PERSONAL STYLE INVENTORY R. Craig Hogan and David W. Champagne

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, land 4, 2 and 3, etc.). Do not use fractions such as 2%.

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. ___ quiet, 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.

Copyright © 1979 by D. W. Champagne and R. C. Hogan. Reprinted with permission of the authors from the privately published book Supervisory and Management Skills: A Competency Based Training Program for Middle Manager of Educational Systems by D. W. Champagne and R. C. Hogan. This material may be freely reproduced for educational training/ research activities. There is no requirement to obtain special permission for such uses. However, systematic or large-scale reproduction or distribution- or inclusion of items in publications for sale - may he done only with prior written permission of the authors.

8a. ___ avoiding making deadlines.
8b. ___ setting a schedule and sticking to it.
9a. ___ talking a while 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.
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.

The 1980 Annual Handbook for Group Facilitators

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. ___ experiencing emotional situations, discussions, movies. 3 lb. using my ability to analyze situations.

32a. ___ starting meetings at a prearranged time.

32b. ___ 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.

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Dimensi</th>
<th>Dimensi</th>
<th>Dimensi</th>
<th>Dimensi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item</td>
<td>Item</td>
<td>Item</td>
<td>Item</td>
<td>Item</td>
</tr>
<tr>
<td>1b.__</td>
<td>1a.__</td>
<td>2a.__</td>
<td>2b.__</td>
<td></td>
</tr>
<tr>
<td>5a.__</td>
<td>5b.__</td>
<td>6b.__</td>
<td>6a.__</td>
<td></td>
</tr>
<tr>
<td>9a.__</td>
<td>9b.__</td>
<td>10a.__</td>
<td>10b.__</td>
<td></td>
</tr>
<tr>
<td>13a.__</td>
<td>13b.__</td>
<td>14a.__</td>
<td>14b.__</td>
<td></td>
</tr>
<tr>
<td>17a.__</td>
<td>17b.__</td>
<td>18a.__</td>
<td>18b.__</td>
<td></td>
</tr>
<tr>
<td>21b.__</td>
<td>21a.__</td>
<td>22a.__</td>
<td>22b.__</td>
<td></td>
</tr>
<tr>
<td>25b.__</td>
<td>25a.__</td>
<td>26b.__</td>
<td>26a.__</td>
<td></td>
</tr>
<tr>
<td>29b.__</td>
<td>29a.__</td>
<td>30a.__</td>
<td>30b.__</td>
<td></td>
</tr>
</tbody>
</table>

Total I ___  Total E ___  Total N ___  Total S ___

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Dimension</th>
<th>Dimension</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item</td>
<td>Item</td>
<td>Item</td>
<td>Item</td>
</tr>
<tr>
<td>3a.__</td>
<td>3b.__</td>
<td>4a.__</td>
<td>4b.__</td>
</tr>
<tr>
<td>7a.__</td>
<td>7b.__</td>
<td>8a.__</td>
<td>8b.__</td>
</tr>
<tr>
<td>11a.__</td>
<td>11b.__</td>
<td>11a.__</td>
<td>12b.__</td>
</tr>
<tr>
<td>15b.__</td>
<td>15a.__</td>
<td>16a.__</td>
<td>16b.__</td>
</tr>
<tr>
<td>19b.__</td>
<td>19a.__</td>
<td>20b.__</td>
<td>20a.__</td>
</tr>
<tr>
<td>23b.__</td>
<td>23a.__</td>
<td>24b.__</td>
<td>24a.__</td>
</tr>
<tr>
<td>27a.__</td>
<td>27b.__</td>
<td>28a.__</td>
<td>28b.__</td>
</tr>
<tr>
<td>31b.__</td>
<td>31a.__</td>
<td>32b.__</td>
<td>32a.__</td>
</tr>
</tbody>
</table>

Total T ___  Total F ___  Total P ___  Total J ___

---

The 1980 Annual Handbook for Group Facilitators

DEFINITIONS – THE FOUR PAIRS OF PREFERENCES
E (EXTRAVERSION) or I (INTROVERSION):

Preference for how personal energy is replenished:
- Strong "E" score - gets energized and replenished by interaction with lots of people
- Strong "I" score - gets energized and replenished by doing things alone, or with chosen, trusted friend or intimate

S (SENSATION) or N (INTUITION)
Preference for how information is validated:
- Strong "S" score - trusts information which comes from physical, sensory sources and own or other people's, experiences - the actual
- Strong "N" score - trusts information which intuitively feels right; is more oriented to the "possible" than the "past"

T (THINKING) or F (FEELING)
Preference for how to base choices and decisions:
- Strong "T" score - prefers to make decisions based on a logical thought process, established principles, objective external criteria
- Strong "F" score - prefers to make decisions based on own or others' feelings or the potential impact of a decision on people

P (PERCEIVING) or J (JUDGING)
Preference for how long to keep options open or how quickly to "get to the bottom line":
- Strong "P" score - prefers to weigh options and keep decisions open
- Strong "J" score - prefers to get closure, make decision