“WHY I LIKE YOU…………WHY I DON’T”

A PRESENTATION ABOUT BUILDING MORE EFFECTIVE WORKING AND PERSONAL RELATIONSHIPS BY UNDERSTANDING OUR INITIAL RESPONSES TO BEHAVIOR STYLES

By
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“WHY I LIKE YOU . . .
. . .WHY I DON’T”

About the program

Why I Like You, Why I Don’t is a program that is designed to examine how and why a person’s style of interaction, verbal and nonverbal, sets the stage for relationship successes or failures—professional and personal. Most people react to initial behavior within the first 60 seconds. After first reactions, individuals tend to spend the rest of the relationship time confirming the first like or dislike reactions. What we often fail to fully recognize is that reactions are more closely aligned to our own perspective of “appropriate” or “inappropriate” behavior. These standards may be based on establishing relationships with persons, “Just like myself.” The dilemma, and thus the opportunity, is to better understand:

- Predictable patterns of people behavior;
- That one set of behaviors are not better than another;
- What can be done to defuse the issues that make the differences annoying; and
- How a healthy mix of individuals will enhance both professional and personal relationships.
This seminar allows the participants to identify, through the use of a self-completed questionnaire their own personal behavior profile. From information learned, behavior preferences and perceived “inappropriate” (i.e., frustrating) behaviors will be discussed. Understanding what works, what doesn’t then sets the stage for recognizing that each of the four styles we work, live and socialize which have inherent strengths. Our challenge is to learn how to be more tolerant, and thus effective in both modifying (through understanding) our own reactions and to communicate to others how to more effectively meet our own expectations and needs.

At the completion of the session, participants will be able to utilize the information to strengthen work and personal relationships by recognizing that differences can enrich and empower more productive and interesting environments. This information will add a powerful tool to the “box” of opportunities needed to help make poor relationships good and good relationships better.
“Rules of Engagement”

1. There is not a preferred leadership style.

2. In fact, our preferred behavioral styles are generally predetermined—genetically.

3. You will not be asked to change your behavior style.

4. However, you will learn the importance of overcoming first impression biases, both negative and positive, to create more positive personal and professional relationships.
Successful Leadership

1. Leadership/relationship success is typically based on abilities or willingness to be flexible or versatile—i.e., working with others that are not like you or me.
   - Darwin’s theory of survival

2. By learning about the strengths and weaknesses of four behavior styles, you will learn about your own preferred style and compare the strengths and weaknesses of the other three styles.

3. Learning to work effectively with people that have different behavior styles is necessary to create an effective professional team and/or develop successful relationships.
Why Do I Care About Business Relationships?

- IQ accounts for only 6% to 25% of an individual’s success in the business environment.
- IQ and expertise matters, but not as much as relationship skills.
- Rigidly and failed relationships accounts for the 1st And 2nd reasons for career failures.
- A study of 80 Ph.D.s from 1954 to 1984 indicated that emotional stability had four times the importance over IQs.
First Impressions—Stronger Impact Than Many Realize

- Contact: The First Four Minutes, Zunin M.D., Leonard


The deep, dark secret of human resources is that traditional job interviews don't work very well. In fact, there's been quite a bit of research on the topic. One example is a famous experiment that Nalini Ambady and Robert Rosenthal of Harvard did in 1992, with videotapes of traditional interviews. People who saw 10-second clips of an interview had roughly the same opinion of the interview subject as did the actual interviewer—making a strong case that job interviewers go by first appearances and are fooling themselves into believing they've gleaned additional information from everything that comes after. More on this below.

- Blink, Malcolm Gladwell
  Harvard study of student-teacher evaluations.

  Princeton Study: ¼ second review of candidates’ face photos to determine “ability” resulted in 70% election prediction rate.
First Impressions—Would You Vote for This Face?
Facial Factors Used to Determine Ability of Women

Researchers could exert some control over the appearance factor. Researchers first recruited 210 volunteers to rate head-and-shoulder shots of hundreds of women in terms of how “able looking” they were. From these ratings they determined that certain factors contributed to this appearance: for example, eyes with more curvature on the top than the bottom; hair that is short and parted on the side or combed back; a hairline that comes to a slight widow’s peak; a broad or round face; and a smile. Then they employed a Hollywood-style makeup artist and a photographer to use these criteria to create two images of each candidate, one more able looking and one less. (A second study confirmed that the manipulations had the desired effect.)
First Impressions: Using “first date” chemistry to select employees

- Interviewers often define merit in their own
- Mistake image rapport for skill
- Diversity and Team Success
- When Cultural Fit Becomes Discriminatory


Associate Professor of management and organizations at Northwestern University’s Kellogg School of Management and the author of “Pedigree: How Elite Students Get Elite Jobs.”
Group Think Common When Everyone Thinks Alike

- Homogeneity may facilitate “smooth, effortless interactions, but diversity drives better decisions.

