

OKA's

TYPE IDENTIFICATION EXERCISE©

On the following pages are descriptions of eight different people, each written to highlight/disclose the type preferences of each person. Exercise your Type knowledge by identifying the four-letter type of each person described.

Some hints about how to proceed:

1. Does the person seem more concerned with details and sensory data (S) or ideas and possibilities (N)?
2. Does the person seem to make more decisions rooted in objective data and pushing for clarity (T) or people and values pushing for harmony (F)?
3. Does the person seem more drawn to the outer world of people, places, things and events (E) or their own inner world of ideas, thoughts and concepts (I)?
4. Does the person move through his/her life and tasks structuring, ordering and driving them to closure (J) or adapting, flexing and staying open to them (P)?

OKA would like to thank Alan Brownsword for this exercise.



*Greater Self-Awareness.
Better Self-Management.*

JOYCE

Joyce tries to run as much of the world as may be hers to run. She organizes the facts well in advance, defines her objectives and makes a systematic drive to reach those objectives on schedule. She is logical, analytical, often critical, impersonal and unlikely to be convinced by anything but reasoning.

Joyce enjoys deciding what ought to be done and giving the necessary orders. She has little patience with confusion, inefficiency, halfway measures, or anything aimless and inefficient, and she knows how to be tough when the situation calls for toughness.

When solving problems, Joyce relies heavily on applying and adapting past experience. She considers herself to be factually minded, an applied thinker who can achieve immediate, visible and tangible results. Realizing she does not have a natural curiosity for new ideas, she needs to surround herself with at least one or two people who will stimulate her interest in trying untested solutions and taking new approaches to problems. She still wants her ideas, plans and decisions to be based on solid fact.

She thinks that conduct should be governed by logic, and she governs her own that way as much as she can. She lives according to a definite formula that embodies her basic ideas about the world. Any change in her ways requires a deliberate change in the formula.

Joyce tends not to stop and listen to others' side of the matter, especially with people who are not in a position to talk back. She seldom finds this easy and will judge too hastily without regard for what other people think or feel.

IRENE

Irene is particularly dependable. She bases her ideas on a deep, solid accumulation of stored impressions that give her some pretty unshakable ideas. She has a complete, realistic, practical respect both for the facts and for whatever responsibilities these facts create.

Irene can remember and use any number of facts, but wants them all accurate. She likes everything kept factual, clearly stated, not too complex. Not until you know her very well do you discover that behind her outer calm she is seeing the facts from an intensely individual, often delightfully humorous angle. Irene's private reaction, the way a thing will strike her, is quite unpredictable.

But what she will actually do about a situation will be sound and sensible. No one is more thorough, painstaking, systematic, hard-working or patient with detail and routine. Her perseverance tends to stabilize everything with which she is connected. She does not enter into things impulsively, but once in, she is very hard to distract, discourage or stop. She does not quit unless experience convinces her that she is wrong.

Other people respect the decisiveness with which she makes decisions. She is seen as organized and logical in her approach to tasks and problems and is quite good at structuring the situation to get something accomplished. She is, however, somewhat cool and distant in her relationships with others. In fact, she has unwittingly stepped on the feelings of others at times and has realized she needs to take extra pains to understand others and let them know they are appreciated.

Her practical judgment and memory for detail make her conservative, consistent, able to cite cases to support her evaluations of people and methods. Irene will go to any amount of trouble if she "can see the need for it," but hates to be required to do anything that "doesn't make sense." Usually it is difficult for her to see any sense in needs that differ widely from her own. But once she is convinced that a given thing does matter a lot to a given person, the need becomes a fact to be respected and she may go to generous lengths to help satisfy it, while still holding that it doesn't make sense.

JACK

Jack analyzes the world, but does not try to run it. He organizes ideas, not situations or people unless he must. Jack is logical, impersonal, objectively critical, not likely to be convinced by anything but reasoning. He likes to focus his attention on the principles underlying things rather than on the things themselves. He finds it difficult to switch his thinking from ideas and the possibilities they present to the details of daily living. He is quiet, reserved, detachedly curious, and others describe him as quite adaptable. He sometimes surprises people, however, because when he thinks that one of his ruling principles has been violated, he stops adapting and becomes quite rigid and unyielding.

