

PERSONAL STYLE INVENTORY

ONLINE

third edition

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The *Personal Style Inventory* (PSI) has been developed to provide you with some useful insights into your preferences for using your mind. These preferences produce a personal style that characterizes your most frequently used pattern of thinking and behaving. Your individual preferences are inborn and are then developed by your life experiences.

Why is it important to understand them? Often, self-knowledge can free us to try new ways of being and doing, or it allows us to accept ourselves and others more fully. Our communication with others can become more honest and effective as we gain a better understanding of ourselves and others.

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The Personal Style Inventory (PSI)

Just as every person has feet and toes shaped differently than every other person's, so do we have "differently shaped" personalities. No one thinks that the shape of a foot or toe is either right or wrong. The foot and toe either work well or they do not, depending on the task or situation in which they find themselves. The same thing can be said about "differently shaped" personalities. They are not right or wrong; they just work more or less effectively, depending on the situation and the task they are performing.

The Personal Style Inventory is designed to help you develop a clearer picture of the "shape" of your preferred personality in the dimensions it measures. These results will show you your own unique preferred balance of the dimensions. The Inventory will help you determine what kinds of tasks and situations might be easier and more comfortable for you; and what kinds of tasks may be less easy and less comfortable for you. While all of these dimensions and shapes of your personality have strengths, they can also produce blind spots in your perceptions and responses in various situations. This report will highlight both the strengths as well as potential trouble spots for each style.

What Does the PSI Measure?

The PSI measures your relative preference in four pairs of traits that relate to *perceiving* (the types of information to which you pay attention) and *judging* (how you make decisions). Differences in the way people prefer to perceive and make judgments about their perceptions lead to differences in behavior or personal style.

- *Perceiving* refers to the way in which people become aware of things, people, occurrences, and ideas. There are two ways of perceiving: **Sensing** and **Intuition**.
- *Judging* refers to the way in which people come to conclusions about what they have perceived. There are two ways of judging: **Thinking** and **Feeling**.

In addition, people have preferences about where they choose to exercise their perception and judgment.

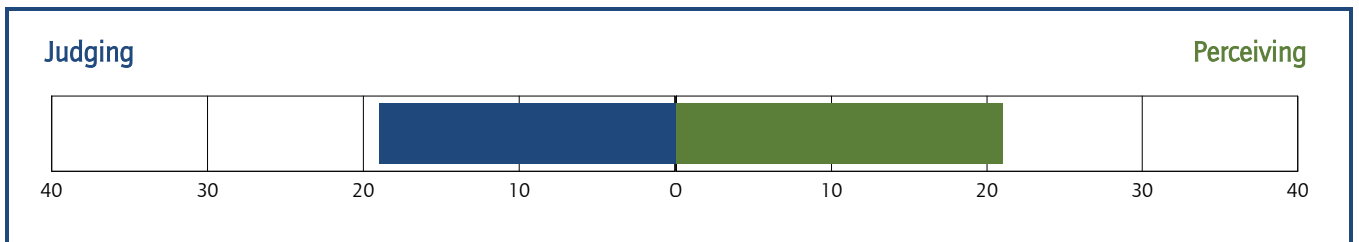
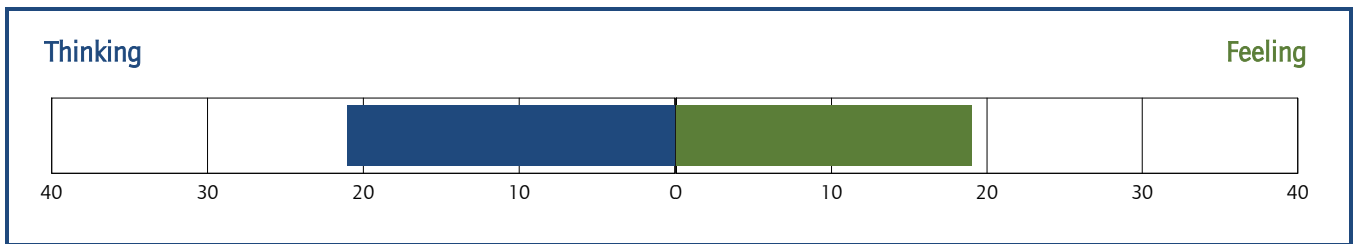
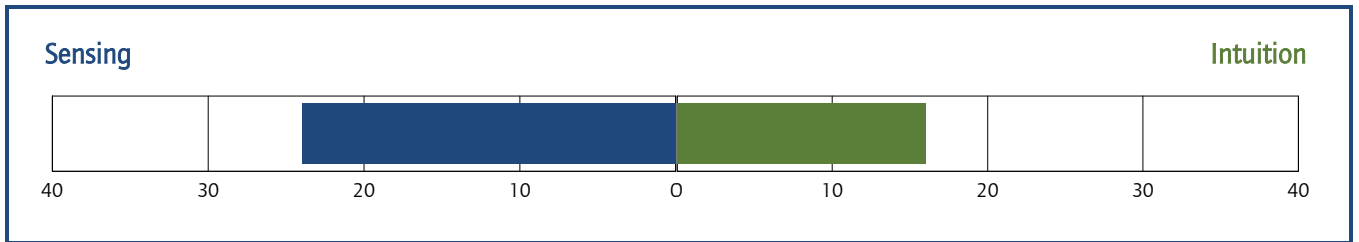
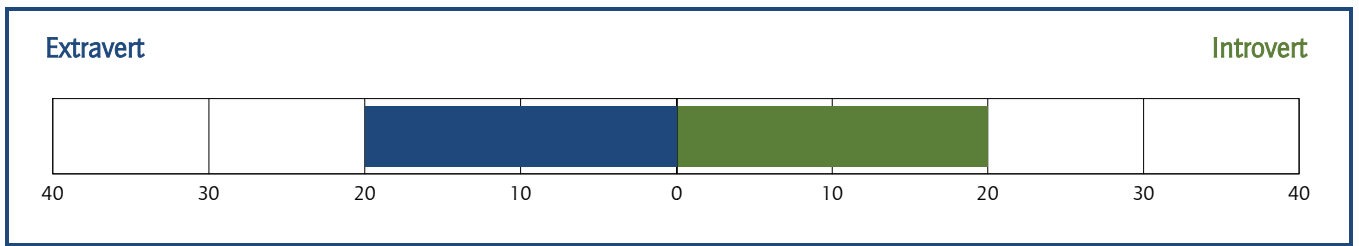
- Some people are outer-world oriented. They are referred to as **Extraverts**.
- Others are inner-world oriented. They are called **Introverts**.

