view of others and the feelings involved in the decision making process. Thus, to grow you need to pause and reflect upon what others are experiencing.

The following are some recommended actions:

- Focus your attention on the wants, needs and problems of the other person, rather than centering the interaction on yourself.
- Admit that you don't know all the answers and that you aren't always right.
- Pause, analyze and delay your response since you often project impatience.
- Avoid overwhelming others with your ideas and expertise.
- Allow time for others to ask questions.
- Acknowledge and incorporate the other person's perspective and ideas into your presentation.
- Develop a cooperative, rather than competitive relationship with others.
- Present factual information in a logical way, thereby toning down your emotional appeals.
- Limit the extent to which you take others into confidence.
- Keep records of things important to you; write up a realistic workplan and follow it.
- Talk more slowly, more quietly, and less.
- Become more organized by keeping up to date with reports and cleaning your desk of extraneous materials.