


Golden Personality Type Profiler™

Technical Manual



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Printed in the United States of America.

Acknowledgments

I would like to thank the many people involved in the development of the *Golden Personality Type Profiler* Technical Manual. In particular, I would like to thank Arlene Berntsen, Donald Johnson, and Kathleen Ringenbach. Their contributions in developing earlier versions of the Golden manual helped to firmly establish the technical merits of this manual and set a standard of excellence.

I am also greatly indebted to Pearson personnel who led the work completed for the current manual, including research directors Mark Rose and Sandra Prince Embury, senior research analyst John Trent, psychometrician Zhiming Yang, manager of clinical psychometrics Jianjun Zhu, and director of product development, Judy Chartrand. Their technical competence and practical experience helped ensure the scientific rigor of the analyses and usability of the manual. Hearty thanks also go to K. C. Ejiogu, research director, for his review and suggestions on earlier versions of the manuscript. I am also indebted to Larry Weiss, vice president of psychological products, for contributing feedback and guidance throughout the project, and Peter Schill and Troy Beehler, project managers, who skillfully managed the logistics of the project. I would also like to thank Dawn Dunleavy, senior managing editor, for the care and attentiveness that went into editing and formatting the current manuscript, and Virginia Collins, graphic designer. Furthermore, I owe a debt of gratitude to Gene Bowles, vice president, publishing and technology, and Aurelio Prifitera, group president and CEO of clinical assessment/worldwide, for their commitment to this project and the overall Golden product line. Finally, I owe an enormous thanks to Tommie Cayton, director of project management, who provided the impetus for my partnership with Pearson.

John Patrick Golden

October 2005

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Chapter 1

Overview

The *Golden Personality Type Profiler* (Golden) is a broad-spectrum personality survey that can be used for developmental purposes. The survey can be administered to individuals 16 years and older who have at least a 9th grade English reading proficiency. The Golden provides information on individuals' unique personality characteristics, strengths, motivators, de-motivators, and potential opportunities for growth commonly associated with these characteristics. Because of the insight it provides, the Golden can be used in a wide range of contexts, including:

- coaching, leadership, and management development
- interpersonal and people-skills training
- conflict resolution
- career planning and educational guidance
- job search and interview planning
- teambuilding
- sales-force training
- relationship counseling
- parenting
- high school and college educational programs
- health and wellness programs

The Golden Model

The Golden contains five comprehensive dimensions that can be used to explain individual differences in personality. The Golden's conceptual underpinnings are drawn from two well

known theories of personality, Carl Jung's theory of psychological type (1964) and the "Big Five" model of personality (Costa & McCrae, 1992; Fiske, 1949; Goldberg, 1990; Norman, 1963, 1967; Norman & Goldberg, 1966; Thurstone, 1934; Tupes & Christal, 1961; Wiggins, 2003).

As shown in Table 1.1, the first four dimensions are based on Jungian type theory and the fifth dimension is based on the "Big Five" trait of Emotional Stability. Each global dimension contains two global bipolar or psychological opposite scales (e.g., Extraverting versus Introverting). At a more micro level, each global scale includes facet scales that represent more specific components of the global scale. The facet scales are also bipolar in nature, such that, for example, the "talkative" facet of Extraverting is the psychological opposite of the "quiet" facet of Introverting.

Table 1.1 Hierarchy of the Golden Personality Type Profiler Dimensions and Scales

	<u>Global Dimension 1</u> Extraverting/Introverting		<u>Global Dimension 2</u> Sensing/iNtuiting		<u>Global Dimension 3</u> Thinking/Feeling		<u>Global Dimension 4</u> organiZing/Adapting		<u>Global Dimension 5</u> Tense/Calm	
Global Scale	Extraverting	Introverting	Sensing	iNtuiting	Thinking	Feeling	organiZing	Adapting	Tense	Calm
Facet Scales	Talkative	Quiet	Concrete	Abstract	Rational	Empathetic	Planned	Open ended	Concerned	Optimistic
	Outgoing	Intimate	Practical	Innovative	Autonomous	Compassionate	Reliable	Casual	Unsure	Confident
	Socially Bold	Reserved	Conventional	Visionary	Analytic	Warm	Deliberate	Spontaneous		
	Participative	Reflective	Traditional	Trendsetting	Competitive	Nurturing	Conforming	Nonconforming		

Global Scales

The global scales provide a comprehensive description of personality. Consistent with Jungian theory, the first four global dimensions describe individual differences in the way people direct their energy, process information, and make decisions. The fifth global dimension explains differences in the way people respond to stress. The global scales that comprise each dimension are:

Extraverting (E)/Introverting (I) describes how people direct their attention and energy. High E scorers tend to focus their attention externally toward the world of people and things. High I scorers tend to focus their attention internally toward the world of thoughts and ideas.

Sensing (S)/ iNtuiting (N) describes how people gather, interpret, and apply information. High S scorers tend to perceive the world through the five senses, and to process sensory information in an exact, detailed, and literal fashion. High N scorers tend to augment their perceptions through the use of intuition and to process information in a symbolic and global fashion.

Thinking (T)/Feeling (F) describes how people make decisions and come to conclusions. High T scorers tend to make decisions based upon logic and rationality. High F scorers tend to make decisions that emphasize empathy and compassion.

organiZing (Z)/Adapting (A) describes how people function in the world. High Z scorers tend to prefer an orderly, organized, and planned lifestyle. High A scorers tend to prefer a flexible, open-ended, and spontaneous lifestyle.

Tense (T)/Calm (C) describes how people react to stress in their daily life. High T scorers tend to be worried, bothered, and uncertain about the

consequences of their actions, and tend to worry about things they cannot change. High C scorers tend to be optimistic, self-confident, and unconcerned about what others may think. They also tend to be calm and relaxed in circumstances where others might be nervous and worried.

The global scales can be interpreted in combination. One of the most popular combinations is based on Jungian type theory and includes the first four global dimensions (e.g., a person can be described as Extraverting, Sensing, Feeling and Adapting or ESFA). From this perspective, type refers to one of 16 possible personality combinations based on a person's scores across the first four dimensions.

Facet Scales

The facet scales represent more specific components of the global dimensions. Such specificity is important for understanding differences among individuals who score similarly on the global scales. For example, two individuals may score highly on Extraverting, but for different reasons. One individual may have a clear preference for Talkative and Socially Bold, but only a slight preference for Outgoing and Participative; the other individual may demonstrate the reverse pattern. The facet scales provide more precision in understanding person-situation fit and individual differences within type. Appendix B contains detailed descriptions of the facet scales.

The Golden Items

The Golden questions are set in context. In addition to items designed to capture people's characteristics, in general, the Golden contains items that are set in a particular context (e.g., work). Setting items in a particular context helps ensure that the rating task faced by respondents is as easy and unambiguous as possible,

increasing the likelihood of favorable reactions to the test and consistent and accurate responses.

In addition to items that measure preferences, feelings about certain actions, and personal characteristics, the Golden measures behaviors. Preferences and feelings may be thought of as precursors to behavior, but they do not indicate what a person *actually* does or says in a given situation. For this reason, the Golden includes items about an individual's behaviors, which leads to a more accurate description of his or her personality.

For each item, a seven-point Likert-type rating option is presented. Typically there are degrees to which individuals will view certain behavioral statements or adjectives as describing them. Use of a forced choice ("yes" or "no") format can lead to discomfort with the rating task, as well as inaccuracies in responses. For this reason, the Golden employs a 7-point rating scale that allows respondents to rate items on a continuum from 1–Strongly Unlike Me to 7–Strongly Like Me. A Neutral response option is also provided.

The Golden Interpretive Report

The Golden Interpretive Report offers descriptive text that helps people interpret their Golden results and then relate those results to work relevant behaviors (e.g., communication, team work). The report includes a description of an individual's

- results on the first four global dimensions,
- Jungian type preference (based on the first four global dimensions),
- work-relevant strengths and growth opportunities,
- results on the facet scales, and
- results on the fifth global dimension scales and facets.

Important Features of the Interpretive Report

Information on all scales: In the Golden, being strong on a characteristic (e.g., Extraverting) implies being weaker on an opposing characteristic (e.g., Introverting). However, being strong on a characteristic does not imply an absence or complete lack of an opposing characteristic, much as being right- or left-handed does not imply a complete lack of use of the opposing hand. The Golden therefore provides scores for individuals on all scales, including the opposing parts of each dimension.

Adapting versus organiZing: The global scale originally labeled *Judging versus Perceiving* (J versus P) has been renamed *Adapting versus organiZing* (A versus Z). Results of factor analyses suggested that Adapting versus organiZing was a more accurate label. The new label is also intended to help avoid the confusion that some end-users experienced interpreting and recalling the meaning of J versus P. For example, it was the author's observation that some end-users confused Judging with Judgmental, and similarly, some had a relatively difficult time remembering the meaning of Perceiving as their feedback sessions became more distant.

Understanding Differences Within Type: Facet scale descriptions are provided in the basic report. Descriptions of individuals based on the global scales are useful for a big-picture view of type. However, such descriptions can mask differences among people who obtain scores that indicate the same global scale labels or overall type. The facet scales provide a more detailed picture of individuals and highlight differences among them with more precision than the global scales or type alone.

Reactions to Stress: The Golden contains a fifth global dimension, Tense/Calm, that reflects how an individual typically reacts to stress. This information

can assist individuals in making appropriate lifestyle choices and developing and refining coping mechanisms for dealing with stress.

Multiple Languages: A French version of the Golden is also available.

Administrator Qualifications

Administrators should be trained in psychological survey administration and have a strong understanding of the environment in which the surveys are going to be used. Because the Golden provides a computer-generated results profile in straightforward, behavioral terms, a graduate degree in Psychology, Education, or the equivalent is not required. However, a background in psychological theory and test measurement is recommended for the most effective use and interpretation of the Golden in all settings.

In addition, Certification Training is recommended and offered through Golden, LLC. Certification Training is designed to enhance people's ability to use the Golden in areas such as developmental planning, executive coaching, and team building.

Chapter 2

Test Administration

The Golden is administered through the online testing platform at TalentLens.com, an internet-based e-testing system designed by Pearson, for the administration, scoring, and analysis of professional assessments. After administering the Golden, the examinees' test data are instantly captured for processing, and the scores are immediately available in an interpretive report.

Testing Conditions

It is important to ensure that the Golden is administered in a quiet, well-lit room. The following conditions are necessary for accurate scores and for maintaining the cooperation of the examinee: good lighting, comfortable seating, adequate desk or table space, comfortable positioning of the computer screen, keyboard, and mouse, and freedom from noise and other distractions.

Administration

After the examinee has accessed the initial instruction screen, say



The onscreen directions will take you through the entire process which begins with some demographic questions. After you have completed the demographic questions, the personality questions section will begin. You will have as much time as you need to complete the entire survey. Do you have any questions before starting?

Answer any questions and say **Please begin.**

The menu directs the examinee to click the “Start Your Test” button to begin the test. During the test, examinees have the option of skipping items and returning to them later. At the end of the test, the examinee may also choose to review test items. Examinees have as much time as they need to complete the test. Most participants finish within 25 to 30 minutes.

Scoring and Reporting

Scoring is automatic and the report is available a few seconds after the test is completed. A link to the report is available on the online testing platform at TalentLens.com.

Confidentiality of Golden Scores

Administrators should be careful and respectful about sharing information contained in a participant’s report. For example, Golden results, like all test results, should be treated as confidential unless a participant consents to sharing his or her results with other individuals (e.g., as is done in some teambuilding sessions).

Chapter 3

Interpreting the Golden Report

Page two of the Individual Report provides a brief description of the instrument, and guidance for interpreting the report. Pages 3–5 provide graphical presentations of an individual’s results on the four main global dimensions. Page 6 presents the Golden Personality Type Profiler Map, showing an individual’s type in relationship to the other 15 possible combinations of type. Pages 7–10 provide a narrative interpretation of an individual’s scores on the four main global dimensions, including a description of their type, and probable:

- Contributions to an organization
- Leadership style
- Opportunities for growth
- Communication style
- Team preferences
- Motivators
- Preferred learning style

Pages 11–14 provide a graphical presentation of an individual’s results on the facet scales comprising the four main global dimensions. Page 15 provides a graphical presentation of the effectiveness of an individual in dealing with stress, based on scores on the Tense/Calm global dimension and facet scales. Page 16 provides a summary of all results in graphical form, as a convenient reference tool. Complete definitions for each facet scale with brief descriptions of each of

the 16 types and Careers of Interest are detailed in separate documents located at TalentLens.com for download.

