
Character and Temperament Types
Focus - Perception - Evaluation - Priority
The Keirsey - Bates Short Form Temperament Sorter

A/MAP

Source:

David Keirsey and Marilyn Bates, *Please Understand Me: Character and Temperament Types*; and Isabell Meyers Briggs with Peter B. Meyers, *Gifts Differing*.

Keirsey Bates Preference Strengths

Establishing Your Type

- E** Extroversion probably means you are more stimulated by the world of things and people around you.
- I** Introversion means you relate to the world inside you of ideas, theories, and thoughts.
- S** Sensing connotes a preference for working with facts, reality, and practical applications.
- N** Intuition shows a preference for working with ideas, possibilities and relationships.
- T** Thinking shows a tendency to base your judgements and actions on logic, analysis, and equitable treatment rather than on personal considerations.
- F** For feeling shows your judgements are weighted by personal values and considerations.
- J** Is for judging which prefers a planned and orderly way of life with goals and closure.
- P** Represents a perceptive attitude that enjoys pondering on decisions, flexibility, and spontaneity.

Record your type here

E-I	S-N	T-F	P-J

Transfer your score from the Temperament Sorter Score Sheet. In the case of tie scores read: Practical Applications in Applications by Type, Your Profile at a glance, or Portraits by type and list the type that best describes you.

Note: Remember, no one is a pure type and special circumstances can shift your type preference.

Meyers Briggs Type Indicator

Type Distribution - Educational Administrators

ISTJ N=14 11.3% SSR=1.40	ISFJ N=12 9.7% SSR=2.44	INFJ N=9 7.3% SSR=2.24	INTJ N=10 8.1% SSR=1.72
ISTP N=0 0% SSR=0.0	ISFP N=1 0.8% SSR=0.18	INFP N=3 2.4% SSR=0.58	INTP N=1 0.8% SSR=0.14
ESTP N=1 0.8% SSR=0.10	ESFP N=3 2.4% SSR=0.38	ENFP N=6 4.8% SSR=0.68	ENTP N=2 1.6% SSR=0.20
ESTJ N=27 21.8% SSR=1.39	ESFJ N=15 12.1% SSR=1.87	ENFJ N=7 5.6% SSR=1.59	ENTJ N=13 10.5% SSR=1.58

	N	%	N	%	
E	74	59.7	68	54.8	T
I	50	40.3	56	45.2	F

S	73	58.9	107	86.3	J
N	51	41.1	17	13.7	P

Note: SSR = Self Selection Ratio Values above 1.0 show a degree of self selection
 Values below 1.0 show a degree of avoidance

Source: Isabel Briggs Meyers with Peter B. Meyers, *Gifts Differing*,
 Consulting Psychologists Press, Palo Alto, 1985 (pp51)

Counselor Education Students
(N=118)

ISTJ N=4 3.4% SSR=0.53	ISFJ N=2 1.7% SSR=0.25	INFJ N=11 9.3% SSR=2.07	INTJ N=3 2.5% SSR=0.62
ISTP N=1 0.8% SSR=0.27	ISFP N=2 1.7% SSR=0.32	INFP N=28 23.8% SSR=2.14	INTP N=3 2.5% SSR=0.50
ESTP N=0 0% SSR=0.0	ESFP N=3 2.5% SSR=0.44	ENFP N=37 31.4% SSR=2.23	ENTP N=2 1.7% SSR=0.35
ESTJ N=2 1.7% SSR=0.22	ESFJ N=4 3.4% SSR=0.41	ENFJ N=14 11.9% SSR=1.81	ENTJ N=2 1.7% SSR=0.39

Kiersey - Bates Temperament Sorter

Distribution of Temperament Types in Education Comparison with Pupils and the General Population

Type	School Personnel	Pupils and General Population	Difference
SJ	56%	38%	- 16%
NF	36%	12%	- 24%
NT	06%	12%	- 06%
SP	02%	38%	- 36%

A study of teachers and administrators in a number of school districts in California showed a consistency of type distribution that appears to be at variance with that of pupils and the general population.

The authors noted that this distribution seems to affect the behavior of individual teachers and administrators. Findings indicated that:

"Neither teachers nor SJ administrators felt a need to defend their views on instruction or administration, even if it occurred to them to do so. Belonging to so massive a majority, the SJ educators unconsciously assume their views to be the norm and were continuously surprised when colleagues take issue with them on "basics" and "fundamentals".