- Organizations can keep themselves honest by leveraging “strangers,” individuals who understand enough to be relevant but are removed enough to see things differently.

- NASA’s JPL embeds designated outsiders—JPL engineers with an independent line of reporting—within teams to provide a fresh perspective and flag problems.

Clearfield, Chris and Tilcsik, Andras, *Meltdown*, Penguin Press, 2018
Why Some Teams Are Smarter Than Others

Characteristics that disguised smarter teams were not:

- Individual I.Q.s
- Experience
- Extroversion, or
- Teams with members reporting feeling more motivated to contribute to the group’s success
Why Some Teams Are Smarter Than Others

Characteristics that were significant included:

- Their members contributed more equally to the team’s discussions, rather than letting one or two people dominate the group.
- Their members scored higher on a test called Reading the Mind in the Eyes, which measures how well people can read complex emotional states from images of faces with only the eyes visible.
- Teams with more women outperformed teams with more men. Women, on average, were better at “mindreading” than men.
Why Some Teams Are Smarter Than Others

- The results were replicated when the teams worked online—members who communicated a lot, participated equally, and possessed good emotion-reading skills.

- What makes teams smart must be not just the ability to read facial expressions, but a more general ability, known as “Theory of Mind,” to consider and keep track of what other people feel, know and believe.

Anita Woolley, Tepper School of Business @ Carnegie Mellon; Thomas W. Malone, professor @ M.I.T. Sloan School of Management, Director of the M.I.T. Center for Collective Intelligence; and Christopher Chabris, professor of psychology @ Union College.
Google’s Search for What Makes the Perfect Team

- First, on the good teams, members spoke in roughly the same proportion, a phenomenon the researchers referred to as “equality in distribution of conversational turn-taking.”

- Second, the good teams all had high “average social sensitivity” — a fancy way of saying they were skilled at intuiting how others felt based on their tone of voice, their expressions and other nonverbal cues.

- The behaviors that create psychological safety — conversational turn-taking and empathy — are part of the same unwritten rules we often turn to, as individuals, when we need to establish a bond. And those human bonds matter as much at work as anywhere else. In fact, they sometimes matter more.

Why I Should Care

3 ½ examples
We typically compare our perception of how people should be, WHICH IS USUALLY JUST LIKE OURSELVES.

The dilemma is that with this set of tools—first impression behavior reactions—we are destined to always be attracted to and in conflict with people that exhibit certain type of behavior. With the issues of leadership, management, and relationships, our ability to recognize and work with differences allows us to build better work teams and social environments.
How Do We Assess Behavior Styles?

- “Type” Theory: Carl Jung
  - Two dimensions:
    - Extroversion and Introversion
  - Four Basic Functions
    - Thinking, feeling, sensation, intuition

- “Life Orientation”: Myers—Briggs
  - Personality Assessment (WWII)

- Merrill and Reid: Determining Personal Behavior Styles & Effective Performance
Personal Assessment

“As I See Myself”
Questionnaire
## BEHAVIOR STYLES

While no one exhibits exclusively one type of behavior tendencies, there are four basic styles that have been identified as dominant:

<table>
<thead>
<tr>
<th>Style</th>
<th>Characteristics</th>
</tr>
</thead>
</table>
| **ANALYZER** | - logic oriented  
- wants perfection  
- focus on precision and accuracy  
- wants data  
- makes logical decisions  
- like information in writing  
- uncomfortable with public recognition |
| **CONTROLLER** | - results and action oriented  
- uses control to get it  
- immediate time frame  
- enjoys conflict  
- "big picture" thinker  
- personal feedback not required |
| **PERSUADER** | - people oriented  
- uses intuition  
- focus on people and dreams  
- depends on intuition  
- highly verbal  
- overly optimistic  
- wants recognition |
| **STABILIZER** | - feelings and relationship oriented  
- provides service through networking  
- puts relationship first  
- provides service and accomplishes tasks  
- avoids conflict  
- needs feedback |
### CLUES TO BEHAVIOR STYLE PREFERENCES

