WHAT'S YOUR STYLE—SENSE, INTUITOR, THINKER, FEELER?

Individuals differ in the way they interact with others and the way they gather and evaluate information for problem solving and decision making. Four psychological functions identified by Carl Jung are related to this process: sensation, intuition, thinking, and feeling.

Before you read further, complete the Problem-Solving Diagnostic Questionnaire (Part A), and then check the scoring key that appears in Part B. It has no right or wrong answers; just read each item carefully, and then respond with your answer.

Part A: QUESTIONNAIRE TO DETERMINE YOUR STYLE

Indicate your responses to the following questionnaire on a separate sheet of paper. None of these items have right or wrong responses.

I. Write down the number and letter of the response that comes closest to how you usually feel or act.
   1. I am more careful about
      a. People's feelings
      b. Their rights
   2. I usually get along better with
      a. Imaginative people
      b. Realistic people
   3. It is a higher compliment to be called
      a. A person of real feeling
      b. A consistently reasonable person
   4. In doing something with many people, it appeals more to me
      a. To do it in the accepted way
      b. To invent a way of my own
   5. I get more annoyed at
      a. Fancy theories
      b. People who do not like theories
   6. It is higher praise to call someone
      a. A person of vision
      b. A person of common sense
   7. I more often let
      a. My heart rule my head
      b. My head rule my heart
   8. I think it is a worse fault
      a. To show too much warmth
      b. To be unsympathetic
   9. If I were a teacher, I would rather teach
      a. Courses involving theory
      b. Fact courses
II. Write down the letters of the words in the following pairs that appeal to you more.

10. a. compassion    b. foresight
11. a. justice       b. mercy
12. a. production    b. design
13. a. gentle        b. firm
14. a. uncritical    b. critical
15. a. literal       b. figurative
16. a. imaginative   b. matter-of-fact

According to Jung, only one of the four functions—sensation, intuition, thinking, or feeling—is dominant in an individual. However, the dominant function is usually backed up by one of the functions from the other set of paired opposites. Part C shows the four problem-solving styles that result from these matchups.

PART B: SCORING KEY TO DETERMINE YOUR STYLE

The following scales indicate the psychological functions related to each item. Use the point-value columns to arrive at your score for each function. For example, if you answered a to the first question, your 1a response in the feeling column in worth zero points when you add up the point-value column. Instructions for classifying your scores follow the scales.

<table>
<thead>
<tr>
<th>SENSATION</th>
<th>POINT VALUE</th>
<th>INTUITION</th>
<th>POINT VALUE</th>
<th>THINKING</th>
<th>POINT VALUE</th>
<th>FEELING</th>
<th>POINT VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 b</td>
<td>1</td>
<td>2 a</td>
<td>2</td>
<td>1 b</td>
<td>1</td>
<td>1 a</td>
<td>0</td>
</tr>
<tr>
<td>4 a</td>
<td>1</td>
<td>4 b</td>
<td>1</td>
<td>3 b</td>
<td>2</td>
<td>3 a</td>
<td>1</td>
</tr>
<tr>
<td>5 a</td>
<td>1</td>
<td>5 b</td>
<td>1</td>
<td>7 b</td>
<td>1</td>
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<tr>
<td>6 b</td>
<td>1</td>
<td>6 a</td>
<td>0</td>
<td>8 a</td>
<td>0</td>
<td>8 b</td>
<td>1</td>
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<tr>
<td>9 b</td>
<td>2</td>
<td>9 a</td>
<td>2</td>
<td>10 b</td>
<td>2</td>
<td>10 a</td>
<td>1</td>
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<tr>
<td>12 a</td>
<td>1</td>
<td>12 b</td>
<td>0</td>
<td>11 a</td>
<td>2</td>
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<td>13 b</td>
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<td>13 a</td>
<td>1</td>
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<tr>
<td>16 b</td>
<td>2</td>
<td>16 a</td>
<td>0</td>
<td>14 b</td>
<td>0</td>
<td>14 a</td>
<td>1</td>
</tr>
</tbody>
</table>

Maximum Point Value: (10) (7) (9) (7)

CLASSIFYING TOTAL SCORES:

- Write intuition if your intuition score is equal to or greater than your sensation score.
- Write sensation if your sensation score is greater than your intuition score.
- Write feeling if your feeling score is greater than your thinking score.
- Write thinking if your thinking score is greater than your feeling score.
### Part C: THE FOUR STYLES AND THEIR TENDENCIES