Strength of Response

“Strength of Response” descriptions are provided in the Golden report, based on how high or low individuals score on each of the scales comprising the Golden.

Because being strong on one characteristic (e.g., Extraverting) does not imply an absence or complete lack of an opposing characteristic (e.g., Introverting), the Golden provides scores for individuals on all scales, including the opposing scales that form each dimension.

Golden scales scores range from 1% to 100%. The scale scores are calculated by dividing the number of points obtained by the number of points possible, and multiplying by 100. The labels in Table 3.1, which also appear in the report, describe the “Strength of Response” associated with scale scores.

Table 3.1 Strength of Response Descriptions Based on Scale Score Range

Scale Score Range	Strength of Response Description
0–5%	Not Clear
6–19%	Slight
20–49%	Clear
50–69%	Strong
70% +	Very Strong

Color Coded Scales

A blue and orange color scheme is used to distinguish the paired global and facet scales from one another. A five-sided mark  referred to as “Out of

Pattern” is used to identify a facet scale pattern that occurs when a person’s responses to items related to that scale result in a higher percentage score on a facet scale not related to the identified global scale. For example, if a person is identified as an Extravert on the global scale, but has a Quiet facet scale pattern, the Talkative/Quiet facet scale includes the Out of Pattern mark on the report. It is not uncommon for a person to have as many as five Out of Pattern facet scores.

In Figure 3.1, the person in the example is predominantly Sensing (related earlier in the sample report from which this example is derived). The Out of Pattern mark  signifies that a facet scale result is Out of Pattern and its absence signifies that a scale result is aligned with global scale scores. The first facet scale in Figure 3.1 lacks the Out of Pattern mark, indicating that the result is in alignment with the subject’s global scale scores. In contrast, the second facet demonstrates a pattern that would be expected of someone identified as iNtuiting rather than Sensing, and includes the mark to indicate Out of Pattern.

You have a **Slight** preference for **Conventional**

	Not Clear	Slight	Clear	Strong	Very Strong
Conventional					
Visionary					

Conventional: values customs and traditions; follows accepted practices; dislikes standing out.

Visionary: values inspiration, uniqueness, and originality; comfortable appearing unconventional.

You have a **Clear** preference for **Trendsetting**

 Out of Pattern

	Not Clear	Slight	Clear	Strong	Very Strong
Traditional					
Trendsetting					

Traditional: predictable and established; careful with facts; opposes changes for sake of change.

Trendsetting: focuses on change and the big picture; seeks new trends; becomes bored with routine.

 **Out of Pattern:** Each facet has two opposite scales. For a given facet, you may favor a scale that is opposite to what you might expect based on your global results. These “Out of Pattern” preferences help you gain insight into your unique way of expressing your type.

Figure 3.1 Sample Report Showing Thinking/Feeling Global and Facet Scale Scores

Self-Exploration and Validation of Results

The Golden is an accurate and dependable measure of the personality constructs measured. Most often people find that the scale results and the portrait of type represented in the report are very accurate. However, it is up to the person taking the Golden to determine if the report's depiction of them is accurate. The process of exploring the results and seeing if and where the results fit or do not fit, is called "Self-Validation." This process, while encouraged for all respondents, is especially important when global scale scores lie in the Not Clear (0 to 5%) range or the Slight (6% to 19%) range, as well as when the facet scale scores and bar graphs indicate a unique pattern.

For example, a person may be identified as ENTZ, but their Thinking Strength of Response may be "Slight," and their Thinking facet scale scores may be only slightly higher than their Feeling facet scales scores. In such a case, the person should be encouraged to read both the ENTZ and ENFZ profiles to make an informed decision about whether ENTZ is indeed a better fit than ENFZ. In some cases an individual may need to read three or four type portraits in order to confirm his or her Type. The report Appendix as well as Appendix C of this manual provide brief descriptions of the sixteen types that can be used as a starting point for this kind of exploration. More in-depth portraits can be found in the Golden User's Guide, *Boundless Diversity*, available from Pearson.

Chapter 4

Development

Golden items were created to measure explicit theoretical constructs found in Jung's works on Personality Type (1964, 1969, 1921/1971, 1972), as well as the five-factor model construct of Emotional Stability (Costa & McRae, 1992; Fiske, 1949; Goldberg, 1990; Norman, 1963, 1967; Norman & Goldberg, 1966; Thurstone, 1934; Tupes & Christal, 1961; Wiggins, 2003). Items were tested using traditional item selection procedures, with emphasis on the relationship between test items and the theoretically identified constructs they were intended to measure. Item-total correlations, exploratory factor analyses, and confirmatory factor analyses were used to help identify reliable items and assist in assigning items to scales. More information on these analyses can be found in the previous version of this manual (Golden, 1999).

Jungian Personality Type Theory

The Golden constructs were derived largely from Jung's (1964, 1969, 1921/1971, 1972) Personality Type Theory. This theory, like the personality theories that predated it as far back as 450 B.C. (e.g., *Hippocrates' Temperament Theory*), was based on the premise that a limited number of personal characteristics can be used to understand and describe a wide range of behavior. Specifically, Jung developed a system that described eight different types of people, that was based on knowing their characteristics on the dichotomies of Extraversion versus Introversion, Sensation versus Intuition, and Thinking versus Feeling. Jung's typology was later expanded to include a fourth dichotomy, Judging versus Perceiving, that was

supported by Jung's work, although not explicitly defined within it (see Myers & Myers, 1980). This fourth dichotomy, which the Golden describes as organizing versus Adapting, increased the number of types of people described by the system from eight to 16.

Energy Flow: Extraversion Versus Introversion

Jung (1921/1971) referred to Extraversion and Introversion as the "attitudes," and used them to describe an individual's tendency for directing life energy, or libido, in an outward (Extraverting) or inward (Introverting) direction.

Jung (1921/1971, p. 334) stated that the Extravert's "interest and attention are directed to objective happenings, particularly those in his immediate environment. Not only people but things seize his actions." He further characterized Extraversion (Jung, 1921/1971, p. 549) as an:

. . . interest in the external object, responsiveness, and a ready acceptance of external happenings, a desire to influence and be influenced by events, a need to join in and get 'with it,' the capacity to endure bustle and noise of every kind, and actually find them enjoyable, constant attention to the surrounding world, the cultivation of friends and acquaintances, none too carefully selected, and finally by the great importance attached to the figure one cuts, and hence by a strong tendency to make a show of oneself.

Jung (1921/1971, p. 452) characterized Introversion in the following manner:

Interest does not move towards the object [i.e., people and things] but withdraws from it into the subject [i.e., thoughts and ideas]. Everyone whose attitude is introverted thinks, feels, and acts in a way that clearly demonstrates that the subject is the prime motivating factor and that the object is of secondary importance.

Similarly,

If the attitude is introverted, the natural consequence of the withdrawal of libido from the external object is the heightened significance of the internal object, i.e., thought (Jung, 1921/1971, p. 445).

Information Gathering: Sensation Versus Intuition

Mental processes that individuals tend to favor when gathering information or drawing conclusions about issues were labeled the “functions” by Jung. The functions that Jung used to describe opposing modes of information gathering were Sensation and Intuition.

Jung (1921/1971, p.462) characterized Sensation as primarily “sense perception— perception mediated by the sense organs [e.g., eyes, ears, nose, mouth] and ‘body-senses’ (kinesthetic, vasomotor sensation, etc.).”

Jung characterized Intuition as a focus on possibilities. For example, in comparing Extraverted and Introverted Intuitive personalities (p. 400), he wrote:

Just as the extraverted intuitive is continually scenting out new possibilities, which he pursues with equal unconcern for his own welfare and for that of others, pressing on quite heedless of human considerations and tearing down what has just been built in his everlasting search for change, so the introverted intuitive moves from image to image, chasing after every possibility in the teeming womb of the unconscious....

According to Jung, Sensation and Intuition are considered the irrational (non-rational) functions because they are often reflexive or involuntary, rather than conscious or deliberate (Ewen, 1993).

Decision Making: Thinking Versus Feeling

The second dichotomy defined by Jung within the functions was Thinking versus Feeling. Thinking and Feeling oppose each other as ways of making decisions or coming to conclusions about issues. Thinking and Feeling are considered the rational functions because they involve purposive acts of cognition. Thinking involves making decisions based primarily on reason and logic. For example, in describing the Extraverted Thinking Type, Jung (1921/1971, p. 346) wrote:

This type will, by definition, be a man whose constant endeavor—in so far of course as he is a pure type—is to make all his activities dependent on intellectual conclusions, which in the last resort are always oriented by objective data, whether these be external facts or generally accepted ideas.

Feeling involves making decisions based on values or what one tends to appreciate and find agreeable. Whereas Thinking tends to involve a relatively more impersonal and logical application of judgment, Feeling tends to be more personally oriented with a strong focus on harmony and how decisions are likely to impact others.

Consistent with this description, Jung (p. 389) wrote that the Introverted Feeling Type has a “constant readiness for peaceful and harmonious coexistence.”

Similarly, Jung (p.355) wrote of the Extraverted Feeling Type that:

. . . a painting for instance is called “beautiful” . . . because to call it ‘hideous’ would presumably offend the family or its fortunate possessor, or because the visitor wants to create a pleasant feeling atmosphere, for which purposes everything must be felt as agreeable.

Jung’s use of Feeling as a psychological function should not be confused with the use of Feeling as an affective state. As Jung (1921/1971, p. 434) wrote, “Feeling is distinguished from affect by the fact that it produces no perceptible physical innervations i.e., neither more nor less than an ordinary thinking process.”

Life Style Orientation: Judging Versus Perceiving

Katherine Briggs (Myers & Myers, 1980) found that within Jung's writings was support for a fourth construct that she had previously identified in her own theory of personality, which she called Judging/Perceiving. This dimension describes how people tend to orient their lives. Individuals high on Judging tend to orient their lives in a deliberate and planned manner, whereas individuals high on Perceiving tend to orient their lives in a spontaneous and open-ended manner. The Golden Personality Type Profiler describes this aspect of personality in terms of the dimension organiZing versus Adapting (A versus Z). Results of factor analyses suggested that Adapting versus organiZing was a more accurate label. The new label is also intended to aid in interpretation and recall of the meaning of the dimension.

Types

The Golden can be used to categorize individuals into groups according to their standing on the four dimensions previously described. The combination of descriptors on the four main global dimensions yields sixteen broad categories into which an individual may fit (e.g., ENFZ). Each of these sixteen categories is referred to as a "type."

Like Jung's original typology system, this system assumes that a type is more than the sum of its parts. The different parts of a particular type are assumed to interact and influence one another. The typology further assumes that there is consistency over time in the way an individual chooses to function in the world and in different situations. Hence, his or her standing on the instrument is likely to be similar across administrations. That said, it is also important to realize that Jung speculated that in maturation and individuation (becoming more understanding of and comfortable with one's true type), typological opposites in

character may merge (e.g., an INFJ type becomes more comfortable performing ESTJ behavior over his or her lifespan). Jung viewed this merging of typological opposites favorably as a phenomenon that would allow for a richer experience of life and wider range of choices for acting in it.

Five-Factor Theory

The five-trait model described in five-factor theory has emerged as a standard for making comparisons among personality instruments with differing numbers of scales. The traits of the “big five” model are Extraversion, Agreeableness, Openness to Experience (or Intellect), Emotional Stability (or Neuroticism), and Conscientiousness (Saucier & Goldberg, 2003).

The importance of the “big five” to the Golden is its contribution of a fifth global dimension that was not an explicit part of Jung’s theory or framework. Within the Golden, the four main global dimensions overlap conceptually with four of the Big 5, as shown in Table 4.1. On the other hand, none of the four main Golden global dimensions overlap conceptually to any significant extent with Emotional Stability. To better ensure the comprehensiveness of the Golden, a fifth global dimension, Tense versus Calm was added. This dimension reflects the degree of anxiety or tension experienced by an individual as he or she functions in life.

Table 4.1 Conceptual Overlap of the Golden and the Big Five

Golden Scale	Overlapping Big Five Scale
Extraverting/Introverting	Extraversion
Sensing/iNtuiting	Openness to Experience
Thinking/Feeling	Agreeableness
organiZing/Adapting	Conscientiousness
Tense/Calm	Emotional Stability

The reporting of Golden scores at a broad (i.e., global scale) and narrow (i.e., facet scale) level was influenced by studies illustrating the diversity contained within factors such as those represented by the “Big Five” model. For example, Allport and Odbert (1936) listed almost 18,000 words from *Webster’s Second International Dictionary* that refer to personality attributes. Studies such as this highlight the challenge of models like the Big Five that attempt to provide an overview of human personality using only a few broad labels. As noted by Saucier and Goldberg (2003), the subcomponents of broad-level factors, like those comprising the Big Five, are empirically interrelated but nonetheless conceptually distinct. By reporting both global and facet scale scores, the Golden offers the efficiency and parsimony associated with broad bandwidth constructs, and the precision and accuracy associated with narrower constructs.

