

ST – Sensation with Thinking – Practical

- practical, impersonal, down-to-earth, systematic
 - interested in facts, data and statistics; prefer systematic decision-making with quantitative data
 - want everything to be orderly, precise, dislike ambiguity; establish order, set-up control, manage with certainty
 - prefer tasks that are structured and prefer to take very few risks
 - focus on immediate problems, the quick fix, use established procedures and plays by the rules
 - once they make a decision, they will not doubt it even if opposed by others, may resist re-analysis
 - STs need: clear instructions and directions (what he should do step-by-step)
 - STs value: efficiency, production, clear lines of authority
 - problem-solving and decision-making:
 - prefers defining solutions and planning their implementation
 - analyzes facts through step-by-step logic
 - focuses on short-term problems
 - uses standard procedures to find solutions
- Process** - 1st appoint a leader/ authority who'll clearly run the show
- T groups will often spend whole time w/out having introduced themselves to each other
 - T groups will often count and organize their materials into neat piles

SF – Sensation with Feeling – Social

- practical (S) but also sociable and gregarious
 - like STs, they're interested in facts, but are more interested in facts about people
 - like STs, dislike ambiguity
 - short-term focus on problems of today, but only with human implications
 - SFs need: to work on real problems, but to work with others, be in position to motivate others
 - SFs value / strive to create: an open and trusting environment where ppl care for one another and communicate well, harmony is preferred and they are quick to reconcile interpersonal differences
 - people-oriented decision makers, welcome people's opinions, concerned with facts about people (not things)
 - problem-solving and decision-making:
 - prefers to be practical but work on the basis of wht he feels to be the right way to go
 - have no inclination for global reflections on problems,
 - rather look at small aspects of problems and try to solve these
- Process** - F groups spend a lot of time getting to know one other

NT – Intuition with Thinking – Theoretical / Visionaries

- impersonal, inventive and conceptually-oriented, innovators of new ideas,
 - see possibilities in a situation through impersonal analysis
 - focus on non-linear problems and studying patterns in the data, feel comfortable with charts, graphs, etc.
 - prefer more general information rather than details and specifics
 - sometimes their conceptualizations confuse the others
 - will praise little, will put lots of energy into a project and expects others to do so too
 - prefer analysis but will make bold intuitive leaps into the unknown
 - more long-range in their thinking and strategic plans
 - not big on implementation
 - will dive into a complex problem and try to organize it into several simpler ones
 - can be quite idealistic and even impersonal, will ignore people who have an opposing point of view
 - NTs value: challenges - “no-one before you was able to do this”
 - problem-solving and decision-making:
 - prefers defining probs/opportunities, identifying basic objectives and policies, establishing criteria for success
 - often rely on hunches which they attempt to analyze later
- Process** - T groups will often spend whole time w/out having introduced
- T groups will often count and organize their materials into neat piles

NF – Intuition with Feeling – Idealistic / Catalysts

- enthusiastic and insightful, personally warm
 - generally seeks possibilities in and for people
 - goals are proud and general, often encompassing world problems and causes
 - very important for them to be committed to organizational goals
 - good at working with abstract and unclear situations and finding new solutions
 - focus on judgement and experience, portray their own views as facts
 - there are few rules in their decision-making and they rely on intuitive perception
 - they will construct open-ended, non-linear, ill-defined problems and will seek fresh, human possibilities
 - more focus on the broad themes than on specifics and they'll seek longer-term goals
 - may test their hunches
 - NFs need: to be allowed to be creative, to be given a direction / aim (not step-by-step instructions)
 - NFs value: creativity, imagination, personal warmth
 - problem-solving and decision-making:
 - prefers ambiguity, creating, feeling, problems/opportunities
 - may seem to be “dreamers” b/c have an idealistic view of the world
 - persistent and committed
 - NF's ideal organization: decentralized, no strict hierarchy, few rules and policies and procedures, encourages flexibility and open communication
- Process** - F groups spend a lot of time getting to know one other, NF very rarely appoint a leader (no fixed or central authority)