WHAT'S YOUR

STYLE—SENSER,

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

functionsidentified by Carl Jung are related to this process: sensation, intuition,

thin

king, and feeling. 2

Before you read further, complete the problem-solving diagnostic questionnaire

(Part A) and then check the scoring key that appears in Part B. 3 It has no right or

wrong answers; just read each item carefully and then give 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 has 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 s

how 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.* fi rm

14. *a.* uncritical *b.* critical

15. *a.* literal *b.* fi gurative

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 fi rst question, your *Ia*response in the feeling column is worth

0 points when you add up the point-value column. Instructions for classifying your

scores follow the scales.

**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.

**Sensation**

**Point**

**Value Intuition**

**Point**

**Value Thinking**

**Point**

**Value Feeling**

**Point**

**Value**

2b\_\_\_\_ 1 2a\_\_\_\_ 2 1b\_\_\_\_ 1 1a\_\_\_\_ 0

4a\_\_\_\_ 1 4b\_\_\_\_ 1 3b\_\_\_\_ 2 3a\_\_\_\_ 1

5a\_\_\_\_ 1 5b\_\_\_\_ 1 7b\_\_\_\_ 1 7a\_\_\_\_ 1

6b\_\_\_\_ 1 6a\_\_\_\_ 0 8a\_\_\_\_ 0 8b\_\_\_\_ 1

9b\_\_\_\_ 2 9a\_\_\_\_ 2 10b\_\_\_\_ 2 10a\_\_\_\_ 1

12a\_\_\_\_ 1 12b\_\_\_\_ 0 11a\_\_\_\_ 2 11b\_\_\_\_ 1

15a\_\_\_\_ 1 15b\_\_\_\_ 1 13b\_\_\_\_ 1 13a\_\_\_\_ 1

16b\_\_\_\_ 2 16a\_\_\_\_ 0 14b\_\_\_\_ 0 14a\_\_\_\_ 1

Maximum

Point

Value: (10) (7) (9) (7)

**Part C: The Four**

**Problem-Solving Styles**

**and Their Tendencies**

**Personal Style Action Tendencies**

Sensation–thinking Emphasizes details, facts, certainty

Is decisive, applied thinker

Focuses on short-term, realistic goals

Develops rules and regulations for judging performance

Intuitive–thinking 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 benefi t of people

Sensation–feeling Prefers dealing with theoretical or technical problems

Is pragmatic, analytical, methodical, and conscientious

Focuses on possibilities by 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 by either *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 fi t?

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 fi t for most jobs in today’s society?

3. Also see Exhibit 5.8: Guidelines to Identifying Personality Style. Compare

yourself and others you know to the guidelines. Do you fi nd a match between

you and the individual style? What about your roommate, spouse, parents, or

siblings?

4. How can you use this information to improve your communication ability?