

Figure 2.2 Personality Types

Source: From *Please Understand Me II*, by D. W. Keirsey, 1998, Del Mar, CA: Prometheus Nemesis Books. Used with permission.

Again, there are no right or wrong answers in this inventory; it is simply intended to give us insights about our perspectives and preferences. Understand that we all possess all of the orientations that Jung described: extroversion and introversion, intuition and sensing, thinking and feeling, and perception and judgment. Some people prefer one style, whereas others prefer other styles. But all of the types are necessary for success in organizations. Henry Tosi, Neil Mero, and John Rizzo (2000) provided us with examples of how the different types reinforce each other:

The sensing type needs an intuitive to generate possibilities, to supply ingenuity, to deal with complexity, and to furnish new ideas. Intuitives add a long-range perspective and spark things that seem impossible

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- The thinker needs a feeling type to persuade and conciliate feelings, to arouse enthusiasm, to sell or advertise, and to teach and forecast.
- The feeling type needs a thinker to analyze and organize, to predict flaws in advance, to introduce fact and logic, to hold to a policy, and to stand firm against opposition. (p. 50)

Psychologists and human resource management researchers have condensed countless personality traits into a list of five major personality dimensions known as the Big Five. While these dimensions are not as widely used as the MBTI, they are supported by several decades of research (see Barrick & Mount, 1991). [Figure 2.3](#) summarizes the five dimensions.

Personality Dimensions	Description
Conscientiousness	Degree to which a person is dependable, responsible, organized, and forward looking (plans ahead)
Extraversion/introversion	Degree to which a person is sociable, talkative, assertive, active, and ambitious
Openness to experience	Degree to which a person is imaginative, broad-minded, curious, and seeks new experiences
Emotional stability	Degree to which a person is anxious, depressed, angry, and insecure
Agreeableness	Degree to which a person is courteous, likable, good-natured, and flexible