And finally, people prefer one mental process to the other.

- Some people favor the **Perceiving** process.
- Others favor the **Judging** process.

These four pairs of traits were first described by Carl Jung in 1921, in *Psychological Types*, Volume Six of his Collected Works. Jung developed these categories from decades of observations of his clients in his clinical practice as a psychoanalyst. He also found evidence of these preferences in history, politics, literature, music, art, and the world around him, in every culture he studied.

Your Personal Style Profile



E	S	T	P
I	S	T	P

Sixteen Basic Personal Styles

Your Personal Style is **ESTP and ISTP**.

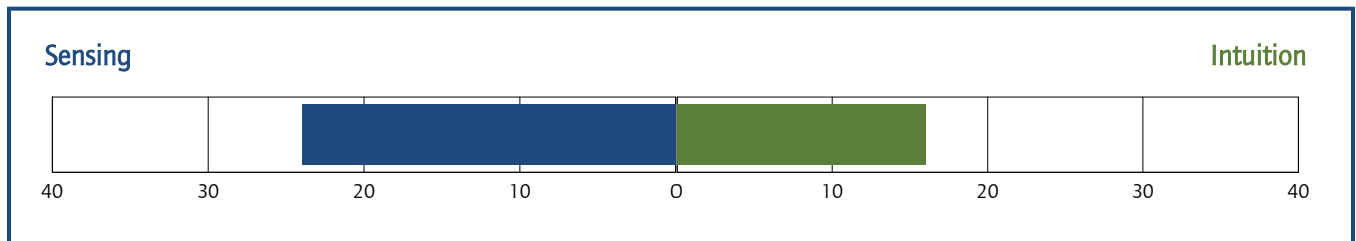
		SENSING TYPES		SENSING TYPES	
		With thinking	With feeling	With feeling	With thinking
INTROVERTS	Judging	<p>ISTJ</p> <p>Systematic, painstaking, thorough. Patient with detail. Adapts easily to routine. Stable. Emphasizes logic, analysis, decisiveness.</p>	<p>ISFJ</p> <p>Systematic, painstaking, thorough. Patient with detail. Adapts easily to routine. Stable, loyal, considerate of others. Makes decisions based on personal feeling.</p>	<p>INFJ</p> <p>Driven by inner vision of possibilities. Determined. Individualistic. Interested in pioneering. Convinced of the validity of intuition. Concerned with people. Visions concern human welfare.</p>	<p>INTJ</p> <p>Driven by inner vision of the possibilities. Determined. Individualistic. Interested in pioneering. Convinced of the validity of intuition. Likes to reorganize things.</p>
	Perceiving	<p>ISTP</p> <p>Analytical, impersonal, interested in underlying principles. Reserved. Great capacity for facts, details. Concentrates on practical applications. Open to a range of alternatives.</p>	<p>ISFP</p> <p>Values harmony in the inner life of feeling. Strong sense of duty. Sees the realities of a situation. Open to a range of alternatives.</p>	<p>INFP</p> <p>Values harmony in the inner life of feeling. Strong sense of duty. Loyal. Interested in possibilities that relate to human situations. Prefers written communication. Open to a range of alternatives.</p>	<p>INTP</p> <p>Analytical, impersonal. Interested in underlying principles. Reserved. Intellectually profound. Good theorist. Deep insights. Quick to understand. Prolific in generating ideas. Open to a range of alternatives.</p>
EXTROVERTS	Perceiving	<p>ESTP</p> <p>Realistic, matter of fact, practical. Adaptable, easy-going. Likes facts and details. Uses logic to make decisions. Prefers action to conversation.</p>	<p>ESFP</p> <p>Realistic, matter-of-fact, practical. Adaptable, easy-going. Friendly, tactful. Makes decisions based on personal conviction.</p>	<p>ENFP</p> <p>Alert to possibilities. Original, independent, perceptive, creative. Hates routine. Values inspiration. Skillful in handling people. Inspiring, enthusiastic.</p>	<p>ENTP</p> <p>Alert to possibilities. Original, independent, perceptive, creative. Hates routine. Values inspiration. Independent, analytical, impersonal.</p>
