

## Development of Daftuar Types at Work (DTAW)

A new measure of personality types and work behavior

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*Jung's Psychological Types (1921) is credited for propounding the theory of Extraversion (E) and person generally classifies people in these two groups. The Myers-Briggs Type Indicator (MBTI) is based on these Jungian assumptions. It is claimed that MBTI is being used on two million people world-wide every year. There is no way to verify the claim but what is surprising is that no attempt has so far been made in India or in any of the third world countries to replicate the Myers-Briggs Indicator for use on local population. The present paper reports one such modest but ambitious attempt. The sample of this study comprised of teachers of higher secondary schools (n=60) and management students (n=13) with a total of 73. Alpha coefficient reliability for the test yielded highly significant  $\alpha$ -value ranging between .77 to .97 indicating very high level of reliabilities values for the entire test as well as for different dimensions of the test and its sub-tests on the present sample. The content validity as well as the face validity was also checked and both yielded high indication for validity of the test. All t-values for inter-sub-dimensions (E/I, S/N etc.) were significant for  $<.001$  indicating independence of each of the eight sub-tests.*

Carl Jung is one of the most important, most complex, and (perhaps) the most controversial psychological theorists. Jungian psychology focuses on establishing and fostering the relationship between conscious and unconscious processes.

One of the most important of Jung's works, and the most famous of his books, Psychological Types appeared in German language in 1921. He called it the fruit of nearly twenty years' work in the domain of practical psychology which sprang originally from his need to define the ways in which his outlook differed from Freud's and Adler's (Jung, 1971). In attempting to answer this need, he came across the problem of types; for it is one's psychological type which from the outset determines and limits a person's judgment. To quote Jung, "...my book, therefore, was an effort to deal with the relationship of the

individual to the world, to people and things..."(Jung, 1971). Elaborating, Jung wrote, "...for it is one's psychological type which from the outset determines and limits a person's judgment." (Jung, 1961, 1989: p-207).

His desire to reconcile the theories of Freud and Adler and to define how his own perspective differed from theirs gave birth to the "Psychology of Types". He concluded that Freud's theory was extraverted and Adler's was introverted (Jung, [1921] 1971: par. 91). Jung was convinced that acrimony between the Adlerian and Freudian camps was due to this unrecognized existence of different fundamental psychological attitudes which led Jung "to conceive the two controversial theories of neurosis as manifestations of a type-antagonism." (Jung, 1966).

To quote Jung, "The scientific tendencies in both (Freud and Adler) were to reduce everything to their own principle, from which their deductions in turn proceeded. In the case of patients' fantasies this operation is particularly easy to accomplish because ... they ... express purely instinctive as well as pure ego-tendencies. Each side can demonstrate the truth embodied in its theory. However, it is only partial truth and not generally valid because it excludes the principle and truth embodied in the other. Nevertheless, a demonstrable truth does on the whole emerge; but it is only a partial truth that can lay no claim to general validity. Its validity extends only so far as the range of its principle. But in the domain of the other principle it is invalid" (Jung, [1921] 1971: par. 89). Having descended from them, Jung still used Adler's and Freud's theories, but in restricted circumstances to the type-antagonism.

Foundation of the present test (DTAW) and of many others like MBTI and Keirsey Temperament Shorter (KTS) lie, to a great extent, on the theory of type-antagonism.

Discovery of type-antagonism brought with it the need to rise above the opposites and to create a theory which would do justice to both equally and not merely tilting to one or the other side. For this purpose a critique of both the aforementioned theories is essential.