<table>
<thead>
<tr>
<th>PERSONAL STYLE</th>
<th>ACTION TENDENCIES</th>
</tr>
</thead>
</table>
| Sensation-thinking| • Emphasizes details, facts, certainty  
                      • Is decisive, applied thinker  
                      • Focuses on short-term, realistic goals  
                      • Develops rules and regulations for judging performance |
| Intuitive-thinker  | • Shows concern for current, real-life human problems  
                      • Is creative, progressive, perceptive thinker  
                      • Emphasizes detailed facts about people rather than tasks  
                      • Focuses on structuring organizations for the benefit of people |
| Sensation-feeling | • Prefers dealing with theoretical or technical problems  
                      • Is pragmatic, analytical, methodical, and conscientious  
                      • Focuses on possibilities using interpersonal analysis  
                      • Is able to consider a number of options and problems simultaneously |
| Intuitive-feeling | • Avoids specifics  
                      • Is charismatic, participative, people oriented and helpful  
                      • Focuses on general views, broad themes, and feelings  
                      • Decentralizes decision making; develops few rules and regulations |

According to Jung, gathering information and evaluating information are separate activities. People gather information either by sensation or intuition but not by both simultaneously. People using sensation would rather work with known facts and hard data and prefer routine and order while gathering information. People using intuition would rather look for possibilities than work with facts and prefer solving new problems and using abstract concepts.

Information evaluation involves making judgments about the information a person has gathered. People evaluate information by thinking or feeling. These represent the extremes in orientation. Thinking individuals base their judgments on impersonal analysis, using reason and logic rather than personal values or emotional aspects of the situation. Feeling individuals base their judgments more on personal feelings, such as harmony, and tend to make decisions that result in approval from others.

Questions
1. Look back at your scores. What is your personal problem-solving style? Read the action tendencies. Do they fit?
2. Studies show that the sensation-thinking (ST) combination characterizes many managers in Western industrialized societies. Do you think the ST style is the best fit for most jobs in today's society?
3. Also look at Part D, Guidelines to Identify Personality Style. Compare yourself and others you know to the guidelines. Do you find a match between you and the individual style? What about your roommate, spouse, parents, or your brother or sister?
4. How can you use this information to improve your communication ability?
## PART D: GUIDELINES TO IDENTIFYING PERSONALITY STYLE

<table>
<thead>
<tr>
<th>GUIDELINE</th>
<th>THINKER</th>
<th>INTUITOR</th>
<th>FEELER</th>
<th>SENSER</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to describe this person</td>
<td>A direct, detail-oriented person; likes to deal in sequence on <em>his/her time</em>; very precise, sometimes seen as a nitpicker; fact oriented</td>
<td>A knowledgeable, future-oriented person; an innovator who likes to abstract principles from a mass of material; active in community affairs by assisting in policy making, program development, etc.</td>
<td>People oriented; very sensitive to people's needs; an emotional person rooted in the past; enjoys contact with people; able to read people very well</td>
<td>Action-oriented person; deals with the world through his/her senses; very decisive and has a high energy level.</td>
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<tr>
<td>The person's strengths</td>
<td>Effective communicator, deliberative, prudent, weighs alternatives, stabilizing, objective, rational, analytical, asks questions for more facts.</td>
<td>Original, imaginative, creative, broad gauged, charismatic, idealist, intellectual, tenacious, ideological, conceptual, involved</td>
<td>Spontaneous, persuasive, empathetic, grasps traditional values, probing, introspective, draws out feelings of others, loyal, actions based on what has worked in the past</td>
<td>Pragmatic, assertive, directional results oriented, technically skillful, objective—bases opinions on what he/she actually sees, perfection seeking, decisive, direct and down to earth, action oriented</td>
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<tr>
<td>The person's drawbacks</td>
<td>Verbose, indecisive, overcautious, over-analyzes, unemotional, nondynamic, controlled and controlling, overserious, rigid nitpicking</td>
<td>Unrealistic, far-out, fantasy bound, scattered, devious, out of touch, dogmatic, impractical, poor listener</td>
<td>Impulsive, manipulative, over-personalizes, sentimental, postponing, guilt ridden, stirs up conflict, subjective</td>
<td>Impatient, doesn't see long range, status seeking, self-involved, acts first then thinks, lacks trust in others, nit-picky, impulsive, does not delegate to others</td>
</tr>
<tr>
<td>Time orientation</td>
<td>Past, present, future</td>
<td>Future</td>
<td>Past</td>
<td>Present</td>
</tr>
<tr>
<td>Environment</td>
<td>Desk</td>
<td>Room</td>
<td>Dress</td>
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<td></td>
<td>Usually neat</td>
<td>Reference books, theory books, etc.</td>
<td>Personal plaques and mementos, family pictures</td>
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<tr>
<td></td>
<td>Usually has a calculator and computer runs, etc.</td>
<td>Abstract art, bookcases, trend charts, etc.</td>
<td>Decorated warmly with pictures of scenes or people, antiques</td>
<td></td>
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<tr>
<td></td>
<td>Chaos</td>
<td>Usually a mess with piles of papers, etc.; action pictures or pictures of the manufacturing plant or products on the wall</td>
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<tr>
<td></td>
<td>Neat and conservative</td>
<td>Mod or rumpled</td>
<td>Current styles or informal</td>
<td></td>
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<tr>
<td></td>
<td>No jacket; loose tie or functional work clothes</td>
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</tbody>
</table>