<table>
<thead>
<tr>
<th>ANALYZER</th>
<th>CONTROLLER</th>
<th>PERSUADER</th>
<th>STABILIZER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slow Reaction</td>
<td>Swift reaction</td>
<td>Rapid reaction</td>
<td>Unhurried reaction</td>
</tr>
<tr>
<td>Maximum effort to organize</td>
<td>Maximum effort to control</td>
<td>Maximum effort to involve</td>
<td>Maximum effort to relate</td>
</tr>
<tr>
<td>Minimum concern for relationships</td>
<td>Minimum concern for relationships</td>
<td>Minimum concern for routine</td>
<td>Minimum concern for effecting change</td>
</tr>
<tr>
<td>Historical time frame</td>
<td>Immediate time frame</td>
<td>Future time frame</td>
<td>Current time frame</td>
</tr>
<tr>
<td>Cautious action</td>
<td>Direct action</td>
<td>Impulsive action</td>
<td>Supportive action</td>
</tr>
<tr>
<td>Tends to reject involvement</td>
<td>Tends to reject inaction</td>
<td>Tends to reject isolation</td>
<td>Tends to reject conflict</td>
</tr>
</tbody>
</table>
# STYLE NEEDS

<table>
<thead>
<tr>
<th>ANALYZER</th>
<th>CONTROLLER</th>
<th>PERSUADER</th>
<th>STABILIZER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ideas: Perfection</td>
<td>Generates ideas</td>
<td>Promotes ideas</td>
<td>Idea fulfills</td>
</tr>
<tr>
<td>Wants high standards</td>
<td>Action/Change</td>
<td>Wants to be liked</td>
<td>Wants security</td>
</tr>
<tr>
<td>Needs organization</td>
<td>In charge</td>
<td>Needs recognition</td>
<td>Needs appreciation</td>
</tr>
<tr>
<td>Expects accuracy</td>
<td>Efficiency/Results</td>
<td>Expects freedom</td>
<td>Expects harmony</td>
</tr>
<tr>
<td>Works alone</td>
<td>Works fast alone</td>
<td>Works fast and others</td>
<td>Works carefully with others</td>
</tr>
<tr>
<td>Tension: Being wrong</td>
<td>Loss of control</td>
<td>Tension: Rejection</td>
<td>Tension: Conflict</td>
</tr>
<tr>
<td>Weaknesses:</td>
<td>Weaknesses:</td>
<td>Weaknesses:</td>
<td>Weaknesses:</td>
</tr>
<tr>
<td>Taking a Position</td>
<td>Listening/Tolerance</td>
<td>Organizing/Checking</td>
<td>Initiating/Dealing</td>
</tr>
<tr>
<td>Confrontation</td>
<td></td>
<td></td>
<td>with Conflict</td>
</tr>
</tbody>
</table>
DIMENSIONS OF HUMAN BEHAVIOR

There are two dimensions of human behavior:
- Assertiveness
- Responsiveness

**Assertiveness** is defined as the perceived effort a person makes to influence or control the thoughts and actions of others. Assertive behavior is perceived as telling or directing. A nonassertive behavior is perceived as asking or questioning.

**Responsiveness** is defined as the perceived effort a person makes to control his/her emotions when relating to others. Responsive behavior is perceived as experiencing and sharing feelings and emotions — i.e., open and revealing. A non-responsive person is one who is cool, unemotional, and businesslike, and tends to restrict any show of emotions—they have emotions, they just tend not to express their emotions. A non-responsive person is perceived as controlling feelings and emotions.
MORE ASKING

- Leans back
- Quiet
- Hands close to body
- Asks questions
- Talks slowly
- Avoids confrontation
- Easy going
- Thoughtful
- Pauses in speech
- Thinks before speaking
- Shifts eyes when talking or listening

MORE TELLING

- Opinionated
- Outspoken
- Talkative
- Quick decisions
- Acts quickly
- Telling statements
- Points finger
- Competitive
- Leans forward
- Intimidating
- Direct eye contact
RESPONSIVENESS

Highly Controlled

- Conservative dress
- Serious
- Logical
- Analytical
- Critical
- Few hand gestures
- Difficult to get to know
- Poker face
- Impersonal and businesslike
- Maintains distance
- More monotone voice