David Keirsey and Marilyn Bates. *Please Understand Me, Character and Temperament Types* Page 155

Based on this data:

1. What are the implications for education under significant pressure to redesign itself?
2. What are the implications related to creating "learning communities"?
3. What are the challenges posed to educational leaders attempting to make change?

4.

Keirsey - Bates Temperament Sorter

Practical Applications in Occupations by Type: E I T F

These word pictures can help you determine cross type questions. In the case of a cross type score, read the descriptions of each facet of your type and decide which describes you better.

Extraverts	Introverts	Thinking Types	Feeling Types
Like variety and action.	Like quiet for concentration.	Do not show emotion spontaneously and are uncomfortable dealing with the emotions of others.	Tend to be very aware of others and their feelings.
Are often good at greeting people.	Tend to be careful with details and dislike sweeping statements.	May hurt others feelings without being aware of it.	Enjoy pleasing others even in unimportant things.
Are impatient with long jobs.	Have trouble remembering names and faces.	Like analysis and putting things into logical order.	Like harmony and efficiency. Dislike office discord.
Are interested in the results of their job, in getting it done, and in how others do the job.	Tend not to mind working on one project for a long time without interruption.	Can get along without harmony.	Often have their decisions be influenced by other's personal likes and dislikes.
Often do not mind telephone interruptions.	Are interested in the ideas behind their job.	Tend to decide impersonally without great focus on peoples wishes.	Need occasional praise.
Often act quickly without thinking a lot.	Work contentedly alone.	Need to be treated fairly. Are able to reprimand others when necessary.	Dislike telling other people unpleasant things.
Like to have people around.	Have some problems communicating.	Tend to be firm minded.	Are people oriented and respond easily to other people's values.
Usually communicate freely			Sympathetic.

Keirsey - Bates Temperament Sorter

Practical Applications in Occupations by Type: S N J P

Sensing Types	Intuitive Types	Judging Types	Perceptive Types
Dislike new problems unless there are standard ways of solving them.	Like solving new problems.	Work best with a plan, and follow it.	Adapt well to changing situations
Like established ways of doing things.	Dislike repetitious work.	Like closure.	Do not mind leaving things open for alteration.
Enjoy using skills already learned more than learning new ones.	Enjoy learning a new skill rather than using it.	May decide too quickly.	May have trouble making decisions.
Work steadily, manage time well, have realistic time lines.	Work in bursts of energy with slack time between.	May dislike interrupting a project they are working on to act on a more urgent one.	May begin too many projects and then have trouble finishing them.
Reach decisions step by step.	Reach decisions quickly.	May not notice new things that need to be done.	Will postpone unpleasant jobs.
Are patient with routine details.	Are impatient with routine details.	Want only the "essentials" necessary to begin the work.	Want to know all about new ventures up-front.
Are not happy with unforeseen complexities.	Are patient with complex situations.	Tend to be satisfied once they have reached a judgement on a thing, situation, or person.	Tend to be curious and welcome new light on a thing, situation, or person.
Seldom make errors of fact.	Follow their inspirations, good or bad.	Don't dwell on things.	Dwell on things..
Good at precise work.	Frequently make errors of fact.		
	Dislike taking time for precision.		

TYPES BY STRENGTH

<p>E Active Initiating Bring breadth</p>	<p>I Reflective Considering Bring depth</p>
<p>S Practical Realistic Bring data</p>	<p>N Imaginative Original Bring perspective</p>
<p>T Analytical Objective Bring consistency</p>	<p>F Affiliative Subjective Bring harmony</p>
<p>J Decisive Take charge Bring a plan</p>	<p>P Inquisitive Adaptable Bring options</p>

TYPES BY DYSFUNCTION

<p>E Hyperactive Interrupting Superficial</p>	<p>I Inactive / withdrawn Secretive Overly serious</p>
<p>S Stuck in the mud Slow and dull Blocker</p>	<p>N Impractical Not careful Flighty</p>
<p>T Overly competitive Blunt Cold and uncaring</p>	<p>F Overly sentimental Unclear / wordy Too easily hurt</p>
<p>J Overly opinionated Intrusive Controlling</p>	<p>P Indecisive Irresponsible Lazy and Procrastinating</p>

