

E.M. Vokes, Ph.D. & Associates
Organization Development & Change Management Practitioners
Building Solutions • Facilitating Vision • Developing Leaders

Personality Theory Resource Package

Two Sides of the Same Coin:

An understanding of Type leads us to appreciate that what we and others come to regard as our greatest failings are the inevitable cost of our greatest strengths.

For further information contact:

E.M. Vokes, Ph.D. & Associates
519-980-8998 • e.m.vokes@vokesassociates.com • www.vokesassociates.com
www.facebook.com/vokesassociates • www.linkedin.com/in/vokesassociates

and

Ontario Association for Application of Personality Type (OAAPT)
905-728-0079 • oaaptmail@gmail.com • <https://oaapt.wordpress.com/>

*Theory of
Personality Types*
(A.K.A. 'Type Theory')

The Four Dimensions of Type Theory

Extraversion vs. Introversion

Where do you get your energy?

Extraverts' energy is directed primarily outward, towards people and things outside of themselves. Introverts' energy is primarily directed inward, towards their own thoughts, perceptions and reactions. Therefore, Extraverts tend to be more naturally active, expressive, social and interested in many things, whereas Introverts tend to be more reserved, private, cautious and interested in fewer interactions, but with greater depth and focus.

Extraverts generally prefer spending time actively involved with the people and things around them. Generally, they will prefer to celebrate with “the whole crowd.”

Introverts generally prefer spending time thoughtfully involved with concepts and ideas. Generally, they will want to celebrate with “just a few close friends.”

Those with an E preference tend to:

- have high energy.
- think out loud.
- “put their foot in their mouth”
- work with TV or radio on.
- easily engage in conversations.
- have many “close friends.”
- thrive on working with others.
- readily talk with strangers at parties.
- don't mind interruptions & phone calls.
- prefer talking over listening.
- need affirmation from others.
- be easily distracted.

Those with an I preference tend to:

- have quiet energy.
- think before they act.
- pause to collect thoughts during talk.
- “tune out” background noise.
- resent “repetitive chattering” of others.
- have a few, special friends.
- have been pushed to “be more social.”
- are reserved and hard to get to know.
- rehearse or think before speaking.
- are perceived as great listeners.
- “recharge” alone after socializing.
- have good concentration.



The Four Dimensions of Type Theory

Sensing vs. iNtuition **What is your source of information?**

Sensors notice the facts, details and realities of the world around them whereas iNtuitives are more interested in connections and relationships between facts as well as the meaning or possibilities of the information. Sensors tend to be practical and literal people, who trust past experience and often have good common sense. iNtuitives tend to be imaginative, theoretical people who trust their hunches and pride themselves on their creativity.

Sensors tend to see the world in terms of the immediate, real, practical facts of experience and life. They will therefore tend to make sense of things by focusing on the facts first.

iNtuitives tend to see the world in terms of the possibilities and meaning of each situation. They will therefore tend to focus on the big picture to get an overall impression of any situation.

Those with an S preference tend to:

- be realistic and admire practicality.
- believe “if it ain’t broke, don’t fix it.”
- “do” rather than “think” about it.
- like specific answers to questions.
- like jobs with tangible results.
- concentrate on the immediate task.
- prefer working with facts and details.
- insist on, and give, clear instructions.
- prefer teaching facts, not concepts.
- complete tasks step by step.
- search for the best way.
- use words literally.

Those with an N preference tend to:

- be imaginative and admire creativity.
- believe “if it ain’t broke, break it.”
- think and do several things at once.
- prefer to imagine all the possibilities.
- avoid mundane tasks.
- find future more exciting than present.
- like “big picture” over “boring details.”
- need to understand before they act.
- prefer teaching concepts, not facts.
- start where they are inspired.
- search for meaning and relatedness.
- like word games and double meanings.



The Four Dimensions of Type Theory

Thinking vs. Feeling **On what basis do you make decisions?**

Thinkers make decisions based primarily on objective and impersonal criteria -- what makes the most sense and what is logical. Feelers make decisions based primarily on their personal values and how they feel about the choices. So, Thinkers tend to be cool, analytical, and are convinced by logical reasoning. Feelers tend to be sensitive, empathetic, and are compelled by extenuating circumstances and a constant search for harmony.

Thinkers generally make decisions based on an objective and non-personal analysis of the evidence. Accordingly, they will usually go with that which “seems logical.”

Feelers generally make decisions based on a subjective judgment in which they consider the effect it may have on others. Accordingly, they will usually go with what “feels right.”