Highly Responsive

- Informal dress and/or speech
- Shares feelings
- Open communicator
- Impulsive decision making
- Gregarious
- Touches while talking
- Warm face
- Smiles or laughs easily
- Will move close
- Animated
- Empathetic
Table 1 – adapted from the "Social Style" of the TRACOM Corporation
## Increasing Versatility

<table>
<thead>
<tr>
<th>To Increase Responsiveness</th>
<th>To Increase Assertiveness</th>
<th>To Decrease Assertiveness</th>
<th>To Decrease Responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Express feelings more often</td>
<td>Tell more often</td>
<td>Ask more often</td>
<td>Control feelings more often</td>
</tr>
<tr>
<td>Control feelings less often</td>
<td>Ask less often</td>
<td>Tell less often</td>
<td>Express feelings less often</td>
</tr>
</tbody>
</table>

### Admit feelings to self
- Express feelings concern, warmth
- Accept feelings of others, they are real
- Take time to socialize
- Learn to laugh openly
- When under pressure avoid taking over and avoid withdrawing
- Admit feelings to self
- Be candid and to the point
- Be willing to disagree
- Delegate more often
- Initiate change
- Learn to handle conflict
- Take a stand when appropriate
- Be able to admit being wrong
- Acknowledge and respond to the feelings of others
- Negotiate rather than direct
- Pay attention to details
- Adapt to the slower time needs of others
- Listen more and talk less
- Limit close relationships
- Focus more on objective, less on people needs
- Develop restraint
- Avoid overreacting
- Less involvement in personal lives of others
- Delegate more, help less
TYPICAL REACTION TO INTOLERABLE TENSION

High Control

Nitpick
Leave
Prove they are right
Pull away
Withhold emotions

Explode
Blame
Dictate
Take over
Hold in emotions

Low Assertive

Wait too long to act
Tell others
Avoid
Give in and get even
Worry emotionally

Emotional attack
Verbalize everything
Cry
Dump it and forget
Overact emotionally

High Assertive

High Responsive
THE SPIRAL OF DISINTEGRATION
The Spiral of Disintegration is a graphic representation of the destruction of a relationship (or of an organization). Disintegration does not happen by accident. It is the result of a process; a process that involves people who do not have or who are not using interaction skills.

This process may take a year or more to develop. It could take place within a month. Ultimately, it will result in a disintegration of internal relationships. Interestingly, however, the spiral of disintegration can be reversed at almost any point, except of course, at the end.
Checklist to Use When Working with: Controller

**Do**
- Be clear, specific, brief, and to the point.
- Present the facts logically; plan your presentation efficiently.
- Ask specific (preferably “what?”) questions.
- Provide alternatives and choices for making their decisions.
- Provide facts and figures about probability of success or effectiveness of options.
- If you disagree, take issues with facts, not the person.
- If you agree, support results, not the person.
- Motivate and persuade by referring to objectives and results.

**Don’t**
- Don’t ramble on, or waste their time.
- Don’t leave loopholes or ambiguous issues.
- Don’t ask rhetorical questions, or useless ones.
- Don’t come with a ready-made decision, nor make it for them.
- Don’t speculate widely or offer guarantees and assurances.
- If you disagree, don’t let it reflect on them personally.
- If you agree, don’t reinforce.
- Don’t try to convince by “personal: means.
- Don’t direct or order.
- Don’t linger after finishing business.

Checklist 1 – adapted from the "Social Style" of the TRACOM Corporation
Checklist to Use When Working with: 
Stabilizer

**Do**

- Start, however briefly, with a personal comment. Break the ice.
- Show sincere interest in them as people; find areas of common involvement; be candid and open.
- Patiently, draw out personal goals and work them to help achieve these goals; listen; be responsive.
- Present your case softly, non-threatening.
- Ask “how?” questions to draw their opinions.
- Move casually, informally.
- Define clearly (preferably in writing) individual contributions
- Provide guarantees that their decision will minimize risks; provide them with benefits.
- Provide personal assurance, clear, specific solutions with maximum guarantees.

