

**PERSONAL STYLE INVENTORY**  
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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 ½.*

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. \_\_\_\_\_ Quite, 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 and believe 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 a fairly quick, firm decision.
  
- 13a. \_\_\_\_\_ Inner thoughts and feelings 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.

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- 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. \_\_\_\_\_ Starting meetings at a prearranged time.  
 31b. \_\_\_\_\_ Starting meetings when all are comfortable or ready.

## 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		Dimension		Dimension	
I	E	N	S	T	F	P	J
<i>Item</i>							
1b. _____	1a. _____	2a. _____	2b. _____	3a. _____	3b. _____	4a. _____	4b. _____
5a. _____	5b. _____	6b. _____	6a. _____	7a. _____	7b. _____	8a. _____	8b. _____
9a. _____	9b. _____	10a. _____	10b. _____	11a. _____	11b. _____	12a. _____	12b. _____
13a. _____	13b. _____	14a. _____	14b. _____	15b. _____	15a. _____	16a. _____	16b. _____
17a. _____	17b. _____	18a. _____	18b. _____	19b. _____	19a. _____	20b. _____	20a. _____
21b. _____	21a. _____	22a. _____	22b. _____	23b. _____	23a. _____	24b. _____	24a. _____
25b. _____	25a. _____	26b. _____	26a. _____	27a. _____	27b. _____	28a. _____	28b. _____
29b. _____	29a. _____	30a. _____	30b. _____	31b. _____	31a. _____	32b. _____	32a. _____
Total I _____	Total E _____	Total N _____	Total S _____	Total T _____	Total F _____	Total P _____	Total J _____

Circle the **highest scoring letter** and place in the blank space for each paired dimension.

I E = \_\_\_\_\_ N S = \_\_\_\_\_ T F = \_\_\_\_\_ P J = \_\_\_\_\_

Now turn to page 4 and read your portrait based on your 4-letter personal style type.

SENSING TYPES

INTUITIVE TYPES

INTROVERTS

EXTRAVERTS

INTROVERTS

EXTRAVERTS

<p><b>ISTJ</b></p> <p>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.</p>	<p><b>ISFJ</b></p> <p>Quiet, friendly, responsible and conscientious. Work devotedly to meet their obligations and serve their friends and school. Thorough, painstaking, accurate. May need time to master technical subjects, as their interests are usually not technical. Patient with detail and routine. Loyal, considerate, concerned with how other people feel.</p>	<p><b>INFJ</b></p> <p>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.</p>	<p><b>INTJ</b></p> <p>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.</p>
<p><b>ISTP</b></p> <p>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.</p>	<p><b>ISFP</b></p> <p>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.</p>	<p><b>INFP</b></p> <p>Full of enthusiasms and loyalties, but seldom talk of these 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 concerned with possessions or physical surroundings.</p>	<p><b>INTP</b></p> <p>Quiet, reserved, brilliant in exams, especially in theoretical or scientific subjects. Logical to the point of hair-splitting. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need to choose careers where some strong interest can be used and useful.</p>
<p><b>ESTP</b></p> <p>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.</p>	<p><b>ESFP</b></p> <p>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 common sense and practical ability with people as well as with things.</p>	<p><b>ENFP</b></p> <p>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.</p>	<p><b>ENTP</b></p> <p>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.</p>
<p><b>ESTJ</b></p> <p>Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.</p>	<p><b>ESFJ</b></p> <p>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.</p>	<p><b>ENFJ</b></p> <p>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 in school affairs, but put time enough on their studies to do good work.</p>	<p><b>ENTJ</b></p> <p>Hearty, frank, able in studies, leaders in activities. Usually 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. May sometimes be more positive and confident than their experience in an area warrants.</p>

## PERSONAL STYLE INVENTORY INTERPRETATION SHEET

Letters on the score sheet stand for:

<b>I</b> – introversion	<b>E</b> – extroversion
<b>N</b> – intuition	<b>S</b> – sensing
<b>T</b> – thinking	<b>F</b> – feeling
<b>P</b> – perceiving	<b>J</b> – 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 intuitive 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 thinks 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 weaknesses.

**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

**Possible Strengths**

**Possible Weaknesses**

*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

*Feeler*

Considers others' feelings  
Understands needs, values  
Is interested in conciliation  
Demonstrates feeling  
Persuades, arouses

is not guided by logic  
is not objective  
is less organized  
is uncritical, overly accepting  
bases justice on feelings

## Possible Strengths

### *Thinker*

Is logical, analytical  
Is objective  
Is organized  
Has critical ability  
Is just  
Stands firm

### *Perceiver*

Compromises  
See all sides of issues  
Is flexible, adaptable  
Remains open for changes  
Decides based on all data  
Is not judgmental

### *Judger*

Decides  
Plans  
Orders  
Controls  
Makes quick decisions  
Remains with a task

## Possible Weaknesses

does not notice people's feelings  
misunderstands others' values  
is uninterested in conciliation  
does not show feelings  
shows less mercy  
is uninterested in persuading

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

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 wavelength. 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 others. 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.