PORTRAITS BY TYPE

TYPE	SP	SJ	NT	NF
<p>Creating the most productive environment for this type</p>	<p>SP's are natural negotiators. They are excellent at merging groups into smoothly functioning units. SP's are sure and confident. They like situations where they can create the rules. The SP will consider everything negotiable if this leads to the common good of the organization. They hate theory and want a practical environment. SP's should not be kept in the role of routine manager. The SP enjoys selling something. They are great at initiating projects and are natural promoters. SP's are often good with tools and enjoy working alongside colleagues they respect and admire.</p>	<p>SJ's are cautious. They may be described as careful, thorough, and accurate. SJ's appreciate having their products praised for these qualities. Praise them personally as responsible, loyal, and industrious. Like some other types, the SJ needs lots of appreciation and recognition, although they may have some difficulty acknowledging it. The SJ is the traditionalist or stabilizer. They value order and policies. SJ's need to clearly know their duties, responsibilities and obligations. They are happiest when they can plan their work and follow through.</p>	<p>NT's thrive on an "idea rich" environment. They value recognition of their capabilities, and they appreciate those who will take the time to listen to their complex ideas. NT's value praise from their supervisor for a task well done. The qualifications of the person giving praise are very important to the NT. They value those they feel are competent, but position alone is not sufficient to earn the NT's respect. The NT feels rewarded when she/he is setting up the rules and structure of the organization. As a natural troubleshooter the NT enjoys putting out fires. NT's enjoy opportunities to conceptualize and are called "visionaries".</p>	<p>The NF seeks a career that is in harmony with their own beliefs and allows them the opportunity to express their vision through their work. They like to develop their ideas in depth and control the processes and products they produce. They seek work that presents a continuing series of new and varied experiences. NF's need to work at their own pace, seek a friendly relaxed environment, and a chance to participate in intriguing adventures. The NF prefers a work environment that is free of rules, structure, and routines. They seek rewards based on enthusiasm, ingenuity, and imagination. NF's are known as "catalyst" leaders.</p>
<p>Creating the least productive environment for this type</p>	<p>SP's resent being told how to work. They need to feel free to do it their way. Standard operating procedures make the SP restless and impatient. They may not follow through and this can irritate others. They may also be put off by excessive details, even when others may need them. The SP is not comfortable in environments that are encumbered by excessive rules, planning and structure.</p>	<p>SJ's may be very uncomfortable in periods of new management and the concurrent redefinition of relationships, expectations and new ways of doing things. Disruptions in traditional rites, rituals, and traditions cause the SJ real discomfort. The SJ has a low tolerance for ambiguity. Unlike their counterpart, the SP, the SJ is comfortable in an organization with clear rules and procedures. The SJ enjoys an environment where expectations and rewards are certain</p>	<p>The NT leader is least comfortable in an environment where there is a feeling of over supervision, second guessing, and where there is little opportunity to focus on the future. While others are grounded in the present, the NT, as a visionary, lives in the future. Just as they hate over supervision, NT's don't like to give direction twice. Colleagues that require excessive direction and feedback create a frustrating workplace for the NT.</p>	<p>NF leaders hate organizations that are traditional in nature, have top down management structures that are grounded in positional power, and have clearly defined work tasks, procedures, policies, and processes. They chafe at routine tasks, and will fail at repetitive work demands. The NF cannot exist in a non-democratic environment. They hate details of imposed systems, and cannot take highly structured supervision. Like the artists they are the NF is extremely uncomfortable with critical judgement from others they have not accepted.</p>

SP

SJ

NT

NF

Potential
managerial
weaknesses
of this type

The SP leader is impatient with the abstract and has little if any use for theory. This trait may make this type uneasy with the unfamiliar. Any change he/she has not instituted may be viewed with mistrust. The SP lives in the present and may have some trouble maintaining focus on commitments made to others yesterday. Since current demands preempt anything else the SP leader may seem fickle or unpredictable to others. When SP's have no problems to solve they may become rigid.

