
PERSONAL

STYLE

INVENTORY

HOW YOU "COME ACROSS" TO OTHERS

PERSONAL STYLE INVENTORY R. Craig Hogan and David W. Champagne

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.

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 1/2.*

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 organizations
based on available data and systematic analysis of situations.
- 3b. _____ making decisions about people in organizations
based on empathy, feelings, and understanding 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 about life
and people from past experiences.
- 8a. _____ avoiding 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 fairly quick, firm decisions.
- 13a. _____ inner thoughts and feeling 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 notebooks
or in appointment books as much as possible.
24b. _____ using appointment books and notebooks as minimally as possible
(although I may use them).
- 25a. _____ discussing a new, unconsidered issue 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 plans and structures without necessarily carrying them out.
- 27a. _____ logical people.
27b. _____ 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 center 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 analyze situations.
- 32a. _____ starting meetings at a prearranged time.
32b. _____ starting meetings when all are comfortable or ready.

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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.

DIMENSION		DIMENSION	
I	E	N	S
Item	Item	Item	Item
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 _____

DIMENSION		DIMENSION	
T	F	P	J
Item	Item	Item	Item
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. _____	28a. _____	28b. _____
31b. _____	31a. _____	32b. _____	32a. _____
Total T _____	Total F _____	Total P _____	Total J _____

YOUR PERSONALITY SIGNATURE IS:

_____, _____, _____, _____

PERSONAL STYLE INVENTORY INTERPRETATION SHEET

Letters on the score sheet stand for.

I-introversion	E-extroversion
N-intuition	S-sensing
T-thinking	F-feeling
P-perceiving	J-judging

If your score is:	the likely interpretation is:
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 score for that 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, endeavoring 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 intuition 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 concepts. 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 think 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 judgments 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 judgments 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 realizing 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 judgments. As a consequence, the perceiver is open, flexible, adaptive, nonjudgmental, 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 organizations with a preponderance of one type will have the same strengths and weakness.

Possible Strengths

Possible Weaknesses

Introvert

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

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

Extrovert

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

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

Intuitor

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

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

Senser

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

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

**Possible
Strengths**

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

is logical, analytical
is objective
is organized
has critical ability
is just
stands firm

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

decides
plans
orders
controls
makes quick decisions
remains with a task

**Possible
Weaknesses**

Feeler

is not guided by logic
is not objective
is less organized
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
shows less mercy
is uninterested in persuading

Perceiver

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

Judger

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

GENERALIZATIONS

The following generalizations 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 length. 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 interaction will benefit from the differing points of view 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 toward 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 organizations with a preponderance of members whose strengths are in one type should seek out and listen to people of the opposite types when making decisions. Task-oriented groups would often benefit from a mixture of types.
2. People should realize 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.

CHARACTERISTICS FREQUENTLY ASSOCIATED WITH EXTROVERT TYPES

ESTP

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 together. Hearty and outgoing. Resourceful. Love activity. Good observers. Good negotiators and manipulators.

DOER

ESFP

Outgoing, easygoing, accepting, friendly. Enjoy everything and make things more fun for others by their enjoyment. 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 commonsense and practical ability with people as well as with things. Charming and open to others. Generous and optimistic. Like company and excitement. Conventional.

PERFORMER

ESTJ

Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects for which they see no use, but can apply themselves when necessary. Like to organize and run activities. Responsible and orderly. Loyal and steadfast. May be impatient with others or impetuous. Like to be involved in community activities.

STABILIZER

ESFJ

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. Sociable and outgoing. Responsible, attentive and traditional. Loyal and hardworking. Dislike obstructions.

SOCIALIZER

ENFP

Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution to 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. Gifted observers and enterprisers. Charming and likable. Not interested in routine living patterns.

CLARIFIER

ENTP

Quick. Ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on 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. Skillful in finding logical reasons for what they want. Inspiring and enthusiastic, Analytical. Like novelty and uncertainty. Pragmatic and goal-oriented. Love challenges.

INNOVATOR

ENFJ

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, but put time enough into their work to perform well. Natural leaders. Effective in interpersonal relationships and skills. Tolerant trusted and forgiving.

ENERGIZER

ENTJ

Hearty. frank, able in studies and work Seek leadership roles. 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. Outgoing and outspoken. Like to organize people and projects. Desire to give structure. Natural leaders. Strive for efficiency and effectiveness.

TRAILBLAZER

CHARACTERISTICS FREQUENTLY ASSOCIATED WITH INTROVERT TYPES

ISTJ

SYSTEMATIZER

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. Detail-oriented and stable. Patient and sensible. Dislike novelty and frivolity.

ISFJ

PRESERVER

Quiet, friendly, responsible and conscientious. Work devoutly to meet their obligations and serve their friends and fellow workers. Thorough, painstaking, accurate. May need time to master technical subjects. Patient with details and routine. Loyal, considerate, concerned with how other people feel. Dedicated and service-oriented. Dependable and orderly. Relate well to individual needs. Traditional and procedural.

ISTP

STRATEGIZER

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, how and why mechanical things work. Exert themselves no more than they think necessary because any waste of energy would be inefficient. Action-oriented, precise and tireless. Can be impulsive. Challenged by complex equipment. Somewhat solitary.

ISFP

EXPERIENCER

Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions values on others. Usually do not care to lead but are often loyal followers. More relaxed about getting things done because they enjoy the present moment and do not want to spoil it by undue haste or exertion. Solitary. Seek simplicity and freedom. Digest experience deeply.

INFJ

HARMONIZER

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 serve the common good Gifted and effective communicators. Imaginative and intuitive. Good interpersonal skills. Excel at problem solving.

INTJ

DESIGNER

Usually have original minds and great drive for their own ideas and 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. Builders and designers of both systems and products. Logical, evaluative with positive outlook. Theoretical and somewhat impersonal.

INFP

IDEALIZER

Full of enthusiasms and loyalties but seldom talk of it 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 concern with possessions or physical surroundings. Idealistic and committed. Adaptable. Respond well to the needs of others. Dislike detail.

INTP

THEORIZER

Quiet, reserved, brilliant in exams, especially in theoretical or scientific subjects. Logical to the point of hair-splitting. Mainly interested in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need to choose careers focused around a strong interest. Logical and precise. Persevering and thorough, somewhat impersonal. Not impressed with authority. Theoretical.

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