Chapter 5

Descriptive Statistics and Reliability

Participant Description

Unless otherwise noted, the results of the Golden analyses presented in this manual are based on a group of 4,927 participants from a wide variety of organizational settings, who took the test between January 1, 2002 and October 30, 2004. Table 5.1 shows the distribution of the sample across specific industries, based on the 2,658 people who self-reported their current industry. While no information on gender or age was collected for these participants, results of previous Golden studies involving gender and age are reported in this section where appropriate.

Table 5.1 Percentage of Participants by Industry ($n = 2,658$)

Industry	Percentage of Total Sample
Education (including students)	22.4
Religious Organizations	21.5
Pharmaceuticals, Biotechnology	7.7
Government	6.9
Publishing, Printing	6.4
Construction	6.1
Manufacturing, Production	5.9
Energy, Utilities	5.8
Financial Services, Banking, Insurance	4.2
Retail, Wholesale	3.9

Health Care	3.3
Hospitality, Tourism	2.3
Information Technology, Hi-Tech, Telecom	1.9
Other	1.7

Descriptive Statistics

Table 5.2 shows the overall distribution of types. For the overall sample, the highest percentages of individuals were in the ENFZ (17.7%), ENFA (12.7%), and ENTZ (9.9%) type categories. The lowest percentages of individuals were in the ISTA (0.8%), ISFA (1.0%), and ESFA (1.6%) type categories.

Table 5.2 Overall Distribution of Types (N = 4,927)

Type	Percentage of Total Sample
ENFA	12.7
ENFZ	17.7
ENTA	6.8
ENTZ	9.9
ESFA	1.6
ESFZ	9.4
ESTA	1.9
ESTZ	7.5
INFA	2.2
INFZ	4.4
INTA	2.5
INTZ	3.9
ISFA	1.0
ISFZ	8.7
ISTA	0.8
ISTZ	9.1

Table 5.3, shows the overall distribution of personality types by gender from a prior study (Golden, 1999) of 2,835 participants in organizational settings who

completed the Golden. As shown in the table, there were gender differences in the percentages of males and females in each personality type. The highest percentages of women were in the ENFZ (20.3%), ESFZ (16.2%), and the ENFA (15.9%) categories, whereas the highest percentages of males were in the ESTZ (15.3%), ENTZ (13.8%), and ISTZ (11.6%) categories. The differences are most noticeable along the Thinking/Feeling Dimension, a finding that is consistent with previous research on Jungian Types (e.g., Kroeger & Thuesen, 1992).

Table 5.3 Percent of Types Distribution by Gender

Type	% Female (<i>n</i> = 1,445)	% Male (<i>n</i> = 1,390)
ENFA	15.9	7.4
ENFZ	20.3	9.0
ENTA	3.9	9.6
ENTZ	4.6	13.8
ESFA	2.6	2.7
ESFZ	16.2	6.5
ESTA	1.3	4.4
ESTZ	4.1	15.3
INFA	2.6	2.2
INFZ	5.0	1.7
INTA	1.0	3.3
INTZ	2.1	4.0
ISFA	1.7	1.1
ISFZ	13.1	4.5
ISTA	1.1	2.9
ISTZ	4.4	11.6

Table 5.4 shows the minimum and maximum scores for the global and facet scales, as well as the means and standard deviations. These scores can be used to evaluate how high or low an individual's score is on each of the Golden scales, relative to the group of 4,927 individuals whose scores are represented in the table.

Table 5.4 Descriptive Statistics for the Global and Facet Scales (*n* = 4,927)

Scale	Mean	SD	Minimum	Maximum
Extraverting	32.9	17.9	0	86
Introverting	19.5	14.6	0	81
Talkative	7.6	5.3	0	21
Quiet	4.6	4.5	0	21
Socially Bold	10.6	6.1	0	24
Reserved	4.0	4.7	0	24
Outgoing	7.2	4.3	0	21
Intimate	5.9	3.9	0	21
Participative	7.4	5.0	0	21
Reflective	5.0	4.3	0	21
Sensing	22.2	12.5	0	71
iNtuiting	29.3	15.8	0	87
Concrete	11.2	6.3	0	30
Abstract	5.9	5.3	0	30
Practical	4.3	4.1	0	24
Innovative	9.1	6.1	0	24
Conventional	5.0	4.0	0	21
Visionary	7.0	4.8	0	21
Traditional	1.8	2.0	0	14
Trend-Setting	7.3	3.7	0	15
Thinking	25.4	12.7	0	93
Feeling	30.3	16.0	0	86
Rational	6.9	4.8	0	24
Empathetic	7.2	5.2	0	24
Autonomous	3.7	3.4	0	21
Compassionate	8.3	5.3	0	21

Scale	Mean	SD	Minimum	Maximum
Analytic	9.8	4.4	0	24
Warm	6.2	4.3	0	24
Competitive	5.0	3.8	0	24
Nurturing	8.7	4.8	0	24
organiZing	41.1	18.0	0	103
Adapting	24.8	14.7	0	89
Planned	9.5	5.8	0	27
Open Ended	7.6	5.2	0	27
Reliable	16.3	7.8	0	36
Casual	6.4	5.2	0	32
Deliberate	7.2	5.0	0	27
Spontaneous	7.7	5.2	0	27
Conforming	8.0	4.2	0	18
Nonconforming	3.1	3.5	0	18
Tense	7.3	6.5	0	46
Calm	22.7	9.4	0	48
Concerned	4.3	3.6	0	20
Optimistic	8.1	4.2	0	21
Unsure	3.0	3.6	0	27
Confident	14.6	5.9	0	27

Evidence of Reliability

The reliability of an assessment tool refers to the consistency of scores obtained under the theoretical concept of the repeated testing of the same individual on the same test under identical conditions (including no changes to the individual).

Because in practice this can never be done, various estimates of reliability can be obtained. The reliability of a test is expressed as a correlation coefficient that can range from .00 to 1.00. A perfectly reliable test would have a reliability coefficient of 1.00, and a completely unreliable test would have a reliability coefficient of .00. Three commonly used estimates for reliability are test-retest reliability, alternate forms reliability, and internal consistency reliability.

A commonly used indicator for the reliability of a test based on internal consistency is coefficient alpha. Coefficient alpha yields a reliability estimate of internal consistency by examining the homogeneity of the questions within a test. The average coefficient alpha was .88 for the global scales and .74 for the facet scales. As shown in Table 5.5, forty of the 46 scales had alphas higher than .70, while six scales (Outgoing, Intimate, Traditional, Trend-Setting, Competitive, and Nurturing) had alphas lower than .70. Predictably, the scales with the lowest reliabilities tended to be those with the fewest items (from 5 items for Traditional/Trend-setting to 8 items for Competitive/Nurturing). These coefficients demonstrate that overall, the reliability of Golden based on internal consistency is satisfactory.

The test-retest reliability of the Golden was also evaluated. Test-retest reliability indicates the degree of confidence one can have that people who score a certain way on the test at one time will respond similarly soon after. The test-retest sample consisted of 89 individuals between 21 and 65 years of age working at a major publishing company. The modal age group was from 30–39 years of age. Seventy two percent of the sample was female. Seventy five percent were white.

Seventy five percent reported an education level of BA or higher and their occupation as management or professional.

**Table 5.5 Alpha Reliability Coefficients for Global and Facet Scales
(N = 4,927)**

Scale	Dimension	Number of Items	Alpha
Extraverting	Extraverting/Introverting	29	0.93
Introverting	Extraverting/Introverting	29	0.91
Talkative	Talkative/Quiet	7	0.85
Quiet	Talkative/Quiet	7	0.83
Socially Bold	Socially Bold/Reserved	8	0.85
Reserved	Socially Bold/Reserved	8	0.82
Outgoing	Outgoing/Intimate	7	0.62
Intimate	Outgoing/Intimate	7	0.58
Participative	Participative/Reflective	7	0.79
Reflective	Participative/Reflective	7	0.75
Sensing	Sensing/Intuiting	30	0.86
iNtuiting	Sensing/iNtuiting	30	0.89
Concrete	Concrete/Abstract	10	0.78
Abstract	Concrete/Abstract	10	0.77
Practical	Practical/Innovative	8	0.79
Innovative	Practical/Innovative	8	0.82
Conventional	Conventional/Visionary	7	0.70
Visionary	Conventional/Visionary	7	0.74
Traditional	Traditional/Trend-Setting	5	0.50
Trend-Setting	Traditional/Trend-Setting	5	0.67
Thinking	Thinking/Feeling	31	0.87
Feeling	Thinking/Feeling	31	0.90
Rational	Rational/Empathetic	8	0.75
Empathetic	Rational/Empathetic	8	0.78
Autonomous	Autonomous/ Compassionate	7	0.75
Compassionate	Autonomous/ Compassionate	7	0.79
Analytic	Analytic/Warm	8	0.71
Warm	Analytic/Warm	8	0.72

Scale	Dimension	Number of Items	Alpha
Competitive	Competitive/Nurturing	8	0.65
Nurturing	Competitive/Nurturing	8	0.69
organiZing	organiZing/Adapting	36	0.89
Adapting	organiZing/Adapting	36	0.87
Planned	Planned/Open Ended	9	0.73
Open Ended	Planned/Open Ended	9	0.71
Reliable	Reliable/Casual	12	0.81
Casual	Reliable/Casual	12	0.74
Deliberate	Deliberate/Spontaneous	9	0.73
Spontaneous	Deliberate/Spontaneous	9	0.75
Conforming	Conforming/ Non Conforming	6	0.77
Non Conforming	Conforming/ Non Conforming	6	0.70
Tense	Tense/Calm	16	0.82
Calm	Tense/Calm	16	0.86
Concerned	Concerned/Optimistic	7	0.70
Optimistic	Concerned/Optimistic	7	0.72
Unsure	Unsure /Confident	9	0.71
Confident	Unsure /Confident	9	0.80

Note. Scales that are the part of the same dimension use the same items, but are scored differently.

Table 5.6 illustrates test-retest correlations for the global and facet scales in the test-retest sample. All correlations were high, with nine of the ten global scale correlations higher than .90. The highest correlations were found for the Introverting and Adapting global scales (both .95). The lowest correlation was found for the Calm score (.88). Test-retest correlations on the facet scores were somewhat lower but still high, with coefficients ranging from .73 to .93. Overall, the results presented in Table 5.6 indicate consistency of Golden scores across time.