In the field of ideas, Jack is decisive, though socially he tends to be rather shy except with his best friends. His special problem is to make his ideas understood. Wanting to state exact truth, he tends to state it in such a way that it is too complicated for others to follow. Jack has a difficult time using simple statement to describe things to others.

Regardless of his communication difficulties, he is respected for his insight, ingenuity and quick understanding. He has a number of ideas on how to approach the problems he gets involved with, but it is obvious that he is more interested in generating solutions than in putting them into practice. In fact, he sometimes wastes his energies pursuing impossible solutions that can never be implemented.

Jack is not apt to know unless told what matters emotionally to another person. He has trouble saying an appreciative word when praise is honestly due, and he tends to focus on points where he disagrees with others. He is surprised when others get upset with his approach.

ED

Ed is an enthusiastic innovator. He is always seeing new possibilities—new ways of doing things, or quite new and fascinating things that might be done—and he will go all out in pursuit of these. Ed has a lot of imagination and initiative for originating projects, and a lot of impulsive energy for carrying them out. He is wholly confident of the worth of his inspirations, tireless with the problems involved and ingenious with the difficulties. Ed gets so interested in the current project that he thinks of little else.

He gets other people interested, too. Ed tries to understand people rather than to judge them; often, by putting his mind to it, he can achieve an uncanny knowledge of what makes a given person tick, and use this knowledge to win support for his projects. But, as people who know him well realize, he is most interested in how others affect his projects and not how his projects affect others.

Ed adapts to other people in the way he presents his proposals, but never to the point of giving them up. His faith in his insights makes him too independent and individualistic to be a conformist, but he keeps a lively circle of contacts as a consequence of his versatility and his easy interest in almost everything. Even with his natural curiosity, Ed can be analytical and critical of his own, as well as others' ideas and inspirations. He prides himself in his objective approach to situations.

Ed's trouble is that he hates uninspired routine and finds it remarkably difficult to apply himself to humdrum detail unconnected with any major interest. Worse yet, even his projects begin to seem routine and lose attraction as soon as the main problems are solved and the rest seems clear sailing. Ed often fails to discipline himself to carry through. He is happiest and most effective in jobs that permit of one project after another, with someone else taking over as soon as the situation is well in hand.

SALLY

Sally radiates warmth and fellowship. She has a very personal approach to life. She focuses her attention on the people around her, placing a very high value on harmonious human contacts. She is friendly, tactful and sympathetic. Her friends are often amazed by her ability to say the right thing at the right time to other people.

Sally is particularly armed by approval and sensitive to indifference. Much of her pleasure and satisfaction come not only from others' warmth of feeling but from her own. She enjoys admiring people and tends to concentrate on a person's most admirable qualities, showing a lot of compassion in the process. She tries to live up to her ideals and is loyal to respected persons, institutions and causes.

She is usually able to see value in other people's opinions. And even when the opinions are conflicting, Sally has faith that harmony can somehow be achieved and often manages to bring it about. Her intense concentration on other people's viewpoints, however, sometimes makes her lose sight of the value of her own. She is best at jobs that deal with people and any situation where the needed cooperation can be won by good will. She things best when talking with people and enjoys talk. It takes special effort for her to be brief and businesslike.

Sally is generally a conservative person who approaches most situations with a practical, realistic and matter-of-fact attitude. She enjoys variety and new experiences, but most often prefers to establish a routine and stick with it. She bases her plans and decisions on what the facts dictate.

She likes to have matters settled and decided, but does not need or want to make all the decisions herself. She is conscientious, persevering, orderly even in small matters and inclined to expect others to be the same.

LARRY

Larry is an adaptable realist who good-naturedly accepts and uses the facts around him, whatever these are. He knows what the facts are, since he notices and remembers more than other people. Larry knows what goes on, who wants what and who doesn't. And he does not fight these facts. There is a sort of effortless economy in the way he deals with a situation, never taking the hard way when an easier one will work.