	Judging	<p>ESTJ</p> <p>Analytical, impersonal, decisive, logical, organized, matter of fact, practical. Solves problems by applying past experience. Wants immediate and tangible results from efforts.</p>	<p>ESFJ</p> <p>Values harmonious personal relationships. Warm, friendly, tactful, sympathetic, sensitive. Persevering, conscientious, idealistic, loyal. Matter-of-fact, practical, conventional. Organized.</p>	<p>ENFJ</p> <p>Values harmonious personal relationships. Warm, friendly, tactful, sympathetic, sensitive. Persevering, conscientious, idealistic, loyal. Insightful, curious about new ideas, articulate, charming.</p>	<p>ENTJ</p> <p>Analytical, impersonal, decisive, logical, organized. Interested in possibilities. Curious about new ideas. Effective at finding new solutions. Interested in big picture. Organized.</p>

The PSI Dimensions

The preferences are present to some degree in all people. It is the extremes that are described here. The strength of your expressed preference is indicated by your score on the PSI. That strength will determine how closely the following descriptions will fit your own personality.

The Sensing - Intuition Pair (S/N): How you perceive the world

People have two general ways of finding out about the world: through their senses and through a process that transcends the senses, commonly referred to as intuition. Both ways of perceiving are used to some extent by all individuals. From infancy on, however, people develop definite preferences. These preferences become more trustworthy as they are reinforced and developed through use, so that either intuition or sensing becomes the preferred way of experiencing the world.



You show a moderate preference for Sensing over Intuition.

- **Sensers (S)** pay most attention to specific, factual, concrete details. They are interested in evidence they see, hear, feel, touch, and smell in their internal and external worlds. Because their awareness is usually in the here and now, they are generally thought of as having their "feet on the ground." They can be trusted to record events accurately and are able to recall and use them with great skill. For issues requiring careful consideration of details, Sensing types are effective problem solvers.
- **Intuitors (N)** are constantly looking for meanings and relationships beyond the reach of the typical five senses. They are interested in theory, ideas, and meaning; they speculate using "what if" questions. Because they do not pay careful attention to the here and now, they may ignore facts and details. Instead, they are capable of making spontaneous leaps of imagination that enable them to solve certain kinds of difficult problems easily. "Why?" is the general mode of the Intuitor.

There are advantages and blind spots in each way of perceiving. We all use both processes, but through inclination and practice we develop one perceiving function more than the other. As we become better at the function we practice, we often forget that the other function exists. Sometimes we get impatient with those around us who use the opposite function for perceiving.