**Table 5.6 Test-Retest Reliability Coefficients for Global and Facet Scales
(*n* = 89)**

Global Scale Scores	First Testing		Second Testing		<i>r</i> ₁₂	Standard Difference
	Mean	<i>SD</i>	Mean	<i>SD</i>		
Extraverting (E)	27.2	17.2	25.5	17.1	.93	-.10
Introverting (I)	25.5	16.1	25.1	16.5	.95	-.02
Sensing (S)	21.1	11.8	21.4	12.2	.91	.02
iNtuiting (N)	29.5	15.1	26.8	15.3	.90	-.18
Thinking (T)	28.3	13.3	27.0	13.9	.92	-.10
Feeling (F)	27.6	15.5	26.1	15.8	.91	-.10
organiZing (O)	45.8	17.7	45.4	17.9	.92	-.02
Adapting (A)	20.4	14.2	18.4	14.6	.95	-.14
Tense	7.0	5.7	7.2	5.5	.91	.04
Calm	22.1	9.1	20.6	9.1	.88	-.16
Extroverting-Introverting Facet Scale Scores	First Testing		Second Testing		<i>r</i> ₁₂	Standard Difference
	Mean	<i>SD</i>	Mean	<i>SD</i>		
Talkative	6.7	5.4	6.3	5.0	.88	-.08
Quiet	5.7	5.1	5.4	4.9	.91	-.06
Socially Bold	9.0	5.9	8.6	6.1	.91	-.07
Reserved	5.5	5.3	5.1	5.3	.93	-.08
Outgoing	5.8	3.7	5.2	4.1	.84	-.15
Intimate	7.0	4.0	7.4	4.3	.82	.10
Participative	5.7	5.1	5.3	4.8	.88	-.08
Reflective	7.3	4.9	7.1	5.0	.87	-.04

Table 5.6 continued

Sensing–iNtuiting Facet Scale Scores	First Testing		Second Testing		r_{12}	Standard Difference
	Mean	SD	Mean	SD		
Concrete	10.7	5.9	10.7	5.8	.86	.00
Abstract	6.0	5.0	5.4	4.6	.82	-.12
Practical	3.8	3.5	3.7	3.9	.83	-.03
Innovative	9.5	6.4	9.0	6.4	.86	-.08
Conventional	5.0	3.6	5.4	3.7	.79	.11
Visionary	6.0	4.1	5.4	4.3	.82	-.14
Traditional	1.6	2.0	1.7	1.9	.74	.05
Trend-Setting	8.0	4.1	6.9	3.6	.73	-.29
Thinking–Feeling Facet Scale Scores	First Testing		Second Testing		r_{12}	Standard Difference
	Mean	SD	Mean	SD		
Rational	7.1	4.9	6.6	5.0	.84	-.10
Empathetic	7.1	5.3	6.4	5.1	.89	-.13
Autonomous	4.6	4.1	4.3	3.5	.81	-.08
Compassionate	7.4	5.1	6.9	5.2	.80	-.10
Analytic	11.3	4.2	11.3	4.5	.88	.00
Warm	4.9	4.0	4.8	3.9	.89	-.03
Competitive	5.4	4.1	4.9	4.2	.87	-.12
Nurturing	8.2	4.9	8.0	5.0	.87	-.04

Table 5.6 continued

organiZing–Adapting Facet Scale Scores	First Testing		Second Testing		r_{12}	Standard Difference
	Mean	SD	Mean	SD		
Planned	10.2	5.4	9.8	5.7	.84	-.07
Open Ended	6.9	5.3	6.0	5.3	.90	-.17
Reliable	17.9	8.5	17.8	8.5	.90	-.01
Casual	5.0	4.8	4.9	5.0	.93	-.02
Deliberate	8.5	4.6	8.6	4.8	.86	.02
Spontaneous	6.3	4.9	5.7	4.8	.85	-.12
Conforming	9.2	3.8	9.2	3.6	.83	.00
Nonconforming	2.2	2.8	1.8	2.6	.80	-.15
Tense–Calm Facet Scale Scores	First Testing		Second Testing		r_{12}	Standard Difference
	Mean	SD	Mean	SD		
Concerned	3.9	3.1	3.9	3.0	.87	.00
Optimistic	8.4	3.9	7.4	3.6	.80	-.27
Unsure	3.1	3.1	3.3	3.0	.87	.07
Confident	13.8	5.9	13.1	6.1	.87	-.12

Note. The Standard Difference is the difference of the two test means divided by the square root of the pooled variance, computed using Cohen's (1996) Formula 10.4.

Consistency of Classification

The test-retest reliability coefficients provide evidence for the consistency of Golden scores across time, based on a conceptualization of Golden scores as continuous. However, since categorical scores are also used in Golden interpretation, a more relational, categorical method of examining consistency is presented in Table 5.7. This table displays the consistency with which individuals' scores were classified or categorized the same way at the first and

second testing. The percentages of consistency were high overall (average = 87%), and particularly high for Introverting and organiZing (93% consistency).

Table 5.7 Consistency of Global Scale Classification Across Two Testings (n = 89)

Global Scale	Classification in Test 1	Consistency Between Two Tests	
	<i>N</i>	<i>n</i>	%
Extraverting	46	39	85
Introverting	43	40	93
Sensing	33	30	91
iNtuiting	56	48	86
Thinking	47	40	85
Feeling	42	37	88
organiZing	73	68	93
Adapting	16	12	75

Categorical consistency of type over time also was evaluated. Table 5.8 shows the number of cases that maintained consistency in type category across two testing periods. In this test retest sample, 62% of the individuals showed consistency across all four of the type dimensions. Ninety-one percent showed consistency on three or more of the four type dimensions across test events. Overall, the consistency findings suggest that type and its component parts, as measured by the Golden, are relatively stable over time.

Table 5.8 Consistency of Type Across Two Testings

Number of Characteristics in Common Across Testings				
	1 or More	2 or More	3 or More	4
Total	89	89	81	55
% of Total	100%	100%	91%	62%

n = 89

1 or More = 1 or more global scales that were highest in the first testing were highest in the second testing

2 or More = 2 or more global scales that were highest in the first testing were highest in the second testing

3 or More = 3 or more global scales that were highest in the first testing were highest in the second testing

4 = 4 global scales that were highest in the first testing were highest in the second testing

Chapter 6

Evidence of Validity

Validity refers to the degree to which specific data, research, or theory support the interpretation of test scores entailed by proposed uses of tests (American Educational Research Association [AERA], American Psychological Association [APA], & National Council on Measurement in Education [NCME], 1999).

Validity is a unitary concept. It is the extent to which all the accumulated evidence supports the intended interpretation of test scores for the proposed purpose (AERA, et al.). “Validity is high if a test gives the information the decision maker needs” (Cronbach, 1970). Several sources of validity evidence are discussed next in relationship to the Golden.

Evidence of Validity Based on Internal Structure

Several studies were conducted to see if the Golden measures the constructs it was designed to measure. Analyses included correlations between facet scales and their assigned global scales, exploratory factor analyses of facet scale scores, and confirmatory factor analyses based on the theory underlying the Golden.

Appendix A presents the intercorrelations among the global scales.

Correlations Between the Facet and Global Scales

Table 6.1 presents correlations between the facet and global scales. Corrected correlations representing the correlation between facet scales, and global scales minus the specific facet scale represented, are presented in bold. Overall, the pattern of these correlations demonstrates an acceptable level of convergent and

discriminant validity among the facet scales comprising the global scales. That is, in most cases, the correlations of the facet scales with their assigned global scales were strong, and higher than the correlations of facet scales not assigned to the particular global scales. For example, the facet scale Talkative correlated strongly with Extraverting (.79), the global scale to which it belongs, and much less strongly with Thinking (-.10) and Feeling (.26), global scales it does not belong to. Similarly, the facet scale Planned correlated strongly with organiZing (.66), and much less strongly with Tense (.23) and Calm (-.05).

Notable exceptions to the general pattern of convergent and discriminant validity appeared in correlations involving the Concrete and Abstract facet scales. Specifically, these facet scales were relatively strongly correlated with their assigned global scales, Sensing (.45 with Concrete) and iNtuiting (.51 with Abstract). However, they were also relatively strongly correlated with organiZing (.61 with Concrete) and Adapting (.60 with Abstract), global scales they were not assigned to.

Exploratory Factor Analyses

Tables 6.2 and 6.3 present results of exploratory factory analyses, conducted using the Gorsuch Method with Promax oblique rotation. Analyses for Pole 1 scales (e.g., Extraverting from the Extraverting/Introverting dimension) and Pole 2 scales (e.g., Introverting from the Extraverting/Introverting dimension) were conducted separately since Pole 1 and Pole 2 scale scores are inherently interdependent. All but two facets loaded stronger on their expected factor or global scale than on other factors. The two exceptions, consistent with the correlations presented previously, were Concrete and Abstract. Concrete loaded more strongly on organiZing (.61) than on Sensing (.26), and Abstract loaded more strongly on Adapting (.52) than on iNtuiting (.30).

Table 6.1 Correlations Between the Facet Scales and Global Scales (N = 4,927)

	Extraverting	Introverting	Sensing	iNtuiting	Thinking	Feeling	organizing	Adapting	Tense	Calm
Talkative	0.79	-0.59	-0.29	0.43	-0.10	0.26	-0.15	0.34	-0.21	0.37
Quiet	-0.64	0.76	0.42	-0.28	0.15	-0.06	0.32	-0.22	0.37	-0.28
Socially Bold	0.76	-0.60	-0.34	0.50	-0.06	0.23	-0.08	0.28	-0.33	0.50
Reserved	-0.56	0.71	0.41	-0.31	0.07	0.00	0.22	-0.13	0.48	-0.38
Outgoing	0.66	-0.53	-0.20	0.33	-0.05	0.20	-0.10	0.28	-0.16	0.31
Intimate	-0.49	0.64	0.32	-0.16	0.12	0.00	0.28	-0.14	0.25	-0.13
Participative	0.78	-0.59	-0.15	0.31	-0.01	0.20	-0.04	0.27	-0.21	0.41
Reflective	-0.59	0.73	0.27	-0.12	0.09	0.02	0.23	-0.12	0.35	-0.24
Concrete	-0.10	0.26	0.45	-0.26	0.38	-0.13	0.61	-0.38	0.14	0.04
Abstract	0.29	-0.14	-0.37	0.51	-0.20	0.36	-0.39	0.60	-0.01	0.16
Practical	-0.33	0.32	0.41	-0.47	-0.12	0.05	0.16	-0.22	0.31	-0.33
Innovative	0.37	-0.21	-0.31	0.61	0.18	0.06	-0.05	0.32	-0.17	0.36
Conventional	-0.32	0.44	0.69	-0.50	0.11	0.01	0.50	-0.37	0.32	-0.20
Visionary	0.49	-0.32	-0.53	0.71	-0.03	0.23	-0.28	0.53	-0.17	0.35
Traditional	-0.22	0.30	0.58	-0.44	0.01	0.04	0.26	-0.18	0.27	-0.20
Trend-Setting	0.32	-0.18	-0.44	0.65	0.14	0.08	-0.06	0.29	-0.15	0.34
Rational	-0.02	0.10	0.21	0.03	0.67	-0.45	0.25	-0.09	-0.12	0.23
Empathetic	0.17	0.02	-0.03	0.16	-0.56	0.72	0.00	0.22	0.25	-0.04
Autonomous	-0.25	0.20	0.24	-0.23	0.44	-0.49	-0.07	0.01	0.07	-0.14
Compassionate	0.31	-0.12	-0.17	0.37	-0.35	0.59	0.15	0.10	0.04	0.18

	Extraverting	Introverting	Sensing	iNtuiting	Thinking	Feeling	organiZing	Adapting	Tense	Calm
Analytic	-0.09	0.10	0.12	0.05	0.62	-0.48	0.24	-0.17	-0.05	0.09
Warm	0.25	-0.03	-0.03	0.16	-0.52	0.72	-0.04	0.27	0.16	0.04
Competitive	0.13	0.00	0.03	0.20	0.53	-0.35	0.04	0.17	0.10	0.04
Nurturing	0.11	0.08	0.11	0.05	-0.46	0.63	0.18	0.03	0.05	0.18
Planned	-0.08	0.22	0.45	-0.21	0.13	0.06	0.66	-0.49	0.23	-0.05
Open Ended	0.23	-0.08	-0.27	0.41	-0.03	0.18	-0.40	0.63	-0.06	0.23
Reliable	0.07	0.12	0.29	-0.01	0.16	0.08	0.56	-0.31	-0.01	0.24
Casual	0.09	-0.01	-0.20	0.24	-0.07	0.12	-0.41	0.52	0.16	-0.09
Deliberate	-0.28	0.42	0.60	-0.35	0.24	-0.03	0.64	-0.49	0.25	-0.09
Spontaneous	0.47	-0.29	-0.42	0.59	-0.10	0.27	-0.39	0.65	-0.10	0.28
Conforming	-0.17	0.31	0.54	-0.36	-0.05	0.20	0.53	-0.37	0.34	-0.19
Nonconforming	0.24	-0.20	-0.41	0.48	0.11	-0.07	-0.36	0.45	-0.19	0.24
Concerned	-0.19	0.33	0.31	-0.15	0.01	0.12	0.25	-0.09	0.64	-0.53
Optimistic	0.34	-0.20	-0.18	0.34	0.07	0.11	-0.05	0.24	-0.44	0.70
Unsure	-0.30	0.45	0.27	-0.14	-0.04	0.15	0.13	0.00	0.64	-0.44
Confident	0.50	-0.34	-0.16	0.36	0.10	0.10	0.06	0.15	-0.53	0.70

Note. The correlations in bold were corrected, or adjusted, to reflect the correlation between facet scales, and global scales minus the specific facet scale represented. If left uncorrected, correlations between facet scale scores with scores on their assigned global scales would very likely overstate the relationship between them.