Both are painfully inclined to reduce high-flown ideals, heroic attitudes, nobility of feeling, deep convictions, to some insignificant reality when applied to such things. "On no account should they be so applied.... In the hand of a good doctor, of one who really knows the human soul ... both theories, when applied to the really sick part of a soul, are wholesome caustics, of great help in dosages measured to the individual case, but harmful and dangerous in the hand that knows not how to measure and weigh" (Jung, 1966: par. 65). For example, the two theories of neurosis

are not universal theories: they are caustic remedies to be applied, as it were, locally (Jung, 1966: par. 66). He further adds, "Naturally, a doctor... must guard against falling into any specific, routine approach. In general one must guard against theoretical assumptions. ... In my analyses they play no part. I am unsystematic very much by intention. We need a different language for every patient. In one analysis I can be heard talking the Adlerian dialect, in another the Freudian" (Jung, [1961] 1989:131). (emphasis added).

In expounding his system of personality types Jung relied not so much on formal case data as on the countless impressions and experiences derived from the treatment of nervous illnesses, from intercourse with people of all social levels, "friend and foe alike," and from an analysis of his own psychological nature. The book is rich in material drawn from literature, aesthetics, religion, and philosophy. The extended chapters that give general descriptions of the types and definitions of Jung's principal psychological concepts are key documents in analytical psychology.

Among all of Jung's concepts, introversion (I) and extraversion (E) have gained the widest general popularity and use. Jung viewed that individuals are either primarily inward-oriented (I) or primarily outward-oriented (E). The introvert is more comfortable with the inner world of thoughts and feelings. The extravert feels more at home with the world of objects and other people. At times, introversion is more appropriate; at other times extraversion is more suitable. The two are mutually exclusive; you cannot hold both an introverted and an extraverted attitude concurrently. Neither one is better than the other. The ideal is to be flexible and to adopt whichever attitude is more appropriate in a given situation-to operate in terms of a dynamic balance between the two and not develop a fixed, rigid way of responding to the world.

Introverts are interested primarily in their own thoughts and feelings, in their inner world; they tend to be introspective. The absent-minded professor is a clear, if stereotypical, example. On the other hand, the Extroverts are actively involved in the world of people and things; they tend to be more social and more aware of what is going on around them. They need to guard against becoming dominated by external events and alienated from their inner selves. The hard-driving business executive or a cold blooded typical government bureaucrat who has no understanding of feelings or relationships is a classic stereotype of unbalanced extraversion. (Please treat both examples as examples only to understand the concept).

However, in spite of Jung's attempt to give an (so called) "antagonistic" view of personality types I and many scholars believe that no one is a pure introvert or a pure extravert type. Each individual tends to favor one or the other attitude and operates more often in terms of the favored attitude. Introverts see the world in terms of how it affects them, and extroverts are more concerned with their impact upon the world. There is also a balance between conscious and unconscious emphases on these qualities. For example, he asserts "If you take an extravert you will find his unconscious has an introverted quality, because all the extraverted qualities are played out in his consciousness and the introverted are left in the unconscious. (Jung in McGuire & Hull, 1977, p. 342).

Personally, the present author is convinced that probably, Jung borrowed the idea of continuum in the dichotomy of Introversion and Extraversion from the Indian concept of Prakruti-purush (shakti / stree-nature-female vrs Ishwar or God-male) and where both Shakti (energy) and Shiva (God-the supreme) merges into one in an inseparable way. The best illustration comes from the image of Ardhanarishwar (Shiva's image of half women and half male merged into one). The concept of Ardhanarishwar

envisages a complete merger of male and female qualities on a submerged basis which seems to be the core idea of being the continuum of Introverted and Extraverted personality's behavioural characteristics.

Now modern psychology, Depth Psychology in particular, says that every individual is both man and woman. No man is just male and no one is just female; everyone is bi-sexual. The idea seems to be straight from the mouth of Shiva Puran where it describes the image of Ardhanarishwar. Qualities of both sexes are there in each one of us. Again, this is a concept which is very similar to Hindu concept of Ardhanarishwar. In Indian Tantra, this has been one of the most basic concepts for thousands of years. There is no other concept like it in the whole history of humanity. I strongly believe that Jung who had visited India and was deeply influenced by the Hindu (Indian) philosophy had picked up the idea of Extraversion and that of the Introversion from there. Incidentally, it would be good to know that Jung had started taking interest in Indian mythology right from his childhood and among his favorite comic pictures were those of the trinity-Brahma, Vishnu and Mahesh-since the days he had not even started to read and write (Hayman, 2001, p.10).