Strengths and Trouble Spots - Sensing/Intuition

A strength carried to excess becomes a trouble spot that can hurt your performance, result in bad decisions, and lose the contributions others could make to good solutions. If you have over-developed one attitude or dimension to the virtual exclusion of its opposite, then you may find yourself unbalanced.

Senser

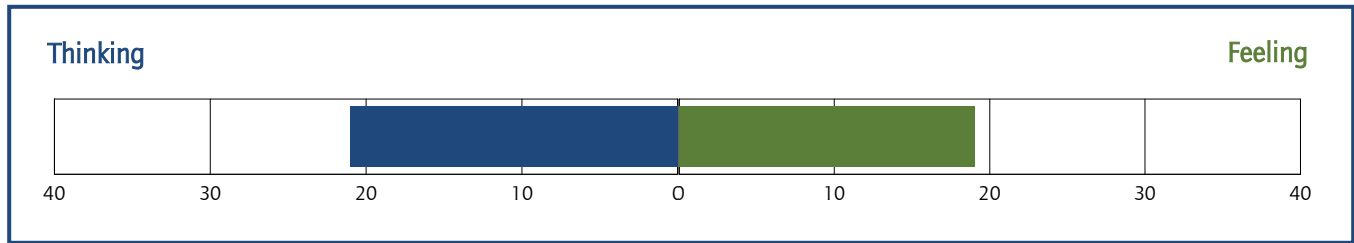
Strengths:	Carried to excess:
Prefers standardized systems and procedures to reach a decision	May produce unimaginative solutions that ignore special circumstances
Attends to details	Gets bogged down in details; misses the big picture
Has memory for detail; can reconstruct a situation accurately	Misses broader implications and general principles because of over-focus on facts
Works with facts of situation	Sees situation as black or white; misses shades of grey
Enjoys using already learned skills	May avoid trying new or novel situations
Works steadily	May not assess situations to find ways of working more effectively

Intuitor

Strengths:	Carried to excess:
Likes solving novel problems	Easily bored with routine problems; leaves them until too late
Sees possibilities in situations	Misses relevant facts and details
Imagines many possibilities	Ignores those realities that limit options
Remembers general impressions of situations	Makes errors of fact
Follows inspirations	Fails to check data on which inspirations are based
Enjoys learning a new skill	Uses new skill when old one was better
Works in bursts of energy powered by enthusiasm	Productivity lags when energy diminishes or enthusiasm wanes
Generates new ideas	May throw out solid situations that work, merely because they are not new

The Thinking - Feeling Pair (T/F): How you make decisions

Thinking and Feeling are two different ways you make judgments based on your perceptions. Neither way is better than the other; they simply are different and more or less effective, depending on the situation.



You show a moderate preference for Thinking over Feeling.

- **Thinkers** (T) make decisions using logic and analysis. They weigh evidence and draw conclusions based on the strength of the evidence. Thinkers prefer situations in which systems and procedures have been carefully constructed and communicated. Consequently, much of the Thinker's energy may go into creating logical systems for deciding.
- **Feelers** (F) make decisions on the basis of empathy, personal values, and strong gut-level convictions. Underlying the Feeler's decision process is a set of values about how the world should be - what is right and wrong. Consequently, Feelers often commit their energy to shaping the world into their image of the way it ought to be.

Jung found that almost all of his clients, and others whom he knew well, had developed one member of each of these pairs of traits more than the other. He noticed that most people tended to be either dominant Perceivers or dominant Judgers. Although Jung discovered the importance of perceiving or judging to individuals by talking with them over long periods of time, later workers in this field of study added the third pair of dimensions measured by the PSI - Judging-Perceiving.

Strengths and Trouble Spots - Thinking/Feeling

A strength carried to excess becomes a trouble spot that can hurt your performance, result in bad decisions, and lose the contributions others could make to good solutions. If you have over-developed one attitude or dimension to the virtual exclusion of its opposite, then you may find yourself unbalanced.