Table 6.2 Factor Loadings of Pole 1 Facet Scales on Pole 1 Global Scales (N = 4,927)

	organizing	Extraverting	Thinking	Sensing	Tense
Talkative	-0.06	0.85	-0.01	0.01	0.03
Socially Bold	0.07	0.76	-0.03	-0.12	-0.11
Outgoing	-0.02	0.74	0.02	0.03	0.05
Participative	0.05	0.90	0.05	0.12	-0.03
Concrete	0.61	0.09	0.26	0.26	-0.08
Practical	-0.05	-0.03	-0.13	0.79	-0.00
Conventional	0.43	-0.07	0.01	0.48	0.01
Traditional	0.09	0.10	-0.02	0.75	-0.02
Rational	0.18	-0.01	0.73	-0.07	-0.14
Autonomous	-0.34	-0.10	0.64	0.36	-0.02
Analytic	0.21	-0.14	0.68	-0.28	-0.02
Competitive	-0.12	0.22	0.71	-0.08	0.26
Planned	0.72	0.03	-0.02	-0.04	0.11
Reliable	0.76	0.06	-0.02	-0.19	-0.10
Deliberate	0.69	-0.15	0.07	0.09	0.03
Conforming	0.63	0.01	-0.20	0.13	0.17
Concerned	0.11	0.04	0.07	-0.04	0.82
Unsure	-0.01	-0.09	0.03	0.01	0.73

Note. Factor loadings of .45 and higher are shown in bold; factor analysis was conducted using the Gorsuch Method with Promax rotation. Pole 1 is the first scale in a dimension (e.g., Talkative in the dimension Talkative/Quiet) and Pole 2 is the second scale.

Table 6.3 Factor Loadings of Pole 2 Facet Scales on Pole 2 Global Scales (N = 4,927)

	Introverting	Feeling	Adapting	iNtuiting	Calm
Quiet	0.83	-0.03	-0.04	0.01	0.00
Reserved	0.74	0.02	0.10	-0.11	-0.11
Intimate	0.75	0.02	-0.01	0.04	0.12
Reflective	0.84	0.02	0.02	0.16	-0.04
Abstract	0.03	0.21	0.52	0.30	-0.09
Innovative	0.06	-0.08	-0.02	0.83	0.03
Visionary	-0.09	0.06	0.31	0.56	-0.00
Trend-Setting	0.08	-0.05	-0.04	0.83	-0.00
Empathetic	-0.01	0.82	0.10	-0.07	-0.14
Compassionate	-0.03	0.70	-0.26	0.39	-0.02
Warm	-0.05	0.80	0.19	-0.19	-0.02
Nurturing	0.12	0.75	-0.12	-0.12	0.25
Open Ended	0.10	-0.01	0.73	-0.08	0.20
Casual	0.04	-0.03	0.75	-0.15	-0.16
Spontaneous	-0.11	0.08	0.69	0.08	0.10
Nonconforming	-0.03	-0.25	0.52	0.19	0.07
Optimistic	0.07	0.02	0.12	-0.04	0.84
Confident	-0.10	0.03	-0.05	0.08	0.75

Note. Factor loadings of .45 and higher are shown in bold; factor analysis was conducted using the Gorsuch Method with Promax rotation. Pole 1 is the first scale in a dimension (e.g., Talkative in the dimension Talkative/Quiet) and Pole 2 is the second scale in a dimension.

Confirmatory Factor Analyses

Confirmatory factory analysis (CFA) can be used to determine how well a specified theoretical model explains observed relationships among variables. Common indices used to evaluate how well a specified model explains observed relationships include the goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), and the root mean squared error of approximation (RMSEA). GFI and AGFI values each range from 0 to 1, with values exceeding .9 indicating a good fit to the data (Kelloway, 1998). RMSEA values closer to 0 indicate better fit, with values below .10 suggesting a good fit to the data, and values below .05 a very good fit to the data (Steiger, 1990).

CFA can also be used to evaluate the comparative fit of several models. Such an evaluation typically consists of analyzing theoretically plausible models that range from simple to complex, and identifying a preferred model based on fit and parsimony. In addition to the indices discussed previously, chi-square is useful for comparing the fit of alternative models. Smaller values of chi-square relative to the complexity of the specified model (reflected by the degrees of freedom in the model) indicate better fit.

Table 6.4 presents results for three models tested using CFA. The Null model was a baseline model specifying no relationships among facet scales. Model 1 was a five-factor model in which facet scales were hypothesized to form factors corresponding to the Golden global scales. Model 2 was a five-factor model in which facet scales were hypothesized to form factors corresponding to the Golden global scales, with several facet scales hypothesized to have loadings on more than one factor. Specifically the Concrete/Abstract and Conventional/Visionary facet scales were each permitted to load on two factors, Sensing/iNtuiting and organiZing/Adapting. Also, the Autonomous/Compassionate facet scales were permitted to load on the two factors Thinking/Feeling and Sensing/iNtuiting.

As shown in Table 6.4, Model 1 showed a good fit to the data and Model 2 showed a very good fit, with both models fitting the data better than the Null model. While Model 2 is more complex than Model 1, its better fit suggests that some facet scales may relate to more than a single global scale. Conceptually, such relationships make sense. For example, Visionary tendencies (e.g., the ability to recognize trends) may be associated not only with iNtuiting tendencies (e.g., the ability to see possibilities), but also with Adapting tendencies (e.g., the ability to see the need for change and make appropriate adjustments). Whether one views the preferred model as the more parsimonious and simplistic Model 1, or the more complex and better fitting Model 2, the data strongly support a five-factor structure for the Golden.

Table 6.4 Confirmatory Factor Analyses of Golden Facet Scales (N = 4,927)

Goodness of Fit Indices							Improvement		
Model	Chi-square	Df	Chi-sq/df	GFI	AGFI	RMSEA	Chi-square	df	TLI
Pole 1									
Null Model	13629.00	153	89.08						
Model 1	2571.81	125	20.57	0.94	.92	.063	11057.19	28	.78
Model 2	1594.16	122	13.07	0.97	.95	.050	12034.84	31	.86
Pole 2									
Null Model	15331.00	153	100.20						
Model 1	2373.66	125	18.99	0.94	.92	.060	12957.34	28	.82
Model 2	1662.70	122	13.63	0.96	.95	.050	13668.30	31	.87

Note. The Chi-Square values are Maximum Likelihood Estimation Chi-Squares from SAS 9.0. See text for explanation of fit indices. Pole 1 is the first scale in a dimension (e.g., Talkative in the dimension Talkative/Quiet) and Pole 2 is the second scale.

Evidence of Convergent and Discriminant Validity

Convergent evidence is provided when scores on a test relate with scores on other tests or variables that purport to measure similar traits or constructs. Evidence of relations with other variables can involve experimental (or quasi-experimental) as well as correlational evidence (American Educational Research Association, American Psychological Association, & National Council on Measurement in Education, 1999). Discriminant evidence is provided when scores on a test do not relate closely to scores on tests or variables that measure different traits or constructs.

Convergent validity evidence for the Golden has been provided in studies that examined its relationship with other tests. Significant relationships have been found between Golden scores and scores on the Myers-Briggs Type Indicator (MBTI), Gordon Personal Profile Inventory, Mini-Markers five factor assessment (Jacobs and Knowlton, 2005), and the Values Arrangement List (Golden, 2001). Significant correlations have also been found between Golden Sensing/iNtuiting scale scores and scores on the Carland Entrepreneurial Index (Murphy, 2005), and between Golden Conforming/Nonconforming scores and scores on the Watson Glaser Critical Thinking Appraisal (Golden, 2005).

Discriminant validity evidence for the Golden has been established by the *pattern* of its correlations with other tests. In general, scores on Golden scales have been shown to correlate higher with scales that are more conceptually related (e.g., Golden E-I with MBTI E-I) than unrelated (e.g., Golden E-I with MBTI S-N) (Jacobs & Knowlton, 2005).

Table 6.5 presents correlations between the Golden and other tests. In table 6.5, a description of the study participants appears in the first column. The second column lists the total number of participants (N), followed by the Golden scale and comparison test name. The last column presents the correlation coefficient (r) indicating the relationship with scores on the comparison test. In general, higher correlation coefficients indicate a higher degree of overlap between the construct measured by the Golden and the construct measured by the comparison test. Likewise, lower correlation coefficients generally indicate less overlap between the construct measured by the Golden and the construct measured by the comparison test.

Table 6.5 Golden Convergent Validity Evidence

Group	N	Golden Scale	Other Test	r
Government and armed forces personnel participating in a leadership development program for high potentials (Jacobs & Knowlton, 2005)	200		Myers-Briggs Type Indicator:	
		E/I	E/I	.82
		S/N	S/N	.62
		T/F	T/F	.69
		Z/A	J/P	.63
			Gordon Personal Profile Inventory:	
		E/I	Ascendancy	.61
		E/I	Sociability	.64
		S/N	Originality	-.69
		Z/A	Responsibility	-.56
GTPT & the Leadership Profile Inventory (LPI) Battery developed for this study, composed of the tests listed in column four.			MiniMarkers (five factor assessment):	
		E/I	Surgency	.84
		S/N	Openness	-.64
		T/F	Agreeableness	-.56
		Z/A	Conscientiousness	.42
			Remaining Battery: Team Roles, Handling Conflict, Leadership Indicators, Biodata, and Basic Dimensions	
		S/N	Tolerance for Ambiguity	-.68
		S/N	New Ideas	-.53
		S/N	Detail Orientation	.47
		T/F	Critical Judgment	.62
T/F	Supportive	-.55		
Job incumbents across multiple jobs and industries (Golden, 2001)	774		Values Arrangement List:	
		S/N	Creativity	-.57
		T/F	Reason	.59
		T/F	Affection	-.44
		T/F	Service	-.40
		T/F	Tolerance	-.40
		T/F	Forgiveness	-.37
		T/F	Competency	.35

Group	N	Golden Scale	Other Test	r
Students in the entrepreneur business program at a large southeastern university (Murphy, 2005)	77	T/F	Drive	.35
		T/F	Knowledge	.34
		Z/A	Order	.51
		Z/A	Flexibility	-.30
		Z/A	Creativity	-.30
		Sensing	Carland Entrepreneurial Index (CEI)	-.63
		iNtuiting	CEI	.67
		S/N Innovative	CEI	.59
		S/N Visionary	CEI	.56
		S/N Trend Setting	CEI	.60
Job incumbents across multiple jobs and industries (Golden, 2005)	58	S/N Conforming	Watson Glaser Critical Thinking Total score	-.31
		S/N Non-Conforming	Watson Glaser Critical Thinking Total score	.32

Note. All correlations were significant at the .01 level. In studies that reported the correlation of Golden global scores (e.g. Thinking/Feeling) with other constructs, positive numbers represent positive correlations with Pole 1 scales (e.g., Thinking) and negative numbers represent positive correlations with Pole 2 scales (e.g., Feeling).

Summary of Evidence of Validity

Overall, the results provide evidence that the Golden is measuring the constructs it was designed to. Intercorrelations and factor analyses suggest that variables measured by the Golden show expected patterns of interrelationship. In addition the constructs measured by the Golden relate to other variables in a manner that would be expected, as demonstrated by the correlation of scores on the Golden and conceptually similar scales.