He is particularly good at noticing and responding to the interpersonal cues that people exhibit. This allows him to communicate with others in a tactful manner and to demonstrate sympathy when the occasion demands it. His natural interest in people helps to put him at ease in social situations. It sometimes makes it difficult for him, however, to be an effective disciplinarian when he needs to be.

Often he can get other people to adapt, too. He looks for the satisfying solution, instead of trying to impose any "should" or "must" of his own, and people generally like him well enough to consider any compromise that he suggests "might work." Larry is unprejudiced, open-minded, and usually patient, easygoing and tolerant of everyone, including himself. He enjoys life. He doesn't get wrought up. He is very good at easing tense situations and pulling conflicting factions together.

Larry is strong in the art of living, appreciates and enjoys his material possessions and takes the time to acquire and care for these. He values enjoyment, from good food and good clothes to music, art and all the products of the amusement industry. Even without these, Larry gets fun out of life, which makes him fun to be with. He has, at times, thought that he should rule his life more with his head than with his heart.

Being a realist, Larry gets more from first-hand experience than from study, is more effective on the job than on written tests, and doubly effective when on familiar ground. Seeing the value of new ideas, theories and possibilities comes a bit hard.

IAN

Ian is a great innovator in the field of ideas. He trusts his insights as to the relationships and meanings of things, regardless of established authority or popular beliefs. Ian trusts his vision of the possibilities, regardless of universal skepticism. And he wants to see his ideas worked out in practice, accepted and applied. He is particularly good at organizing his environment to achieve this end.

Consequently, Ian deals firmly with the outer world. Thus he backs up his original insight with determination, perseverance and enduring purpose. When he is driving to turn an inspiration into a reality, problems stimulate rather than discourage him. The impossible takes a little longer—but not much. People who have worked closely with him describe Ian as critical, decisive, determined and often stubborn.

Certain dangers arise from his single-minded concentration. Ian sees his goal so clearly that he may not even look for the other things he needs to see—the things that conflict with his goal. He may not take the trouble to learn the details of the situation he proposes to change. He easily overlooks relevant facts and the limitations these facts impose.

Ian is hard driving and will drive others almost as hard as he drives himself. He tends to ignore the views and feelings of those who don't agree with him.

Ian tends not to consider the opposition he will meet, its strength or source of probable grounds. He is likely not to consider the possibility that something is wrong with his idea. In practice, a trial of his boldly ingenious ideas will visibly succeed—or fail and show where the idea has to be revised.

BILL

Bill has a wealth of warmth and enthusiasm, but may not show it till he knows you well. He judges everything by personal values and he chooses these values without reference to the judgments of others. He knows what is most important to him and protects it at all costs. Loyalties and ideals govern his life. His deepest feelings are seldom expressed since their tenderness and passionate convictions are masked by their quiet reserve. When he does express his warmth, it is usually through deeds rather than words.

People who work closely with Bill describe him as open-minded, flexible and adaptable—until one of the things he values most deeply seems in danger, at which point he becomes rigid. He is gentle, considerate and retiring. Except for the sake of his work, he has little wish to impress or dominate. The friends who mean most to him are the people who understand his values and the goals he is working toward. They describe him as gentle, considerate and retiring.

He is twice as good when working at a job he believes in. In this situation, he puts added energy behind his efforts. He is especially good at seeing the realities and meeting the needs of the moment. He wants his work to contribute to something that matters to him—human understanding or happiness or health, or perhaps to the perfecting of some project or undertaking. He wants to have purpose beyond his paycheck, no matter how big the check.

He is a perfectionist and is usually happiest at some individual work involving his personal values. He can play close, unbroken attention for long periods when work requires monitoring or close observation.

Bill measures his accomplishments against an inner standard of perfection instead of what is actually possible. He may suffer from too great self-demand, feeling that the contrast between his inner ideal and outer reality is somehow his fault. He needs to find something he really cares about, and then work to achieve it.

Answers to The Type Identification Exercise

Joyce – ESTJ

Irene – ISTJ

Jack – INTP

Ed – ENFP

Sally -- ESFJ

Larry – ESFP

Ian -- INTJ

Bill – ISFP

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