In Psychological Types, Jung describes in detail the effects of tensions between the complexes associated with the dominant and inferior differentiating functions in highly and even extremely one-sided types.

JUNGIAN FUNCTIONS: Jung proposed four main functions of consciousness with interconnections as follows:\*

- Two perceiving functions: Sensation (S) and Intuition (N)
- Two judging functions: Thinking (T) and Feeling (F)
- Extraverted sensation (ES); Introverted sensation (IS);
- Extraverted intuition (EN); Introverted intuition (IN);

- ❑ Extraverted thinking (ET); Introverted thinking (IT); and
- ❑ Extraverted feeling (EF) ; Introverted feeling (IF).

### MBTI

The Myers-Briggs Type Indicator (MBTI) assessment is a questionnaire designed to measure psychological preferences in how people perceive the world and make/take decisions. MBTI™ is perhaps the most popular and widely known application of Jungian theory of TYPES to measure Individuals' types (Myers and Briggs, 1980, 1985). These preferences were extrapolated from the Jung's theory of typology. The original developers of the personality inventory were Katharine Cook Briggs and her daughter, Isabel Briggs Myers who began creating the indicator during World War II believing that a knowledge of personality preferences would help women who were entering the industrial workforce for the first time to identify the sort of war-time jobs where they would be "most comfortable and effective". The initial questionnaire grew into the Myers-Briggs Type Indicator (MBTI), which was first published in 1962 and emphasizes the value of naturally occurring differences (Pearman, Sarah and Albritton (1997).

### MBTI vs. Jungian Typology

**Judging vs. perception-** Myers and Briggs' addition to Jung's original thought is their concept that a given type's fourth letter (J or P) is determined by how that type interacts with the external world, rather than by the type's dominant function. The difference becomes evident when assessing the cognitive functions of introverts (Myers and Briggs, 1980, 1985).

To Jung, a type with dominant introverted thinking, for example, would be considered rational (judging) because the decision-making function is dominant. To Myers, however, that same type would be irrational (perceiving) because the individual

uses an information-gathering function (either in extraverted intuition or in extraverted sensing way) when interacting with the outer world.

**Orientation of the tertiary function-** Jung theorized that the dominant function acts alone in its preferred world: exterior for the extraverts and interior for the introverts. The remaining three functions, he suggested, operate together in the opposite world. If the dominant cognitive function is introverted, the other functions are extraverted, and vice versa. The MBTI Manual summarizes references in Jung's work to the balance in psychological type as follows:

There are several references in Jung's writing to the three remaining functions having an opposite attitudinal character. For example, in writing about introverts with thinking dominant Jung commented that the counterbalancing functions have an extraverted character (Carroll, 2004). However, many MBTI practitioners hold that the tertiary function is oriented in the same direction as the dominant function. Using the INTP type as an example, the orientation would be as follows: Dominant introverted thinking, Auxiliary extraverted intuition, Tertiary introverted sensing and Inferior extraverted feeling.

From a theoretical perspective, noted psychologist H.J. Eysenck calls the MBTI a moderately successful quantification of Jung's original principles as outlined in Psychological Types. However, both models remain theory, with no controlled scientific studies supporting either Jung's original concept of type or the Myers-Briggs variation.

The present paper reports preliminary findings related to the DTAW (Daftuar Types at Work) and compare it with MBTI in general.

To differentiate the terminologies as used in the present test (DTAW) from those used in MBTI's terminology the present author would prefer to call the various types as follows:

**Table 1**

Some examples of terms used by DTAW and MBTI for 16 personality types\*.