Appendix A

Global Scale Intercorrelations

Global Scale

Global Scale	Extraverting	Introverting	Sensing	iNtuiting	Thinking	Feeling	organiZing	Adapting	Tense	Calm
Extraverting	1.00	-0.77	-0.29	0.46	-0.06	0.26	-0.11	0.34	-0.27	0.47
Introverting	-0.77	1.00	0.43	-0.26	0.13	-0.01	0.31	-0.18	0.43	-0.31
Sensing	-0.29	0.43	1.00	-0.70	0.19	-0.04	0.56	-0.41	0.32	-0.18
iNtuiting	0.46	-0.26	-0.70	1.00	0.02	0.23	-0.25	0.55	-0.16	0.38
Thinking	-0.06	0.13	0.19	0.02	1.00	-0.73	0.17	-0.04	-0.02	0.09
Feeling	0.26	-0.01	-0.04	0.23	-0.73	1.00	0.09	0.19	0.15	0.11
organiZing	-0.11	0.31	0.56	-0.25	0.17	0.09	1.00	-0.70	0.21	0.02
Adapting	0.34	-0.18	-0.41	0.55	-0.04	0.19	-0.70	1.00	-0.05	0.20
Tense	-0.27	0.43	0.32	-0.16	-0.02	0.15	0.21	-0.05	1.00	-0.71
Calm	0.47	-0.31	-0.18	0.38	0.09	0.11	0.02	0.20	-0.71	1.00

Appendix B

The Golden Personality Type Profiler Facet Scale Descriptions

Extraverting	Introverting
<p>Talkative</p> <p>Talkative individuals are animated and expressive. They enjoy being sociable and gregarious. They often report that it is difficult to keep others from discovering how they feel because they have a strong need to communicate both verbally and non-verbally.</p>	<p>Quiet</p> <p>Quiet individuals are calm and serene. When talking with strangers or friends they tend to say less than others. They only speak if they have something to say. They are private and have a hard time opening up to others, thus finding it difficult to confide in others and getting others to know them. They often do not show their feelings when greatly upset.</p>
<p>Socially Bold</p> <p>Socially bold individuals initiate and facilitate. They often introduce themselves, rather than wait to be introduced. They initiate conversation and then take the lead. They often describe themselves as outgoing, friendly, and bold.</p>	<p>Reserved</p> <p>Reserved individuals follow the lead of others. They usually wait to be approached rather than initiating contact with others. They often wait for others to initiate conversation and dislike giving a speech. They often describe themselves as shy and standoffish, but not necessarily unfriendly.</p>
<p>Outgoing</p> <p>Outgoing individuals have a wide circle of friends and acquaintances. They derive a special satisfaction from knowing a lot of people. They dislike working alone and will often be more productive in a group or team. They prefer work settings that offer an opportunity to interact with others. They often have difficulty leaving a party because they want to make contact with everyone there.</p>	<p>Intimate</p> <p>Intimate individuals have a few close, long lasting friendships. They prefer to be one-on one with a person and to spend their social time with those close friends, rather than acquaintances. On the job they often prefer to work alone and can work for long periods without interruption. At a social gathering they feel no need to mingle, prefer not to attract attention, and can leave without fanfare.</p>
<p>Participative</p> <p>Participative individuals are active and on the go, energetic and highly involved in the world around them. They like to have ready access to, if not live in, a city, which can provide stimulating things to do. On weekends they would rather go out with others than stay at home. They are apt to believe, "If life isn't exciting, it isn't worth living." They prefer to learn through discussion.</p>	<p>Reflective</p> <p>Reflective individuals believe that silence is golden. They are attracted to a life that offers sanctuary from constant stimulation and to environments that offer peace and quiet. On weekends they typically enjoy a quiet evening at home, watching television or a video, or reading. They find being in crowds uncomfortable and need quiet time or solitude to reflect and recharge. They prefer to learn by reading.</p>

Sensing	iNtuiting
<p>Concrete</p> <p>Concrete individuals prefer hands-on dealing with tangible facts rather than abstract ideas. They prefer people who speak plainly and demonstrate common sense. They focus on what is rather than what could be and prefer working out details to looking at possibilities.</p>	<p>Abstract</p> <p>Abstract individuals prefer the abstract focus on theories and ideas. They prefer talking about possibilities and the future rather than realities and the present. Valuing imagination that goes beyond the obvious, they search for patterns and enjoy people who find new and unusual ways of expressing ideas. Detailed facts often bore them.</p>
<p>Practical</p> <p>Practical individuals adapt existing methods by focusing on what's known, to create a new solution. They're more interested in preserving than creating, in applying a concept than in the concept itself. They are more interested in the end result than the range of possibilities to get there. They prefer not to introduce new concepts in their work and do not like having to improvise.</p>	<p>Innovative</p> <p>Innovative individuals create better methods. They like variety and enjoy dreaming up new ideas and concepts. More inclined to think up new and better methods than to apply existing methods, they prefer tackling problems that have never been solved. They like to improvise and resolve a crisis with a solution that has never before been tried.</p>
<p>Conventional</p> <p>Conventional individuals value customs and set practices. They follow standard practices and dislike standing out or appearing unusual. They are the ones who are likely to say, "We have always done it that way." They prefer living in a conservative home built according to tried and true principles.</p>	<p>Visionary</p> <p>Visionary individuals value inspiration and uniqueness. They do not mind appearing unconventional and non-conforming. They value the original and inspiring more than the conventional. If they were to build a home, they would prefer that it be distinctive, incorporating visionary construction advancements.</p>
<p>Traditional</p> <p>Traditional individuals are predictable and established. They are careful of the facts, do not go beyond the facts, and can be adamant that details be correct. When looking at a graph or chart, they are cautious not to make inferences beyond what the data show. They have little interest in undertaking new projects that let them do things their way. They tend to follow established patterns and oppose change for the sake of change.</p>	<p>Trend-Setting</p> <p>Trend-setting individuals focus on change and the big picture. Trend-setting or trend-spotting people like work that offers new challenges, intellectual stimulation, and freedom to do it their way. Focusing on the big picture, they are constantly on the lookout for new trends and become bored with routine, detailed work.</p>

Thinking	Feeling
<p>Rational</p> <p>Rational individuals make decisions based on impersonal analysis and logic. They often report that they can reason clearly even in highly charged situations. They approach problems dispassionately by objectively gathering and analyzing information and prefer others to do the same. They tend to de-emphasize how they feel about matters and would rather be known more logical than compassionate.</p>	<p>Empathetic</p> <p>Empathetic individuals make decisions based on values and the affect it will have on others. They place themselves in the role of participant rather than objective observer. They are more likely to empathize strongly than reason clearly. They would rather be known as compassionate as logical.</p>
<p>Autonomous</p> <p>Autonomous individuals are fair, impartial, objective, and independent. They are relatively unaffected and unruffled by the emotional currents created by others. They treat others as they like to be treated, fairly and impartially. As managers, they tend to take a more task-oriented than relationship-oriented approach. They are apt not to be concerned with what others think and feel nor what the impact of a new project will be on people.</p>	<p>Compassionate</p> <p>Compassionate individuals are affected by the feelings, beliefs, and needs of others. They genuinely care about the welfare of others and want to make the world a better place. Good at knowing what others think and feel, they're concerned about getting people to work together in harmony. As managers, they tend to place greater importance on relationships than on the task. They are apt to start a new project by first determining its impact on people.</p>
<p>Analytic</p> <p>Analytic individuals apply scientific principles to problem solving and decision-making. They typically report being better informed about science and technology than the humanities. More likely to believe something if it makes scientific sense, they like being known as analytical and look for opportunities to use these skills.</p>	<p>Warm</p> <p>Warm individuals apply humanitarian values to problem solving and decision-making. They value being personable more than being logical or analytical. Typically they are better informed about the arts, literature, and the humanities than scientific matters.</p>
<p>Competitive</p> <p>Competitive individuals value debate, criticism, and skepticism. As is typical of those with a preference for thinking, they tend to be tough-minded and enjoy a good argument. When listening to someone speak, they often concentrate more on finding the flaw in the argument than on something to praise. In the extreme, this skepticism can be headstrong and opinionated.</p>	<p>Nurturing</p> <p>Nurturing individuals value acceptance and accommodation. They value cooperative and supportive behaviors. As is more typical of those with a preference for feeling, nurturing people prefer getting along to confronting or competing, even if it sometimes leads to appeasement. When listening to someone speak, they typically concentrate on finding something to praise.</p>

organiZing	Adapting
Planned Planned individuals like schedules and closure. They enjoy planning the details before they start and try to anticipate contingencies. They like to follow a plan and find pleasure in being organized.	Open-Ended Open-ended individuals like working things out as the situation unfolds. They value being adaptable and flexible and often find schedules too confining to follow regularly. When they do make plans, they like to be able to modify them quickly, especially during vacations, holidays, and free time. They avoid premature closure and handle contingencies as they occur.
Reliable Reliable individuals start early and meet deadlines. They value being prompt, punctual, and responsible. Good at starting early and getting things done in the proper order, they are focused and give 100 percent of their time and effort.	Casual Casual individuals like diversion and are energized by deadlines. Casual people tend to get a late start in tackling projects and to let work pile up while tackling other tasks. They often perform their best work when the deadline is upon them. They sometimes report being distractable.
Deliberate Deliberate individuals are exact, cautious, and methodical. They tend to be goal oriented and planful, even in their recreational activities. They prefer a settled lifestyle and are unlikely to undertake a high-risk project, even though the rewards may also be high. They tend not to take risks, nor act impulsively	Spontaneous Spontaneous individuals are impulsive, ad-hoc, and opportunistic. They enjoy risk taking. They typically report being restless, changeable, and more inclined to undertake a project if both the risk and reward are high.
Conforming Conforming individuals seek a secure and stable environment. They like to know the rules of the game and abide by them. They prefer a job that provides a secure income and stable environment. They function best when given clearly stated goals and told how to achieve them.	Non-Conforming Non-conforming individuals seek freedom to develop their own rules and goals. They do not seek or need the security of a stable environment and income. They dislike following rules and being given specific directions, which limit their responses and opportunities.

Tense	Calm
Concerned Concerned individuals are likely to worry about unpredictable events and things they can't change. They worry about what the future holds. They worry about the opinions of others. They have a tendency to take insensitive remarks personally.	Optimistic Optimistic individuals tend not to worry about being in unfamiliar or unpredictable situations, nor do they worry about things they can't control. They usually shrug off insults or insensitive comments.
Unsure Unsure individuals report that, despite appearances to the contrary, they are shy, easily embarrassed, and perhaps overly concerned about what others may think of them. Describing themselves as anxious and ambivalent, they report that they have felt depressed and worried fairly often in the past two years.	Confident Confident individuals describe themselves as decisive and cheerful. Relatively unconcerned about what others may think of them, they report that they've generally felt good emotionally and haven't been worried very much in the last two years.

Appendix C

General Descriptions of the 16 Personality Types

ENFA—Extraverted/Intuitive/Feeling/Adapting

ENFAs live continually in the realm of the possible. When absorbed in their latest project, they think of little else. Their energy level is sometimes exhausting to behold. They are virtually tireless in the pursuit of their latest goal as long as their interest in the project holds. Their infectious commitment and self-confidence allows them to have many devoted followers.

Of all the personality types, ENFAs possess an almost magnetic quality that allows them to have fun in almost any setting. Their combination of Extraversion, Intuition and Adapting arms them well to be a leader. They have a natural ability to understand others, to figure out what motivates them and to appreciate their unique qualities without judging or criticizing. ENFAs tackle an amazing variety of problems with ease, and the diversity of their interests is mirrored by the diversity of their friends. In fact, diversity is the universal key to happiness in their life. They focus much of their energy on developing and understanding who they are, identifying their goals, and building meaningful relationships with others. It is important for them to be an authentic person, to be in touch with themselves and therefore, to be capable of really touching others.

Frequently, ENFAs have the feeling of being on the brink of a great discovery about people or life. Their intuition gathers information from the real world and then mixes it with imagination to synthesize a unique view of reality. They are their “own person” in every sense of the word. It is difficult to awe them with sterile rank and titles. ENFAs are optimistic and independent souls, who believe in themselves when no one else does. In the long run, they would be wise to opt for a career and relationships that are flexible and include the companionship of other creative, like-minded souls who also reject structure for its own sake and admire ideas for their intrinsic worth.

ENFZ—Extraverted/iNtuitive/Feeling/organiZing

ENFZs' chief concern is fostering harmony and cooperation between themselves and others. They have strong ideals and a potent sense of loyalty, whether to an employer, a mate, a school, a hometown or a favorite cause. They tend to give generously and work tirelessly to make things perfect for their family, their home, and their place of employment. They are usually good at organiZing people to get things done while keeping everyone happy at the same time.

In the world of work, ENFZs find that they are well armed to deal with both variety and action. Disorganized situations frequently strike them as chaotic. They may be uncomfortable when obliged to function without a schedule, plan or clear idea of the objectives to be achieved. They are usually willing to take on the responsibility of planning, programming, assigning tasks, developing projects and delegating activities. Typically patient and conscientious, ENFZs tend to make a concerted effort of sticking with a job until it is finished. When there is a discrepancy between their performance and their ideal behavior, they might struggle with feelings of dissatisfaction or guilt. They are frequently harder on themselves than the situation warrants. The ENFZ personality type gravitates towards being the idealist and truth-seeker, frequently scanning the horizon for the possibilities in a situation, always with an eye toward the application of ideas to the world of people. This ability arms them well to be a discoverer and a visionary.

As Extraverts, their skill as a persuasive communicator is more likely to be dedicated to speaking than to writing. Their comfort with words is illustrated by their bright language and colorful imagery. They are natural leaders and are at their best when leading in direct, face-to-face encounters. They tend to enjoy joint ventures and excel when working with a group. Relationships are a crucial focus for the ENFZ personality type. They frequently invest their time, energy, patience and sensitivity in relationships. Their main points of personal strength are their verbal abilities, empathy with others, and in building harmony.