Those with a T preference tend to:

- stay cool when others are upset.
- like proving a point.
- objective; may seem cool and uncaring.
- decide on fairness rather than feelings.
- motivated to achieve fairness.
- firm-minded, over gentle-hearted.
- make the difficult decisions.
- trust logic and principles.
- be precise in their use of words.
- are honest and direct.
- are cool and reserved.
- are objective
- are naturally critical.
- are motivated by achievement.

Those with an F preference tend to:

- put themselves into the other’s shoes.
- prefer to accommodate others.
- are warm and friendly.
- decide on feelings rather than fairness.
- motivated to achieve harmony.
- want to apply mercy.
- be good at understanding people.
- trust feelings and values.
- prefer harmony over clarity.
- easily affirm others.
- are sensitive and diplomatic.
- take things very personally.
- are naturally affirming
- are motivated by appreciation.



The Four Dimensions of Type Theory

Judgment vs. Perception **How do you prefer to live your life?**

Judgers prefer a structured, ordered and fairly predictable environment, where they can make decisions and have things settled. Perceivers prefer to experience as much of the world as possible, so they like to keep their options open and are most comfortable adapting. So Judgers tend to be organized and productive while Perceivers tend to be flexible, curious and nonconforming.

Judgers tend to prefer living life in a decisive, planned, and orderly way, aiming to regulate and control events. Thus, they tend to keep to a schedule and organize their daily activities with lists.

Perceivers tend to prefer living life in a spontaneous, flexible way, aiming to understand life and adapt to it. Thus, they tend to keep their options open and ignore lists even if they make them.

Those with a J preference tend to:

- have a specific place for everything.
- have a schedule for the day.
- be more serious and formal.
- not like surprises or changes in plans.
- work steadily through the task.
- keep and use lists.
- thrive on a planned & orderly lifestyle.
- feel best finishing things.
- be happiest after decisions are made.
- meet deadlines by planning in advance.
- work now, play later.
- stay on topic and finish the discussion.
- be very time-conscious.
- make plans and follow them.
- feel best reaching closure.

Those with a P preference tend to:

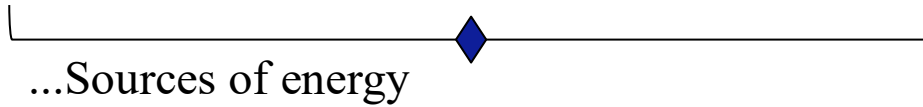
- leave things “wherever”.
- create crises just to solve them.
- be more playful and casual.
- enjoy surprises and adapt to changes.
- be easily distracted.
- consider planning and lists restrictive.
- thrive on spontaneity & new experience.
- feel best starting things.
- be happiest before decisions are made.
- meet deadlines via a last-minute rush.
- create fun by turning work into play.
- change the topic during conversations.
- be unaware of time and be late.
- keep options open until the last minute.
- prefer openness to new information.



My Type Preferences are...

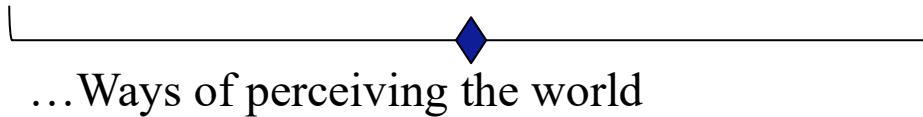
EXTROVERSION

INTRAVERSION



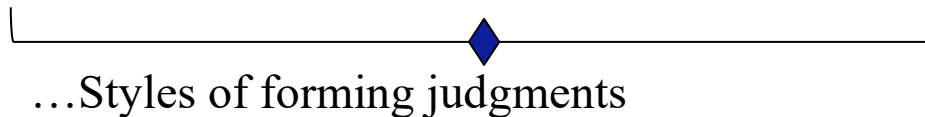
SENSING

INTUITION



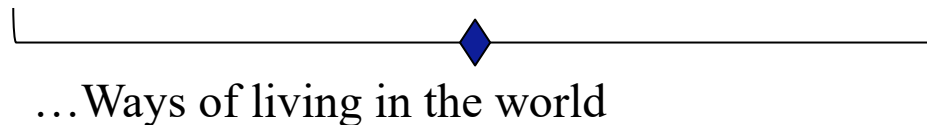
THINKING

FEELING



JUDGEMENT

PERCEPTION



Which makes My Type _____

And My Temperament _____

And therefore...