MBTI	DTAW
ESTJ	D-ESTJ
ISTJ	D-ISTJ
ENFP	D-ENFP
etc..	Etc...

\* The types are typically referred to by an abbreviation of one letter each like Extraverted (as E) and so on. However, in the case of intuition, the abbreviation N is used to distinguish it from Introversion).

## OBJECTIVES

The paper seeks to

- (I) create an Indian test to measure personality types based on the Jungian theory of Personality Types and a test similar to the MBTI and KTS for testing the Indian population as they typically behave in their work situations.
- (II) report a valid and reliable test to serve the same purpose with the Indian sample with better assurance of consistencies as those (MBTI, KTS, etc.) instruments serve in for other nations' sample.

## METHOD

### Sample

The sample consisted of a mixed group of 73 males and females school teachers (n=60) and MBA students (n=13) from Gujarat and Haryana.

The geographical locations mentioned above indicate only that these institutions to which the teachers and student sample were drawn were located in those respective states. However, the composition of the population consisting teachers and students belonged pan-India. In fact, the population was so diversified within themselves (in each organization) that it was meaningless to work on sub-groups of the participants based on the geographical origin of the population sample.

### Tool

A specially designed tool was created to meet the objectives as specified above.

## Item construction

Initially 150 items were constructed on the lines generally followed by most of the tests modeled on MBTI questionnaire. These items corresponded to the pairing classifications as described above (E/I; S/N; T/F; and J/P) of Jungian typology.

Items were given to 16 judges who were experts in test construction and had wide experiences in constructing and using tests of various kinds. Only twelve (out of 16 judges approached) replied back with their comments. Items which obtained hundred per cent agreement among all 12 (twelve) judges were retained. With a little more editing, researcher was left with 124 pairs of items giving 31 pairs in each combination (E/I, S/N, etc).

So, the final draft of the tool consisted of 124 pairs of items. Each dimension of the tool consisted of 31 pairs similar to MBTI pairings but with significant difference. MBTI used forced-choice scales where as the present scale uses Likert's 5-point (summated rating) scale for responses. Also, the respondent were asked to rate both alternatives of each of the items (S/N etc.) on five-point Likert-type scale ranging from Never True (1,one) to Always True (5-five).

## Variations in Items' design between DTAW and MBTI and KTS

The **MBTI** uses forced-choice questions where in the individual has to choose only one of two possible answers to each question. The choices are a mixture of word pairs and short statements. Choices are not literal opposites but chosen to reflect opposite preferences on the same dichotomy. Participants are allowed to skip questions if they feel they are unable to choose. After taking the MBTI, participants are usually asked to complete a Best Fit exercise with reference to the readings given to them.

**Keirse** used a system that includes four temperaments (Artisan, Guardian, Idealist and Rational) and sixteen role variants. His seminal work is Please Understand Me (Keirse, 1998). His work can be traced back to ancient Greek literature

like those of Hippocrates and Plato. Among his modern influences were the works of William James, Dewey and most importantly Ernst Kretschmer. His (Keirsey) critical innovation was in organizing the Jungian and MBTI's types into four temperaments and describing observable behavior rather than speculation about unobservable thoughts and feelings. Keirsey provided his own definitions of the sixteen types. While Myers (MBTI) wrote mostly about the Jungian psychological functions, which are mental processes Keirsey focused more on how people use words in sending messages and use tools in getting things done, which are observable actions. Keirsey performed in-depth, systematic analysis and synthesis of aspects of personality for temperament, which included the temperament's unique interests, orientation, values, self-image, and social roles (Keirsey, 1998).

**DTAW**, on the other hand, uses pairs similar to MBTI and Keirsey but skips the provision of forced choice method and allows both alternatives to be answered as independent items on five-point scales. That means, thought items are typographically (locationally) put together they can not be treated as pairs in the strict sense of the word. In each pair, they are mutually different yet comparable with each other. That means, it gives greater freedom to participants to choose their behavioural styles and allows independent analysis of dimensions. As mentioned above, each alternative item was to be rated on Likert's type five-point scale ranging from Never True (1, one) to Always True (5, five).