**Don’t**

- Don’t rush headlong into business or the agenda.
- Don’t stick coldly or harshly to business; on the other hand, don’t lose sight of goals by being too personal.
- Don’t force them to respond quickly to your objectives.
- Don’t be domineering or demanding; don’t threaten with position or personal power.
- Don’t manipulate or bully them into agreeing because they probably won’t fight back.
- Don’t patronize or demean by using subtlety or invective.
- Don’t be abrupt and rapid.
- Don’t offer assurances and guarantees you can’t fulfill.
- Don’t keep deciding for them or they’ll lose initiative; don’t leave them without back up support.
Checklist to Use When Working with: Analyzer

**Do**

- Prepare your “case” in advance.
- Approach them in a straightforward, direct way; stick to business.
- Support their principles/thoughtful approach; build your credibility by listing any pros and cons to any suggestions you make.
- Make organized contribution to their efforts; present specifics and do what you say you can do.
- Take your time, but be persistent.
- Draw up a schedules approach to implementing action with step-by-step timetable; assure them that there will be no surprises.
- Provide solid, tangible, practical evidence.
- Give them time to verify reliability of your actions; be accurate.
- If you disagree, make an organized presentation of your position.
- Indicate guarantees over long period, but provide options.

**Don’t**

- Don’t be disorganized or messy.
- Don’t be circuitous, giddy, casual, informal, loud.
- Don’t rush the decision-making process.
- Don’t be vague about what’s expected of either of you; don’t fail to follow through.
- Don’t leave things to chance or luck.
- Don’t provide special incentives.
- Don’t threaten, cajole, or confront.
- Don’t use testimonies or other unreliable sources; don’t be haphazard.
- Don’t use someone’s opinion as evidence.
- Don’t use gimmicks or clever, quick, manipulations.
**Checklist to Use When Working with:**

**Persuader**

<table>
<thead>
<tr>
<th>Do</th>
<th>Don’t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan interaction that supports their dreams and intentions.</td>
<td>Don’t use autocratic directives.</td>
</tr>
<tr>
<td>Leave time for relating, socializing.</td>
<td>Don’t be curt, cold, or rigid.</td>
</tr>
<tr>
<td>Talk about people and their goals; opinions they find stimulating.</td>
<td>Don’t drive on to facts and figures, alternatives, abstracts.</td>
</tr>
<tr>
<td>Don’t deal with details; put them in writing; talk about action.</td>
<td>Don’t leave things hanging in the air; establish parameters, timelines, etc.</td>
</tr>
<tr>
<td>Ask for their opinions/ideas regarding people.</td>
<td>Don’t waste time trying to be impersonal, judgmental, task-oriented.</td>
</tr>
<tr>
<td>Provide ideas for implementing action.</td>
<td>Don’t “dream” with them though or you’ll lose time.</td>
</tr>
<tr>
<td>Use enough time to be stimulating, fast-moving, entertaining.</td>
<td>Don’t kid around too much; not “stick to the agenda” too much.</td>
</tr>
<tr>
<td>Provide testimonials from people they see as important, prominent.</td>
<td>Don’t talk down at them.</td>
</tr>
<tr>
<td>Offers special, immediate and extra incentives for their willingness to take risks.</td>
<td>Don’t be dogmatic.</td>
</tr>
</tbody>
</table>
## BEHAVIOR STYLE QUICK PROFILE

***CHOSE ONE***

<table>
<thead>
<tr>
<th>Behavior</th>
<th>Option</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tends to do more listening than talking; allows others to initiate and carry conversations.</td>
<td>L or R</td>
<td>Tends to do more talking than listening; often initiates and carries a conversation.</td>
</tr>
<tr>
<td>Uses facial expressions freely and easily; frequently smiles, nods, or frowns.</td>
<td>B or A</td>
<td>Facial expressions are limited; tends to be reserved, serious, unresponsive and composed.</td>
</tr>
<tr>
<td>Actions seem careful or deliberate; most comfortable dealing with objective facts and detailed information.</td>
<td>A or B</td>
<td>Actions spontaneous or eager, most comfortable dealing with opinions, feelings, and subjective reactions.</td>
</tr>
<tr>
<td>Often looks away while having a conversation; pauses frequently while speaking.</td>
<td>L or R</td>
<td>Direct eye contact while having a conversation; rarely pauses while speaking.</td>
</tr>
<tr>
<td>Quick, clear and fast-paced speech; lively in exchanges of opposing ideas and points of view.</td>
<td>R or L</td>
<td>Thoughtful and slower-paced speech; avoids argument or energetic debate about things.</td>
</tr>
<tr>
<td>Focus is on accomplishing work; attention is on involvement with task.</td>
<td>A or B</td>
<td>Focus is on relationships; attention is on involvement with people.</td>
</tr>
<tr>
<td>Gestures freely and broadly to emphasize feelings and communicate ideas; movements are lively and animated.</td>
<td>B or A</td>
<td>Limited use of gestures; movements tend to be composed and deliberate.</td>
</tr>
<tr>
<td>States needs, presents wishes and gives opinions more often than asks questions about others' needs.</td>
<td>R or L</td>
<td>Asks questions and probes for other's needs rather than presenting own; appears ready to agree.</td>
</tr>
<tr>
<td>Tends to lean back when in a discussion; appears undecided and asks what is wanted.</td>
<td>L or R</td>
<td>Tends to lean forward when in a discussion; appears decided and tells what is wanted.</td>
</tr>
<tr>
<td>Very little sharing of own feelings; limited personal story-telling or self-disclosing small talk.</td>
<td>A or B</td>
<td>Shares own feelings and emotions openly; very self-disclosing and responsive when visiting and socializing.</td>
</tr>
</tbody>
</table>
Why do some organizations “push back” when change is implemented upon them?