My Type Opposite is _____



Type Profiles: SJ Temperament (“Stabilizers”)

ESTJ: Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in abstract theories; want learning to have a direct and immediate application. Like to organize and run activities. Often make good administrators; are decisive, quickly move to implement decisions; take care of routine details.

People of this type tend to be energetic, friendly and outspoken; productive, organized and efficient; realistic and sensible but often skeptical about new or untested ideas; honest and direct to the point of bluntness; quick decision makers, opinionated, traditional, serious and accountable. The most important thing to ESTJs is doing the right thing and being in charge.

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. Main interest is in things that directly and visibly affect people's lives.

People of this type tend to be active, friendly and energetic; outgoing, affectionate and talkative; concerned about others and careful to be polite and cooperative; realistic, literal and conscientious; highly sensitive and easily hurt; organized, responsible and conventional. The most important thing to ESFJs are their relationships and helping people in real and practical ways.

ISTJ: 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.

People of this type tend to be cautious, conservative and quiet; literal, realistic and practical; careful and precise; logical, honest and matter of fact; resistant to change and comfortable with routine; hardworking and responsible. The most important thing to ISTJs is being of service, getting the job done right, and being responsible.

ISFJ: Quiet, friendly, responsible and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough, painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.

People of this type tend to be cautious, gentle and thoughtful; hesitant until they know people well then affectionate and caring; very literal and aware of the physical world; uncompromising about personal standards and easily offended; diligent and conscientious, organized and decisive. The most important thing to ISFJs is living a stable, predictable life and helping people in real ways.



Type Profiles: SP Temperament ("Troubleshooters")

ESTP: Good at the on-the-spot problem solving. Like action, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, pragmatic; focused on getting results. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.

People of this type tend to be active, adventurous and impulsive; talkative and curious; casual, adaptive and free-spirited; logical and calm but capable of great humor, fun and charm; observant and totally present in the moment; literal and practical. The most important thing to ESTPs is the freedom to have fun and fully experience life in the here and now.

ESFP: Outgoing, accepting friendly, enjoy everything and make things more fun for others by their enjoyment. Like action and making things happen. 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.

People of this type tend to be warm, gregarious and playful; impulsive, curious and talkative; sensitive, caring and gentle; social and unpredictable with a great zeal for life; active, responsive and highly aware of the physical world. The most important thing to ESFPs is the freedom to be spontaneous, have fun and enjoy the company of others.

ISTP: Cool onlookers -- quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humour. Usually interested in cause and effect, how and why mechanical things work, and in organizing facts using logical principles. Excel at getting to the core of a practical problem and finding the solution.

People of this type tend to be logical, pragmatic and matter of fact; quiet, unassuming, and autonomous; realistic, pragmatic and aloof; impulsive and curious about the physical world; flexible and resourceful; objective and unemotional. The most important thing to ISTPs is the freedom to act independently and follow their impulses.

ISFP: Retiring, quietly friendly, sensitive, kind, 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. Often relaxed about getting things done, because they enjoy the present moment and do not want to spoil it by undue haste or exertion.

People of this type tend to be kind, humble and highly empathetic; thoughtful, faithful and affectionate with those they know well; sensitive to criticism and easily hurt; quiet, soft-spoken and gentle; adaptable, responsive and curious; realistic and down to earth. The most important thing to ISFPs is feeling peaceful and harmonious with the people and places that matter most to them.



Type Profiles: NT Temperament (“Visionaries”)

ENTJ: Frank, decisive, leaders in activities. Develop and implement comprehensive systems to solve organizational problems. 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.

People of this type tend to be friendly, strong-willed and outspoken; honest, logical, and demanding of themselves and others; driven to demonstrate competence; creative with a global perspective; decisive, organized and efficient. The most important thing to ENTJs is demonstrating their competence and making important things happen.

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.

People of this type tend to be friendly, charming and outgoing; quick-witted, energetic and irreverent; ingenious, imaginative and creative; curious, flexible and unpredictable; logical and analytical. The most important thing to ENTPs is being creative, seeing possibilities and always having new challenges.

INTJ: Have original minds and great drive for their own ideas and purposes. Have long-range vision and quickly find meaningful patterns in external events. In fields that appeal to them, they have a fine power to organize a job and carry it through. Skeptical, critical, independent, determined, have high standards of competence and performance.

People of this type tend to be autonomous, aloof and intellectual; imaginative, innovative, and unique; critical, analytical and logical; intellectually curious, driven to learn and increase their competence and knowledge; socially cautious and reserved; organized and definitive. The most important thing to INTJs is their independence and being able to live according to their own standards.