Some sample items from three instruments, given in appendix, will clarify the differences.

### Administration

It is recommended that the test be administered in class-room settings. In this study too the test was administered in class room situations where participants were invited for the sessions. The participants were already participating (in both cases-teachers as well students) in four-day workshops at different locations. The test was administered on the third day of the workshop. That means, a very high degree of rapport was ensured between the participants and the test administrators (in this case the team of the present researcher who was acting as their trainer).

The test (DTAW) takes about 40-50 minutes time to complete.

### Statistical Analyses

Data were subjected to Cronbach alpha (? via SPSS) for testing the reliability and internal consistency of the test. t-tests were also applied to test the significance of differences between different bipolar dimensions of the test (for example, scores on Extraversion vs. Introversion).

### Results and Discussion

#### Reliability

The data collected were subjected to Cronbach's alpha (?) reliability test to ascertain the reliability and internal consistency of the test. The results have been shown in the Table-2 below.

**Table 2**

Showing Reliability values ( $\alpha$  - coefficient)\* for the full DTAW test as well as for each dimension, separately. Full test consisted of 248 items where as all individual dimensions had 31 pairs of item each (n=73).

Full Test / Dimensions	Full test	E	I	S	N	T	F	J	P
( $\alpha$ values)*	.948	.832	.842	.844	.796	.796	.852	.749	.822

\*All alpha values were significant at  $<.001$  value;

Legend>E (Extraversion); I (Introversion); S (Sensing); N (Intuitive); T (Thinking); F (Feeling); J (Judging) and P (Perceiving).

The result summarized in Table-2 indicated high reliability and internal consistency for the whole test as well as for each of its eight dimensions. The  $\alpha$ -coefficients ranged from .75 (.749) to .85 (.852) for the dimensions whereas the  $\alpha$ -coefficient for the entire test as a whole was .95 (.948).

The above reliability values can be considered as sufficiently high for the present data as compared to MBTI and KTS (Keirsey Temperament Shorter) in the Indian context. The reliability values of Keirsey's (KTS) are not known in the Indian context but MBTI have a reported value of around .30.

As per the United States Department of Labor, Employment and Training Administration (1999) the reliability values between .70 to .90 can be considered as Adequate (.79) to excellent (.90) even for such sensitive uses as selection and recruitment. Unlike MBTI, the present researcher aims to make the test universally useable for maximum possible uses including recruitment, selection, promotion and reward allocation.

Some researchers have interpreted the reliability of the MBTI (even internationally) as being low. Studies have found that between 39% and 76% of those tested fall into different types upon retesting some weeks or years

later (Matthews, 2004; Pittenger, 1993). Their reliability and validity in the Indian context is not known. Also, test-retest reliability is sensitive to the time lapsed between tests. For example, within each dichotomy scale, as measured on MBTI's Form G, only about 36% remain the same types after more than nine months (Harvey, 1996). For MBTI Form M (the most current form) of the MBTI, the Manual reports that these scores are higher (p. 163, Table 8.6) though there is no mention of any research on Indian sample. Critics also argue that the MBTI lacks falsifiability which can cause confirmation bias in the interpretation of results. The present author aspires to meet these and many other weaknesses of the MBTI by an Indian test (rather than just a preferences' schedule) DTAW at least in this country and probably in non-Europeans and non-American countries.

### Validity

The validity coefficients of the full test as well as sub-tests (dimensions) were tested by working out the square-roots of all reliability values as suggested by Guilford (1954). The Table-3 summarizes the results of validity coefficients Table-3 shows the validity coefficients for the full test as well as for all its sub-tests (eight in all) showing the results.

**Table 3**

Validity coefficients for DTAW for the full test as well as for each dimension.