ENTA—Extraverted/iNtuitive/Thinking/Adapting

ENTAs are highly dynamic individuals who are typically happiest living on the edge of the future. Life for the ENTA is one glorious game. They function continually in the realm of the possible and when absorbed in their latest project, they can think of little else. With an energy level sometimes exhausting to behold, they are virtually tireless in the pursuit of their latest goal—as long as their interest in the project holds. ENTAs tackle an amazing variety of problems with ease and the breadth of their interests is their strong point. This diversity in work and relationships is the universal key to happiness in their life.

ENTAs value logic over sentiment and it is sometimes impossible for them to appreciate how others value emotion. They do, however, have the interpersonal skills necessary to connect with people when they want to. In tasks requiring quick decisions and fast action, they reign supreme. However, they must constantly be on guard not to act too quickly, particularly without thinking things through completely before they dive into action.

ENTAs use intuition to scan the horizon searching out the possibilities in a situation. This characteristic arms them well to be a discoverer and visionary. They are Thinkers, and when they walk into the workplace, everyone around them may hear a computer switch on. They are in love with learning, and are fascinated by the very concept of intelligence. They seem to have an inner drive toward performance and a highly self-critical nature that continually drives them toward self-improvement.

ENTAs are also supremely self-confident and their intellectual ability provides the substance needed to accomplish virtually anything they wish for in life. Their outgoing personality prefers working with others in an independent manner. Most likely, in whatever work they choose, there will be a bit of the inventor/promoter. They will do better to target themselves toward work that involves the big picture and bold concepts, rather than details and precise facts. ENTAs tend to pursue their interests by thinking less about the rules, procedures and chains of command and more about the end goal. When they find that perfect relationship, job, employer or co-workers, they will be valued for the vision they provide as a catalyst to innovation and creative solutions.

ENTZ—Extraverted/iNtuitive/Thinking/organiZing

ENTZs desire to lead. While other personality types may also be natural leaders, it has been said that an ENTZ cannot NOT lead. Their place is at the head of the crowd, marshaling everyone together and moving the group forward. They are rarely content to quietly stand back. On those occasions calling for them to follow, they do so, as long as they know that doing so will bring them closer to their goal.

Living in a world of thoughts, they are keenly analytical. Analysis and objective criticism are second nature to them. ENTZs often have a hard time understanding or appreciating appeals based on anything other than reasoning. They enjoy long-range planning and taking action. Their vision allows them to spot potential pitfalls far ahead, often beyond what is known and obvious. Their intellectual and curious mind thrives on new ideas, theories and complex problems. With superior organizational skills ENTZs plan for all contingencies, leaving no stone unturned. The systematic style they use to map out the objectives of a project enables them to arrive at their goals on schedule. Their penchant for quick, decisive action often leaves others in the dust. Problems invigorate them. They excel in positions demanding innovative solutions.

ENTZs are quickly disillusioned and unhappy when stifled or over-controlled. They have little patience with uncertainty, timidity, emotionalism, inefficiency or confusion. Making tough-minded decisions and taking hard actions do not scare them. ENTZs are comfortable with risk and unafraid of change to accomplish tasks. With such tenacity, work and home life easily intertwine. Direct in their dealings with people, they do not beat around the bush, but plunge ahead. They perceive as feedback what other personality types view as criticism. They tend to measure their own value by their accomplishments. But sometimes they set their personal standards for achievement impossibly high. ENTZs tend to live in the future much more than the present. This also means that they tend to relate to people more on an “idea level” than on a personal one. The ENTZ is the creative intellect that boldly challenges accepted theory.

ESFA—Extraverted/Sensing/Feeling/Adapting

ESFAs approach life optimistically and are masters at living joyfully and entertaining others. They see the world as it is, approach it with curiosity, observe it well, embrace it openly and adapt to whatever life may send their way. They are flexible, spontaneous and practical when it comes to an experience they can process with their five senses. As Extraverts, they are effective at communicating their good-natured realism to others. With their open, Adaptive nature, they may earn the reputation of being a diplomat or mediator. They have a rare and valuable ability to suggest solutions and to encourage agreement and compromise.

ESFAs are keen observers and endowed with a remarkable ability to integrate and deal effectively with enormous quantities of data—especially if the subject has something to do with the personal realm, since their interests lie more in people than in things. They tend to greet the world with optimism, friendliness, warmth, compassion and sympathy, wanting to ignore bad news and refusing to let gloomy people affect them. The key to understanding an ESFA is in observing their relationships with others. They are focused on people, tactful and attentive to other people's needs and expectations. Essentially, they are spontaneous individuals—happy living life as it comes rather than walking the straight and narrow path defined by schedules, commitments, obligations, duties, rules, regulations and the expectations of others. Typically, work and play are the same for them.

As an ESFA they are able to shift gears quickly, switching from one assignment to another, one technique to the next. They thrive on action and are good in a crisis. They enjoy the challenge of handling unknown situations on a moment-to-moment basis, especially when the outcome is determined by their ability to apply their well-practiced problem-solving skills. The challenge for them is to achieve a balance between their jolly, easy-going nature and their ability to accomplish tangible results. The ESFA personality style is one of grace, cleverness and flair—they are process-oriented people who appreciate risk-taking and adventure in pursuit of their goals.

ESFZ—Extraverted/Sensing/Feeling/organiZing

Outgoing and friendly by nature, ESFZs are greatly concerned with fostering harmony and cooperation among people. They impress their friends as being no-nonsense people—practical and conventional, sentimental and caring all at once, and in the best sense of the terms. Warm personal interactions—strokes of approval and appreciation—keep them going in life. They are kind, unselfish, charitable and naturally attracted to underdogs and those in need of a champion. Their sense of obligation may be a driving force, pushing them to take on more and more responsibility for the benefit of others. Their desire to please others may be so strong that they may have a hard time taking criticism as anything but personal.

ESFZs value and wisely use their possessions. They are unsettled by waste and conspicuous consumption. They tend to live strictly in the here and now with interests based in reality—experiences, things and people. ESFZs are life's keen observers. They

take note of everything they hear and hold an amazing number and variety of facts in their memory. They are not impressed by abstractions and theory. If asked to consider an idea, an ESFZ prefers to see it first rendered into firm plans. Idle speculation and playing with theories do not interest them unless people are somehow at the heart of the matter. They tend to also be keenly aware of the feelings of others and the ordinary politics of business endeavors may cause them some anguish and concern. They need harmony to work happily and well. With their outgoing personality they prefer working with human companionship, so they may wish to think long and hard before accepting a job or work assignment which forces them to work in isolation.

They may find that communication in all forms comes easily to them, that they are comfortable with words and communicate well at all levels. They are often an entertaining conversationalist and sympathetic, attentive listeners. Being patient and conscientious, they make a concerted effort to stick to a job until it is finished, paying close attention to detail. When an ESFZ joins an organization it is partly to satisfy the drive to belong to a group. They have probably found that they quickly accept responsibility in any assemblage they join. Look at the bedrock of any organization—the founders, the officers, the chairs of the working committees, and they will find other ESFZ's with the same ultra-dependable style they bring to all of their endeavors. ESFZs are the ones who establish, nurture and maintain organizations.

ESTA—Extraverted/Sensing/Thinking/Adapting

ESTAs see the world as it is, approach it with curiosity, observe it well, embrace it openly and adapt to whatever life may send their way. They are flexible, spontaneous and practical when it comes to any experience they can process with their five senses. ESTAs are people who must be free to experiment and experience life directly. They are happiest when they can live life today, doing things on impulse, rather than out of commitment, obligation or duty. They tend to do what needs to be done, moment-by-moment.

Work frequently becomes play and ESTAs are often skilled athletes, artists, craftsmen and musicians. They thrive on action and are good in a crisis. They enjoy handling unknown situations, where the outcome is determined by their ability to apply their well-practiced, problem-solving skills. They have a zest for living and revel in the physical comforts of life—great food, nice clothes, good housing and fun times. ESTAs place a high value on enjoying life, so whatever their financial prospects they will always find the means for recreation. It is no wonder that people genuinely like them and find their company to be a pleasure. The challenge ESTAs is to continually strive to balance their come-what-may open nature, with their less-developed organiZing abilities.

ESTAs are more likely to make decisions based on logic rather than emotion. In other words, they respect rationality and pay close attention to the objective facts of any situation. Their Sensing characteristic makes them keen observer and they deal effectively with enormous quantities of data. ESTAs commonly have a deep fascination for machines, toys, instruments, tools and other objects they can work with their hands. They are effective at communicating their good-natured realism to others. They have a rare and valuable ability to suggest solutions along with encouraging agreement and compromise. The entrepreneurial side of life may appeal to an ESTA. They have the

ability to be an architect of solutions and their love of working in a crisis situation can be a real asset out in the corporate “jungle.”

ESTZ—Extraverted/Sensing/Thinking/organiZing

ESTZs are natural organizers of their environment. They use their reasoning ability to take charge of as much of their life as possible. They are most comfortable when a situation allows them to plan ahead, get the facts, set goals, lay out a timetable and organize the players. Those objectives usually concern people, objects and situations rather than theories and ideas. ESTZs trust information that is rooted in the real world. In work, that translates into patience with familiar tasks, familiar skills and familiar routine. ESTZs work steadily toward their goals, and with much greater accuracy than other types. They enjoy the predictability of a well-laid out life. In problem-solving situations, they tend to automatically apply and adapt past experiences, distrusting the unusual approaches suggested by colleagues.

ESTZs are natural managers, directors, or executives and when offered the chance to show their abilities, they pour their energy into the job. They have little sympathy for ineffective or inefficient work. They have a clear-cut view of what it means to do a job well. They are also not shy about letting people know what their values are. ESTZs are open and straightforward about their views, preferences, prejudices and decisions. They prefer clear-cut choices and display intolerance toward ambiguous situations. If asked to consider an idea, they prefer to see it translate into firm plans complete with facts and figures before they pour their time and energy into evaluating its worth. But unless they take the time to slow down and attend to other people’s points of view, they may judge too quickly, without all of the facts at their fingertips.

ESTZs like a harmonious, orderly, routine home life emphasizing traditional values. They value their possessions. Given a choice, they will spend their money on useful furnishings and major pieces that will see many years of service. They are unsettled by waste and conspicuous consumption. They have a distinct sense of obligation and responsibility, a driving force, pushing them to take on more and more tasks, for the benefit of others. Because of their organiZing abilities and realistic observations, people with this personality type often represent an important component within civic and social groups. Friends appreciate the ESTZ’s ability to look at any situation in a practical, no-nonsense way. ESTZs are product-oriented people who set, appreciate and value high standards.

INFA—Introverted/iNtuitive/Feeling/Adapting

INFAs are capable of immense sensitivity and have an enormous emotional capacity, which they closely guard. They have to know people well before they display warmth, let down their guard and extend their trust. Relationships are a crucial focus for them. They seek to understand others deeply and to have that understanding reciprocated with loving acceptance.

INFAs naturally value inner processes over external signs. In general they guide their actions and attitudes by a strong internal sense of values, independent of the judgments of

others. They have a powerful sense of faithfulness, duty and commitment to the people and causes that attract them. They take their obligations seriously, enforced by their own sense of morality. Genuineness and sincerity are what matter to INFAs. In persuasive writing they know instinctively how to reach people and how to communicate their vision with clarity. More than any other personality style, they are able to express emotion and to move people through their communications. They work for humankind and write about their ideas so people will understand their thoughts.

Functioning in a sea of people may be exhausting and draining for them. But, living a life of isolation would be unimaginable. INFAs prefer a quiet working environment and, despite their attraction for human companionship, will often find that they work best when alone. They will find their greatest comfort through compromise—interacting with others, closely, intimately, and in most cases, in small, cooperative groups or one-on-one. INFAs trust their inner vision and are willing to act at an instinctual level. They look toward the future. Creativity is their hallmark. They are true perfectionists when it comes to their work. They see whatever they do as an extension of who they are, and therefore, they are almost driven to do their best at any task they undertake.

Harmony is essential for them in their personal environment and they seek to promote peace and cooperation around them. INFAs are masters of the well-placed compliment and the encouraging pat on the back. INFAs also have no trouble shifting gears from one task or assignment to another, one technique to the next. With work, it is apparent that they will be at their best only in a job they truly believe in. Whatever field they choose, their INFA style will be marked by sincere enthusiasm, born of their deep commitment to their calling.

INFZ—Introverted/iNtuitive/Feeling/organiZing

INFZs are imaginative, inspired, tenacious, creative and inward looking person who is also periodically stubborn, easily bored by routine work and who often pays little attention to obstacles. Outside obstacles and expectations mean less to them than the high personal standards they set for themselves. INFZs make decisions easily and their friends and associates tend to perceive them as a self-confident and individualistic thinker.

