# Effects of Each Preference in Work Situations

## Extraverted Types
- Like variety and action
- Are often good at greeting people
- Are sometimes impatient with long slow jobs
- Are interested in how others do their jobs
- Often enjoy talking on the phone
- Often act quickly, sometimes without thinking
- Like to have people around in the working environment
- May prefer to communicate by talking rather than writing
- Like to learn a new task by talking it through with someone

## Introverted Types
- Like quiet for concentration
- Have trouble remembering names and faces
- Can work on one project for a long time without interruption
- Are interested in the idea behind the job
- Dislike telephone interruptions
- Think before they act, sometimes without acting
- Work alone contentedly
- May prefer communications to be in writing
- May prefer to learn by reading rather than talking or experiencing

## Sensing Types
- Are aware of the uniqueness of each event
- Focus on what works now
- Like an established way of doing things
- Enjoy applying what they have already learned
- Work steadily, with a realistic idea of how long it will take
- Usually reach a conclusion step by step
- Are not often inspired, and may not trust the inspiration when they are
- Are careful about the facts
- May be good at precise work
- Can oversimplify a task
- Accept current reality as a given to work with

## Intuitive Types
- Are aware of new challenges and possibilities
- Focus on how things could be improved
- Dislike doing the same thing repeatedly
- Enjoy learning new skills
- Work in burst of energy powered by enthusiasm with slack periods in between
- May leap to a conclusion quickly
- Follow their inspirations and hunches
- May get their facts a bit wrong
- Dislike taking time for precision
- Can overcomplexify a task
- Ask why things are as they are

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## Effects of Each Preference in Work Situations

<table>
<thead>
<tr>
<th>Thinking Types</th>
<th>Feeling Types</th>
</tr>
</thead>
</table>
| - Are good at putting things in logical order  
- Respond more to people’s ideas than their feelings  
- Anticipate or predict logical outcomes of choices  
- Need to be treated fairly  
- Tend to be firm and tough-minded  
- Are able to reprimand or fire people when necessary  
- May hurt people’s feelings without knowing  
- Have a talent for analyzing a problem or situation | - Like harmony and will work to make it happen  
- Respond to people’s values as much as to their thoughts  
- Are good at seeing the effects of choices on people  
- Need occasional praise  
- Tend to be sympathetic  
- Dislike telling people unpleasant things  
- Enjoy pleasing people  
- Take an interest in the person behind the job or idea |

<table>
<thead>
<tr>
<th>Judging Types</th>
<th>Perceptive Types</th>
</tr>
</thead>
</table>
| - Work best when they can plan their work and follow the plan  
- Like to get things settled and finished  
- May decide things too quickly  
- May dislike to interrupt the project they are on for a more urgent one  
- Tend to be satisfied once they reach a judgment on a thing, situation, or person  
- Want only the essentials needed to begin their work  
- Schedule projects so that each step gets done on time  
- Use lists as agendas for action | - Do not mind leaving things open for last-minute changes  
- Adapt well to changing situations  
- May have trouble making decisions, feeling they never have enough information  
- May start too many projects and have difficulty in finishing them  
- May postpone unpleasant jobs  
- Want to know all about a new job  
- Get a lot accomplished at the last minute under pressure of a deadline  
- Use lists as reminders of all the things they have to do someday |

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# Temperaments in the World of Work

<table>
<thead>
<tr>
<th>Name</th>
<th>Rational Visionary (NT)</th>
<th>Idealist Catalyst (NF)</th>
<th>Artisan Troubleshooter Negotiator (SP)</th>
<th>Guardian Traditionalist Stabilizer (SJ)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Look at the world and see:</td>
<td>Possibilities, meanings and relationships</td>
<td>Possibilities, meanings and relationships</td>
<td>Facts and realities</td>
<td>Facts and realities</td>
</tr>
<tr>
<td>And want to:</td>
<td>Examine their consequences analytically, impersonally</td>
<td>Judge their value to people and for people</td>
<td>Collect more, manipulate facts and realities</td>
<td>Organize facts and realities</td>
</tr>
<tr>
<td>They have a life-long drive for:</td>
<td>Competence and knowledge</td>
<td>Meaning, authenticity, identity</td>
<td>Action, excitement, freedom to act on impulse</td>
<td>Contributing to social institutions that are “worthwhile”</td>
</tr>
<tr>
<td>And thus they are effective:</td>
<td>As architects of change, as organizational entrepreneurs</td>
<td>In getting people to work effectively together to achieve organizational goals</td>
<td>In crisis situations, in pulling “the fat out of the fire,” producing results</td>
<td>As stabilizers of organizations, as maintainers of traditions</td>
</tr>
<tr>
<td>Their strengths include:</td>
<td>• Looking ahead, seeing new possibilities  • Conceptualizing, designing especially with regard to organizational change</td>
<td>• Drawing out the best in people  • Working with and through people-participative leadership</td>
<td>• Handling crisis situations  • Seeing what’s negotiable  • Being ingenious and resourceful getting things done</td>
<td>• Being realistic and practical  • Being decisive  • Paying attention to rules, policies and regulations</td>
</tr>
</tbody>
</table>

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(continuation):

- Setting high standards, particularly intellectually
- Seeing right to the heart of complex issues or problems
- Seeing the large picture, the larger context
- Grasping the underlying principles, dynamics laws
- At their best when someone says “it can’t be done”
- Good verbal and listening skills
- Being sensitive to the organizational climate
- Expressing empathy
- Being creative
- Getting people to work effectively and harmoniously together
- Learning new things, particularly about self and others
- Knowing how to expedite things
- Being honest and straightforward “Telling it like it is”
- Being adaptable, flexible
- Taking risks
- Bringing a planned, organized approach to work
- Being dependable, steady workers, good at following through
- Being thorough, systematic and precise, especially with details

Their potential weaknesses:

- Do not easily show sensitivity and appreciation to others
- Not following through on details—getting bored with routine
- Can lose people with their fascination for complexity
- Being too generous giving of time and self to others
- Deciding on the basis of personal likes and dislikes
- Giving too much autonomy and freedom
- Disliking, being impatient with the theoretical, the abstract, and conceptual
- Being unpredictable
- Becoming bored when there is no crises to solve
- Creating crises to have something exciting to do
- Not always being responsive to the need for change
- Being a “rule is a rule is rule/ if I made an exception for you I’d have to make an exception for everybody” person
- Deciding things too quickly

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