INTP: Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.

People of this type tend to be quiet, independent and private; logical and unemotional; creative, ingenious and innovative, global thinkers; curious and driven to increase their competence; casual and adaptive; nonconforming and unpredictable. The most important thing to INTPs is their privacy and the opportunity to solve complex problems in unique ways.



Type Profiles: NF Temperament (“Catalysts”)

ENFJ: Responsive and responsible. Generally, feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism. Like to facilitate others and enable people to achieve their potential.

People of this type tend to be friendly, outgoing and enthusiastic; affectionate articulate and tactful; highly empathetic but easily hurt; creative and original; decisive and passionately opinionated, productive, organized and responsible. The most important thing to ENFJs is their relationships and the opportunity to communicate and connect with others.

ENFP: 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.

People of this type tend to be enthusiastic, talkative and outgoing; clever, curious and playful; deeply caring, sensitive and gentle; highly innovative, creative, optimistic and unique; adaptable and resourceful but sometimes disorganized. The most important thing to ENFPs is the freedom to see possibilities, make connections and be with a variety of people.

INFJ: 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.

People of this type tend to be creative, original and independent; thoughtful, warm and sensitive; global thinkers with great passion for their unique vision; cautious, deliberate and planful; organized, productive and decisive; reserved and polite. The most important things to INFJs are their ideas and being faithful to their vision.

INFP: Quiet observers, idealistic, loyal. Important that outer life be congruent with inner values. Curious, quick to see possibilities, often serve as catalysts to implement ideas. Adaptable, flexible, and accepting unless a value is threatened. Want to understand people and ways of fulfilling human potential. Little concern with possessions or physical surroundings.

People of this type tend to be quiet, reserved and kind; deeply passionate, sensitive and easily hurt; loving and dedicated to those close to them; creative, original and imaginative; curious and flexible in small matters; nonconforming. The most important thing to INFPs are their deeply held beliefs and living in harmony with their values.



Caveats on Type & Temperament: Uses & Abuses of the Theories

Any theory can be misused or misapplied, and there can be significant consequences for people when this happens. When you are using Type and/or Temperament Theory it is vitally important to keep in mind that...

- There is more to each of us than the 4 dimensions of Personality Type or our preferred Temperament. We must therefore avoid attempting to explain all behaviour on the basis of Type or Temperament.
- Temperament and Personality Type are “Probabilistic” influencers of our behaviour; not “Deterministic” forces that control our behaviour.
- We tend to demonstrate a preference for a particular ordering of the Temperaments, and with personality, for one side of each Dimension (like being left or right-handed). Thus, we are not “prisoners of our Type” – we always have choices as to what aspects of ourselves to bring forward in a given circumstance.
- ...and most importantly, it is a misuse of Type and Temperament to excuse yourself or others from doing something simply because it will require greater effort, energy, or concentration as we use our less preferred side of any given dimension of personality or choose to function outside of our core Temperament.



Type & Temperament Theory Resource Materials

www.psychometrics.com

General Information

TYPE TALK

Otto Kroeger & Janet Thuesen

LIFETYPES

Sandra Krebs Hirsh & Jean M. Kummerow

INTRODUCTION TO TYPE DEVELOPMENT

Katharine D. Myers & Linda K. Kirby

Type in the Workplace

WORK, PLAY, AND TYPE: Achieving Balance in Your Life

Judith A. Provost

WORKING TOGETHER: A Personality-Centred Approach to Management

Olaf Isachsen & Linda Berens

TYPE TALK AT WORK

Otto Kroeger & Janet Thuesen

WORK TYPE

Jean M. Kummerow, Nancy J. Barger, & Linda K. Kirby

Type & Temperament Resources on the Internet

Reliable Information Sites

<https://www.16personalities.com/personality-types>

<http://www.personalitypage.com/html/portraits.html>

Free Testing

<http://www.humanmetrics.com/cgi-win/JTypes2.asp>

http://similarminds.com/personality_tests.html

(look under "Jung Tests" and select a version)

Important: Mindset for Answering the Questions

Recall that when you do the indicator (whatever version), it should be approached from the standpoint of "Shoes-off Self" -- not your work-self, family-self, ideal-self or any other version of self that you might live by some of the time. The "shoes-off self" is that version of yourself that is not bound by role or role expectations. You may or may not find yourself in such a condition of self very often. The point is which of the two options requires the least amount of energy for you to engage in. We all do both some of the time. Which option "goes with your flow" or requires less energy to engage in.