Thinker

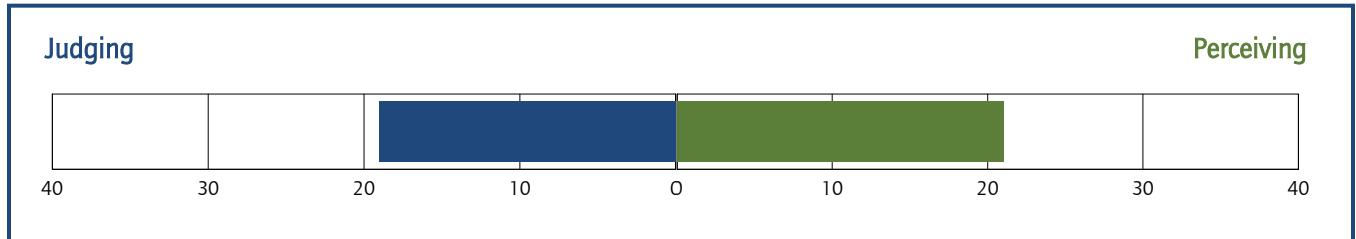
Characteristic:	Carried to excess:
Analytical	May get lost in excessive details
Objective	May exclude subjective
Uses critical ability; convinces others through reason	May seem negative
Stands on conclusions	Unwilling to compromise
Organizes decisions into systems	Systems may get in the way of human decisions
Solutions to issues not based on emotions	May not consider values and feelings as real factors

Feeler

Characteristic:	Carried to excess:
People-oriented	May ignore task requirements of a situation
Considers others' feelings	May become overly preoccupied with any emotional expression
Persuades, arouses, appeals to emotional responses	Manipulative, melodramatic
Sympathetic	Overly protective of others' perceived needs
Understands others' needs and values	May be seen as lacking personal conviction; wishy-washy; unprincipled
Demonstrates feeling for others	Overly emotional; injects feelings inappropriately into all decisions

The Judging - Perceiving Pair (J/P): Your attitude toward life

Almost all of us have developed a general mental process that we use in our daily lives. Although we all must make decisions every day, some of us are more interested in the data-collection process - *perceiving*; and some of us are more interested in the outcomes - *judging*.



You show a moderate preference for Perceiving over Judging.

- **Judgers (J)** are firm, decisive, and sure of themselves. They prefer to examine a few facets they consider relevant to the problem and then come to definite conclusions. Once the decision has been made, Judgers rarely reconsider it because they are less open to new perceptions or data. Having made a decision, they move on.
- **Perceivers (P)** are more interested in data than the outcome. They prefer gathering information from many sources and remaining flexible, non-judgmental, and adaptable to new or conflicting data. Even after Perceivers make a decision, they are willing to reconsider it and continue to be open to the possibility of change.

One can guess that these two attitudes toward data and decision making might cause conflicts between people with opposite preferences. Jung believed that these differences are the basis of most interpersonal disputes and relationship problems. Judgers often think of Perceivers as wishy-washy people with little sense of time about getting things done. Perceivers see Judgers as rushing headlong into things, somewhat like a bull in a china shop. This is one area in particular in which we do not appreciate being reminded of our differences by our opposites.

Strengths and Trouble Spots - Judging/Perceiving

A strength carried to excess becomes a trouble spot that can hurt your performance, result in bad decisions, and lose the contributions others could make to good solutions. If you have over-developed one attitude or dimension to the virtual exclusion of its opposite, then you may find yourself unbalanced.

Judger

Characteristic:	Carried to excess:
Trusts self when making decisions	Ignores input from others
Likes to plan the work and work according to the plan	Frustrated when plans and priorities shift rapidly or plan is not working
Likes to get down to essentials	May ignore relevant details in a situation
Likes to get things settled and wrapped-up	May push for decision before thinking is of high quality
Satisfied once decision has been reached	May be unwilling to change or modify decision when new data emerge

Perceiver

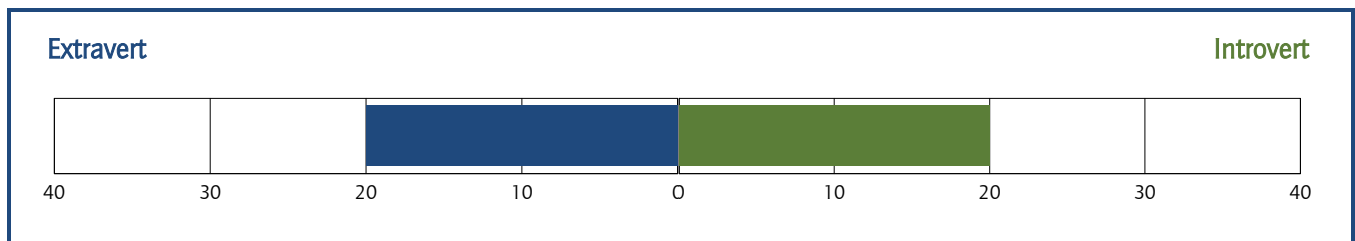
Characteristic:	Carried to excess:
Consults others before making a decision	Is still consulting when decision is overdue
Takes time to get all sides of an issue before making up own mind	May spend too much time exploring unimportant facets of a problem, therefore missing deadlines
Flexible; remains open to change	May have trouble reaching a decision at all
Open to conflicting data	May not discriminate sufficiently among many options
Continues to be curious; welcomes new light on situation	May be unable to reach closure; fears relevant data may be missing
May undo decision after it is made	May create anxiety in those who must carry out the decision