- Culture is threatened
  - It’s not that the organization with its overriding culture can’t change, it’s just that the pain of change is often stronger than the comfort level associated with the status quo—i.e., tradition.

- Style of leader (a subgroup with its own culture) is powerful enough to impose the will of change, but not the will to change upon the organization.

- Leadership style is out of alignment with the organization’s preferred why of doing things.

- Solutions include:
  - Shift the organization’s culture, or
  - Leader will become adept in working within the confines of the culture—i.e., shifting the Leadership Style.
Changing the Leader’s Style

- It is easier, and strategically more effective, to implement change while minimizing the disruption to the organization’s culture.

- Shifting a leader’s style to become compatible with the organization’s preferred way of making changes will help keep the initiative alive.
  - Neutralizes the “culture keepers”
## Myers-Briggs/Behavior Profile Comparison

<table>
<thead>
<tr>
<th>Analyzer</th>
<th>Controller</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISTJ</td>
<td>ESTP</td>
</tr>
<tr>
<td>ISFJ</td>
<td>ESTJ</td>
</tr>
<tr>
<td>ISTP</td>
<td>INTJ</td>
</tr>
<tr>
<td>INTP</td>
<td>ENTJ</td>
</tr>
<tr>
<td><strong>S</strong> = Data and historical orientation</td>
<td><strong>T</strong> = Systems orientation to resolve people’s problems</td>
</tr>
<tr>
<td><strong>I</strong> = Introverted</td>
<td><strong>J</strong> = Makes decisions and then moves on</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizer</th>
<th>Persuader</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISFP</td>
<td>ESFP</td>
</tr>
<tr>
<td>ESFJ</td>
<td>ENFP</td>
</tr>
<tr>
<td>INFJ</td>
<td>ENTP</td>
</tr>
<tr>
<td>INFP</td>
<td>ENFJ</td>
</tr>
<tr>
<td><strong>F</strong> = Feelings oriented, empathetic, people orientation</td>
<td><strong>P</strong> = casual planning approach; dislikes structure</td>
</tr>
<tr>
<td></td>
<td><strong>N</strong> = general directions and not too much structure</td>
</tr>
<tr>
<td></td>
<td><strong>F</strong> = people, feelings, empathy</td>
</tr>
<tr>
<td></td>
<td><strong>E</strong> = extraverted</td>
</tr>
<tr>
<td></td>
<td>ISTJ</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>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 of distractions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>ISTP</th>
<th>INTP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cool onlookers—quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. 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.</td>
<td>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.</td>
</tr>
</tbody>
</table>

## CONTROLLER

<table>
<thead>
<tr>
<th>ESTP</th>
<th>ESTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good at on-the-spot problem solving. Like action, enjoy whatever comes along. Tend to like mechanical things and sports. 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.</td>
<td>Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in abstract theories; want learning to have 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INTJ</th>
<th>ENTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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.</td>
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</tbody>
</table>