Full Test / Dimensions	Full test	E	I	S	N	T	F	J	P
(of $\alpha$ - values)*	.973	.832	.912	.918	.892	.892	.923	.865	.907

*All alpha values are significant at <.001 value (as per American Labor Department recommendations all coefficients are highly acceptable validity level (Ibid). All dimensions contain 31 items and full test 248 items*

These validity coefficients were calculated by working out the square-roots of all  $\alpha$ -coefficients (for reliability) following Guilford's (1954) recommendations and indicated that all validity coefficients as highly

respectable as per recommendations of the American Labor Department. These values are workable options till more validity index by other methods are worked out later. At the moment we can conclude that the test has

high face validity and statistical validity.

As a second step analysis the t-values were worked out between two supposedly opposite dimensions like

Extraversion vs. Introversion or Sensing vs. Thinking. The t-tests were used to see if the items were able to discriminate among eight sets of data viz; E, I, S, N, T, F, J and P. Table-4 given below summarizes the results.

**Table 4**

Showing means, mean differences, SDs, t-values and their P-values for four pairs of personality attributes viz; E vs. I; S vs. N; T vs. F and J vs. P

Sr. No.	Factors	(N=73) and (df=72)							
		Means		Mean diff.	SD $\sigma$ Mean		t-values Mean	Sig. (2 tailed) P	
		1	2		1	2			
1	E I	120.97	108.49	12.48	13.36	14.26	5.65	<.001	
2	S N	126.06	117.75	8.31	11.89	11.43	5.25	<.001	
3	T F	119.05	112.37	6.68	11.99	13.88	3.13	<.01	
4	J P	122.79	110.22	12.57	10.41	12.73	7.06	<.001	

E=Extraversion; I=Introversion; S=Sensing; N=Intuition; T=Thinking; F=Feeling; J=Judging; P=Perceiving; SD = Std. Deviation,

The t-values in Table-4 show that all mean values were significantly different at <.01 to <.001 levels.

The results in Table-3 coupled with Table-2 throw out interesting possibilities that each of our sub-scales can be independently used to measure various dimensions. For example, the sub-scale measuring extraversion can be independently used as a measure of extraversion like that of Eysenck scale of Extraversion and Neuroticism (Hans Jurgen Eysenck and Sybil B.G. Eysenck, 1975). The sub-scale "E" of DTAW significantly differed from the sub-scale of Introversion ("I" of DTAW) differentiating clearly between extraversion and introversion scores of the two sub-scales. Also, both sub-scales are significantly reliable (?-coefficients =.83 and .84, respectively) for the present sample. Same is true with almost all other sub-scales.

One advantage of this test is that while one can clearly and markedly differentiate between Extraversion and Introversion-the two main Jungian antagonistic bunches of preferences-yet one can also decipher which of the two are dominant function in an individual's preferences.

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## APPENDIX-A

### Sample Items from MBTI, Keirse Temperament Shorter and DTAW

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#### Sample items from MBTI (Form-G)

1. When you go somewhere for the day, would you rather
  - o Plan what you will do and when, or
  - o Just go.
2. Which word in each pair appeals to you more? Think about what the words mean, not about how they look or how they sound.
  - o Scheduled
  - o Unplanned
3. Can the new people you meet tell what you are interested in
  - o Right away ,or
  - o Only after they really get to know you?
4. Which word in each pair appeals to you more? Think about the words mean, not about how they look or how they sound.
  - o Strong-willed
  - o Tenderhearted

#### Sample items from Keirse Temperament Shorter

- 1) In making up your mind are you more likely to go by
  - (a) desires
  - (b) data
- 2) Are you more comfortable in making
  - (a) critical judgments
  - (b) value judgments

#### Sample items from DTAW

- 1) I prefer taking more interest in
  - (a) Regular day to day activities actually done by me.
  - (b) Thoughts about my work.
- 2) When I am attending a training session, I usually prefer
  - (a) Process which is experimental.
  - (b) Process with more information and abstraction.