More than any other type, they live in a world of ideas, an array of concepts and associations so unique that most people around they will not fully comprehend their vision. They focus on the possible, develop plans to bring their ideas into practice and pour all of their energy into achieving their goals. They often see problems well before they arise and decide in advance what to do in case of difficulties. INFZs trust their intuition and are not afraid to act on an instinctual level. Their ability to make value judgments on the basis of intangible data often baffles other personality types. But their experiences usually validate their insights. In persuasive writing they know instinctively how to reach people and communicate their vision with clarity. They, better than any other personality style, can express emotion and move people with their written communication.

Genuineness and sincerity are what matter to them. They do not casually reveal their inner self to others. INFZs invest their time, energy and affection in only a few people, measuring friendships by depth and longevity, rather than by breadth or number. They

seek to understand others deeply and to have that understanding reciprocated. Although they cherish the companionship of people, they prefer a quiet working environment, often finding that they work best when alone. To perform at their peak, they require a harmonious working environment. They are a true perfectionist when it comes to the quality of their work. They are not satisfied until the job is perfect, the design is ideal or the document is flawless. When a project demands working long hours without a break, INFZs can often outlast even the most tenacious co-workers and muster the patience and tenacity needed to finish the job.

Creativity is their hallmark. Whatever field of work they choose, it is critical for an INFZ to stop for a moment and pay close attention to their own personal needs so that the flower of their creativity can reach full bloom.

INTA—Introverting/iNtuiting/Thinking/Adapting

Like great theoreticians with analytical genius, INTAs have the ability to pursue a goal single-mindedly, avoiding distractions and sidestepping obstacles. In any group of people where the hallmarks are originality, insight and creativity, INTAs will find a number of kindred souls. They have great insight, intellectual curiosity, speed in understanding, ingenuity, and a wealth of ideas for dealing with problems. Absorbed by the inner world of thoughts and ideas, they use their rational abilities in an adept, objective and impersonal manner. Their friends and associates are likely to describe them as subtle, imaginative, ingenious and a bit shy.

The greatest personal strength lies in an INTA's ability to patiently and thoroughly work out the fundamental principles of a system, an operation or a problem. In fact, INTAs tend to happily lose themselves in their world of thoughts. Moving from one intuitive understanding to another is usually effortless for them. Before they communicate and contribute their thoughts, they will always first make sure they have them clearly organized internally. As a result they may sometimes be seen as reserved and withdrawn. Because of their desire to correctly express their thoughts and concepts, conversations can quickly turn into articulating the exact truth about even the tiniest pieces of the entire puzzle. But INTAs certainly appreciate those who have the patience and attentiveness to keep up with them.

INTAs are individuals who are in love with learning and fascinated by the very concept of intelligence. Always setting high standards, they maintain a mental list of things they ought to learn, accomplish and master. When working on a project that is important to them, they are such a perfectionist that they don't always realize they have passed the point when it truly was "good enough." They prefer a quiet working environment and can easily work alone. Working long hours on a project without a break is not bothersome to them. They tend to always be scanning the horizon for new or overlooked possibilities in any situation. This characteristic allows them to be an explorer and a visionary. Overall, INTAs, appreciate intelligence, continually seek to increase their knowledge, and see possibilities beyond what is present, known or obvious.

INTZ—Introverted/iNtuiting/Thinking/organiZing

Imaginative, inspired, tenacious, creative and driven are all words that aptly describe an INTZ. They live in a world of pure ideas, a sea of concepts and associations so unique to their mind that not many others can share their vision. They are self-confident and individualistic, and typically do not need permission or understanding from the world to believe in them. Some of history's greatest inventors and researchers have shared this kind of calm trust in their own ideas, focusing on the possible, developing plans to bring ideas into reality and pouring all of their energy into reaching their goals, regardless of obstacles which may get in the way.

This personality type is happiest in a job that lets them roam from one project to the next, turning their particular combination of iNtuition, Thinking and organiZing to the next invention or reorganization. As an INTZ, whatever career field they choose, they are almost certain to approach it as an inventor, innovator, organizer and reviser. They tend to be good at filtering out extraneous information so that they can focus on the critical issues to formulate plans, settle conflicts and wrap up deals with a minimum of delay. But they may also restrict the flow of information by allowing discussion of only what they consider to be "the essentials." INTZ's can find it impossible to change the plans they have made or to shift gears, once they have decided on a course of action.

In love with learning and fascinated by the very concept of intelligence, they have an inner drive for performance and continually strive for self-improvement. They probably set high standards for themselves, repeatedly reciting a mental list of things they ought to learn, accomplish and master. They do not mind working long hours on a project without a break, and take great pride and interest in their job. INTZs often will find the time to tackle the most difficult problem and unravel the most complicated situation. However, they need peace to work most comfortably. They are inclined to make decisions on an impersonal and more logical basis. They may be aware that such impersonal behavior negatively affects values-based people, but they also recognize that separating their personal views from their work personality is important if they are to succeed in highly competitive work fields.

Whether or not the work they choose is in the field of science, their mode of thought in any profession will basically be scientific in nature where they can apply their models to real projects. Overall, INTZs tend to be a person who appreciates intelligence and continually seeks to increase their knowledge.

ISFA—Introverted/Sensing/Feeling/Adapting

ISFAs are cheerful and lighthearted, warm and sensitive, but their deeply held values are sometimes hidden from the view of others. Their focus is on their personal values, or the search for them, and they take the task of clarifying what is most important to them very seriously. For others to see them only as carefree and lively is to overlook their depth and complexity.

Because an ISFA is highly empathic, they gather an abundance of information about other people, seek to understand what the facts means, and how they can use details to be

of help to them. They are often exceptionally accurate in their piercing assessments of others. They generally have an optimistic, here-and-now personality that is strongly oriented toward practicality. Their spontaneity and sense of humor contributes to their reputation as being a person who knows how to play. They are often happiest when they can live life today unencumbered by boring or demanding routines. Activity and action make them most happy. ISFAs love the real world: nature, tangibles, gadgets, tools, and things they can work on with their hands. ISFAs like doing anything that expresses who they are, in a direct, physical way.

ISFAs also have a characteristic attitude about how communication should be: clear, understandable, direct and precise. They are hands-on problem-solver, but in a warm, sympathetic and people-oriented way. They are very sensitive to other people's feelings and needs and have a deep desire to please. They praise the accomplishments of others, lend a sympathetic ear to their problems and try to avoid being the bearer of bad news or criticism. Yet they can be courageous and bold when tackling a complex problem or complicated tasks that require an immediate, practical or manual solution. ISFAs tend to be mentally active at all times, but they have a unique ability to balance reflection and action. They immediately grasp what is necessary in a situation and then take action without getting lost in evaluating all the other possible options. Because they are calm in a crisis and able to easily and quietly sort through tangled information with flair, it appears that they find a solution without much effort. But that is simply one of their many talents.

ISFZ—Introverting/Sensing/Feeling/organizing

Hardworking, thorough and responsible, the ISFZ is the Rock of Gibraltar for friends, family and co-workers. People can lean on them for assistance with good cause. The combination of Introversion, Sensing and organizing forms a mighty foundation of stability and trust. They will never undertake any enterprise or go into any relationship impulsively or frivolously, nor will they forsake it for any but the soundest and most well documented reasons. They are a permanent resident of the here-and-now, continually comparing today's data with what they collected yesterday and all the yesterdays before. They are capable of integrating an enormous number of facts to formulate plans and take action.

An ISFZ has the outlook of a traditionalist, one who believes in structure, responsibility and rules for living. They are happiest when living a well-defined life, both at home and at work. They want to know where things are and when events will happen. ISFZs appreciate a predictable environment and are patient and comfortable with routine. They have a realistic view of what they can and cannot accomplish. People are surprised to discover that ISFZs have an active "idea factory" that is capable of making the kinds of artful associations and rearrangements of facts that form the basis of all good humor.

ISFZs expect a great deal from themselves and judge their behavior by tough standards. Setting their goals high, it is rare that they really satisfy their own scrutiny of how they should perform. Being independent—as in not depending upon others—is important to them, but they also have a strong need to feel needed by others. They quickly accept responsibility in any group they join. Look at the bedrock of any organization's officers,

founders or chairs of the working committees and ISFZs with their supremely dependable personalities will be found. ISFZs have the personality that establishes, nurtures, and maintains an organization. They need peace, quiet and few interruptions to work most comfortably. Whatever the task, they spend time reflecting before acting and they are in their element when they find work that gives them ample time for contemplation. They are precise, seldom making errors of fact. Others, with less attention to detail, schedules and accuracy strike them as unreliable. While they may thrive on novelty, unwarranted change sometimes makes them feel unsettled. They will be happiest in an unambiguous position, with well-understood expectations, regular hours and predictable activities. With their ISFZ respect for procedures and policies, they can function happily and productively at almost any level of an institutional hierarchy.

ISTA—Introverted/Sensing/Thinking/Adapting

ISTAs use highly developed rational abilities to keenly observe and objectively analyze situations, usually concentrating on the way life actually works, not why it works the way it does. They use their thought processes to help them do things, either at work or play. They approach new ideas or situations in a very basic manner asking, “What does it do?” “How does it do it?” and “Can I use it?”

When they are absorbed in figuring out how to do something or make something work, they become single-minded, avoiding distractions and obstacles that dilute their focus. They can easily become engulfed in any one of their favorite, all consuming activities. ISTAs take pride and interest in whatever they do and are good at precise work, seldom making errors of fact. They are an independent thinker who is able to continue to work without encouragement or support from others, as long as it is work they have chosen. ISTAs also have the habit of saying nothing when everything is all right, but pointing out problems immediately as they arise. Their friends are likely to describe them as somewhat shy, persevering, practical, factual and solidly grounded in the present.

But they also must be free to experiment and experience life directly. They are happiest when they can live life today, doing things on impulse, rather than out of commitment, obligation or duty. ISTAs thrive on action and are good in a crisis. They enjoy dealing, moment by moment, with unknown situations, where the outcome is determined by their ability to apply their well-practiced, problem solving skills. Many people with the ISTA personality hold a life long fascination with machines, instruments, devices, tools and other such objects. They can easily create or work with their hands. However, they may find that communicating freely and easily does not come as effortlessly as it does for others. The data person in them emerges and they may find that they are attempting to cover every last detail in an effort to be precise and clearly understood.

Their Introverted nature needs peace, quiet and solitude to work comfortably and they are in their element when they find work, which gives them ample time for contemplation. They have the ability to attain success in their pursuits because of their highly practical nature and their focus on achieving results.

ISTZ—Introverting/Sensing/Thinking/organizing

On the whole, the ISTZ is a “no-nonsense” type of individual who is exceedingly dependable. They are the most practical of all the personality types, skillfully saving data, money and materials. Accuracy is paramount for ISTZs and they absorb information and remember details with thoroughness. People can lean on them with good cause. They never undertake any enterprise or relationship impulsively or frivolously, nor will they forsake it for any but the soundest and most well documented of reasons. They seek financial security and stability, which however, does not preclude them from being generous with others.

ISTZs are often attracted to business, commerce or technical arenas where they will excel with their ability to match the competencies and credentials of colleagues, to meet a particular need. They can easily shift gears and change course if they have the necessary data to support such decisions. Too much illogical change can make an ISTZ uneasy, however, and sometimes irritable as well. They avoid any more change than is absolutely necessary, especially rapid change, change viewed as needless, or change which is not an obvious improvement over familiar patterns. Preferring the predictable, they want to know where things are and when events will happen. They value an orderly home life emphasizing traditional values. They tend to take care of their possessions (office equipment, household furnishings, etc.) and can become unsettled by waste and conspicuous consumption. They expect a great deal from themselves and use tough standards to judge their own behavior.

The ISTZ’s view of life is so strongly linked to the work ethic that they feel play must be earned by having first worked diligently. Those with the talents of an ISTZ are many times “discovered,” and often wind up in successful partnerships. ISTZs establish and maintain organizations. They have probably found that once they have become a member of an organization, they quickly accept positions of responsibility. Look at the bedrock of any organization—officers, founders, and chairs of the working committees—and they will find others with their super dependable ISTZ personality among the members.

They need peace and time alone to work most comfortably. Putting in long hours on a project without a break does not bother them. They take pride in their contributions to a project and develop great interest in all facets of whatever job they tackle. Overall, their valuable, systematic approach to problem solving and perseverance in finding solutions, lends stability to any cause with which they are associated.

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