# PERSUADER

<table>
<thead>
<tr>
<th></th>
<th>ESFP</th>
<th>ENFP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Outgoing, accepting, friendly, enjoy everything and make</td>
<td>Warmly enthusiastic, high-spirited, ingenious, imaginative.</td>
</tr>
<tr>
<td></td>
<td>things more fun for others by their enjoyment. Like</td>
<td>Able to do almost anything that interests them. Quick with</td>
</tr>
<tr>
<td></td>
<td>action and making things happen. Know what’s going on</td>
<td>a solution for any difficulty and ready to help anyone</td>
</tr>
<tr>
<td></td>
<td>and join in eagerly. Find remembering facts easier than</td>
<td>with a problem. Often rely on their ability to improvise</td>
</tr>
<tr>
<td></td>
<td>mastering theories. Are best in situations that need</td>
<td>instead of preparing in advance. Can usually find</td>
</tr>
<tr>
<td></td>
<td>sound common sense and practical ability with people.</td>
<td>compelling reasons for whatever they want.</td>
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<thead>
<tr>
<th></th>
<th>ENTP</th>
<th>ENFJ</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quick, ingenious, good at many things. Stimulating</td>
<td>Feel real concern for what others thing or want, and</td>
</tr>
<tr>
<td></td>
<td>company, alert and outspoken. May argue for fun on either</td>
<td>try to handle things with due regard for the other’s</td>
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<tr>
<td></td>
<td>side of a question. Resourceful in solving new and</td>
<td>feelings. Can present a proposal or lead a group</td>
</tr>
<tr>
<td></td>
<td>challenging problems, but may neglect routine</td>
<td>discussion with ease and tact.</td>
</tr>
<tr>
<td></td>
<td>assignments. Apt to turn to one new interest after</td>
<td>Sociable, popular, sympathetic.</td>
</tr>
<tr>
<td></td>
<td>another. Skillful in finding logical reasons for what</td>
<td>Responsive to praise and criticism.</td>
</tr>
<tr>
<td></td>
<td>they want.</td>
<td>Like to facilitate others and enable people to achieve</td>
</tr>
<tr>
<td></td>
<td></td>
<td>their potential.</td>
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</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Outgoing</th>
<th>Accepting</th>
<th>Friendly</th>
<th>Humorous</th>
<th>Action</th>
<th>Common sense</th>
<th>Enthusiastic</th>
<th>High spirited</th>
<th>Ingenious</th>
<th>Imaginative</th>
<th>Problem solvers</th>
<th>Improvisers</th>
<th>Feelings</th>
<th>Lead with ease/tact</th>
<th>Sociable</th>
<th>Popular</th>
<th>Sympathetic</th>
<th>Responsive to praise</th>
<th>Quick</th>
<th>Alert</th>
<th>Outspoken</th>
<th>Resourceful</th>
<th>Rejects routine</th>
<th>Distractful</th>
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</thead>
</table>
### STABILIZER

<table>
<thead>
<tr>
<th>ISFP</th>
<th>ESFP</th>
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<tbody>
<tr>
<td>Retiring, quietly friendly, sensitive, kind, and 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.</td>
<td>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.</td>
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<thead>
<tr>
<th>INFJ</th>
<th>INFP</th>
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<tbody>
<tr>
<td>Succeed by perseverance, originality, and desire to do whatever is need 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 visions as to how best to serve the common good.</td>
<td>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 surroundings.</td>
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<table>
<thead>
<tr>
<th>Retiring</th>
<th>Warm-hearted</th>
<th>Quiet observers</th>
<th>Perseverance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quietly friendly</td>
<td>Talkative</td>
<td>Idealistic</td>
<td>Originality</td>
</tr>
<tr>
<td>Sensitive</td>
<td>Popular</td>
<td>Loyal</td>
<td>Quietly forceful</td>
</tr>
<tr>
<td>Kind</td>
<td>Conscientious</td>
<td>Values oriented</td>
<td>Clear visions</td>
</tr>
<tr>
<td>Modest</td>
<td>Active committee members</td>
<td>Curious</td>
<td>Relaxed</td>
</tr>
<tr>
<td>Shun disagreements</td>
<td>Need harmony</td>
<td>Adaptable</td>
<td>Flexible</td>
</tr>
<tr>
<td>Loyal followers</td>
<td>People needs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Suggested Readings

- Bolton, Robert and Bolton, Dorothy Grover, *People Styles at Work*
- Bolton, Robert and Bolton, Dorothy Grover, *Social Style/Management Style*
- Gladwell, Malcolm, *Blink*
- Maccoby, Michael, *The Gamesman: The New Corporate Leaders*
- Merrill, David and Reid, Roger, *Personal Styles & Effective Performance*
Other Articles


------“The Genetics of Happiness: Transponders of Delight,” The Economist, October 15, 2011, pg. 90


Wheeler, Mark, “Twin Science: Researchers make an annual pilgrimage to Twinsburg, Ohio, to study inherited traits,” Smithsonian, November 2004, pg. 30