The Extraversion - Introversion Pair (E/I): How you orient yourself to the world

Although this pair of traits traditionally is listed first when talking about Jungian Type characteristics, it is discussed last here based on the belief that the concept is easier to understand if there is first some understanding of the other pairs.

Because the words extraversion and introversion are used often in everyday language, it is useful to separate Jung's meanings from this common usage. When most people hear the word extravert, they think of happy-go-lucky, party people. Introverts are thought of as social misfits who sit by themselves and dream a lot. While some of these stereotypes may be associated with these general approaches to life, there are many extraverts who are boorish, social clods and many introverts who have developed great social skills. Jung included far more than these simple meanings in his definitions of Extravert and Introvert.

In our perceptions of the world and our judging about the world, we selectively attend to specific data, and we value certain kinds of decisions as being more important than others. The basis for this selection process comes from our extraverted or introverted orientation, our attitude toward the world.



You show a balanced preference for Extraversion and Introversion.

- **Extraverts (E)** attend to the outer world - the people, events, rules, and expectations of others and society - more than their inner world. They are sensitive to the outer-world ways of being and try to fit in and become what is accepted and valued by that world. Dominant Extraverts must interact with and observe the outer world to find out what its expectations are for them so they can move comfortably toward those expectations.
- **Introverts (I)** may know what the outer world expects but they attend more to their inner beliefs, expectations, desires, values, and logic. Introverts seek to behave in ways that have meaning to them as individuals. They use their own inner processes as their barometer of the behaviors that seem appropriate to them. Dominant Introverts must step back from the world so they can decide what it means to them and how they will choose to respond to it.

Although our culture has placed a premium on Extraversion, there is nothing inherently negative or positive about either orientation. However, this is another area in which our differences clearly serve as a basis for conflict and misunderstanding.

Strengths and Trouble Spots - Extraversion/Introversion

A strength carried to excess becomes a trouble spot that can hurt your performance, result in bad decisions, and lose the contributions others could make to good solutions. If you have over-developed one attitude or dimension to the virtual exclusion of its opposite, then you may find yourself unbalanced.

Extravert

Characteristic:	Carried to excess:
Prefers to be with others	Needs to have others always available
Likes group work	Finds it difficult to work on projects independently
At ease with the environment	Easily distracted by external people and events
Communicates openly with others	Takes up valuable time by sharing things of little value or interest to others
Follows group decisions	Has little resistance to bad group decisions
Interested in group values	Acts without sufficient concern for all of the consequences
Interested in external approval	Does not complete tasks that are not regarded highly by the group/others
Supports the organization	Becomes incapable of giving consistent directions

Introvert

Characteristic:	Carried to excess:
Independent of others	Resistant to outside influence
Works contentedly alone	Pays insufficient attention to external events
At home in the world of ideas and concepts	Avoids group tasks
Maintains confidentiality	Plays too close-to-the-vest
Careful and explicit with concepts, meanings, and relationships	Finds it difficult to summarize and get to the point
Interested in the reasons for doing the job	Takes too long to get started
Can work on a project for long periods of time without interruption	Must have total concentration; intolerant of unavoidable interruptions
Concentrates on one thing at a time	Can only work in isolated settings

Some Questions to Help Deepen Your Understanding of Personal Style

1. How have your behavior preferences contributed to the long-term direction of your life?
2. What are your reactions as an Introvert or Extravert to being around or working with people who have the opposite preference?
3. What are your usual reactions to those people who have your opposite Perceiving or Judging preference?
4. What were some situations in which your dominant Perceiving or Judging behaviors got you in trouble?
5. How do you react to people who have your opposite decision-making preference - either Thinking or Feeling?
6. What is your reaction to those who have your opposite perception preference- either Sensing or Intuition?

Developing an Action Plan

1. Considering your personal style strengths, how could they be used more fully to increase your current level of success?

2. How could others with different strengths supplement your strengths?

3. Which excesses should you focus on as you consider making changes or improvements in your overall personal style?

4. How could modifying your personal style excesses improve your effectiveness?

About the Authors

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