The SJ manager can be stable to a fault. Left alone this leader may fall prey to a domination of rules, procedures, and policy. In other words, the SJ can become the bureaucrat's bureaucrat. This can lead to the proliferation of manuals, procedural guides, and regulations to a point of grinding the organization to a halt. SJ's become irritable if projects are delayed. This type may not fully appreciate the need of organizations to adjust to new environmental demands

While visionary in design of new processes and projects, the NT is comfortable turning the implementation function over to others. Sometimes this results in a plan that is carried out in a way that is less than satisfactory to the NT. The NT seldom places blame for this on others, but is disappointed in his/her minimal follow up. Although this tends to be a repeating pattern of behavior, NT's are apt not to learn from it and may be doomed to repeat. Because the NT lives in the future they may not look back to see the accomplishments of the past. In this way they sometimes overlook the opportunities to thank their co-workers for a job well done. This can make them seem cold and aloof. NT's are seen as complex.

NF's can irritate others by seeming to play favorites. The NF is often attracted to single individuals who intrigue them with new ways of thinking, creative approaches to life, and insights that are new and unique. The NF can dwell on emotional reaction to events rather than objective idea driven responses. They are comfortable taking the side of the underdog. NF's are not good detail persons and in missing details could be unrealistic in their personal plans. If they lose control of a project they often lose interest. The NF leader may become discouraged if work tasks are not related to personal goals or interests, and can be inflexible in making necessary changes. NF's do not usually enjoy working in highly competitive environments.

Managerial
Strengths of
this type

The SP is both a great negotiator and a great troubleshooter. Practical, in the best sense, the SP deals with concrete problems in an expeditious way. The SP can observe a system, spot where breakdowns are occurring, and make rapid corrections. When leading and managing the SP makes change smooth and easy. SP leaders make do with what is, and change what is changeable. They are responsive to the needs of others and like to feel that their work is making an immediate difference. At this best SP's are resourceful and fun.

SJ's understand the values of an organization. These managers like to receive clear direction and they give clear direction. They are rock solid when things are going according to plan. Implementers, SJ's run on facts and figures. They are extremely dependable, and can deal with large amounts of data. SJ's are known as hard working, steady, dependable, and predictable. They can be counted on to follow the rules, and expect others to do the same. The SJ runs an efficient meeting, keeps briefed to the last detail, and treats everyone in a predictable and consistent manner.

The NT is often called the natural architect of change. Driven by principles, vision, and possibilities, the NT bases decisions and direction on principles and laws. NT's focus on the "big picture" and can integrate the organization into its environment. Whatever exists in the present is subject to change since NT's live in the future. These leaders are masters at understanding the power structure, but they do this in an objective and impersonal way. Intellectually ingenious, the NT leader is the pioneer of new approaches. These leaders are not afraid to "break the mold" in their creative concepts.

The NF manager's leadership style is enhanced through a sense of personal charisma coupled with a strong commitment to those around her/him. This leader is focused on peoples strengths rather than their weaknesses. The NF is comfortable in unstructured situations and has a relatively high tolerance for ambiguity. NF's are unusually patient in complex situations. They have great stores of energy although sometimes they seem to move in bursts fired by new ideas and enthusiasm for a new project. The NF looks for how liabilities can be turned to assets and maintains support for colleagues long after others have "given up".

SP

SJ

NT

NF

<p>Winning their support</p>	<p>Their are no strategies for winning the SP's support for planned change! They are free thinkers who will be driven by their own needs. If these happen to coincide with your plans you will be supported.</p>	<p>To win their support you need to respect their need for facts. You have a better chance to enlist their help if the changes being contemplated can be seen to improve efficiency. SJ's need written documents to study that describe the change desired and its rationale. SJ's become irritated with lengthy verbal interaction particularly if these become repetitive. Give an SJ the task of writing a procedural manual to institute change and you can expect a thorough and sensible document.</p>	<p>Don't expect the NT to accept your ideas for change because of your position in the organization. NT's are often powerful "behind the scenes" leaders. While they don't often block change they require pragmatic reasons for new direction. Recognizing their competence and value in the change process will help and appeals to their intellect are most effective. Enlist their help in designing the change process and structure.</p>	<p>The NF may often fall into the role of spokesperson for the group. Self-determination is their watchword as they approach change, and it should not be a sudden occurrence for them. The NF values a democratic process to change, and seeks to be given the right to choose to follow. Involving them in the decision to change is desirable if possible. They will need lots of chances to discuss possible change before the fact. If they are given the opportunity to buy in before the decision is made they will be invaluable sources of creative input later.</p>
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