**"SENSORS"**

Sensors place a high value on action and thrive on getting things done in the here and now. They believe in the significance of daily functioning and express a direct, down-to-earth, energetic approach to work and life. They tend to be pragmatic and engage in activities that yield concrete, tangible, and immediate feedback. They are frequently seen as the driving force within an organization.

Sensors are likely to be considered doers, moving ahead resourcefully and determinedly —moving sometimes seemingly insurmountable obstacles out of the way. They are able to concentrate on a wide variety of projects and tasks at once, and yet demonstrate incredible attention to all.

Sensors often commit to an endeavor only after they can prove to themselves that the proposed action is likely to work. They emphasize the “who and how” concerns of progress toward a goal. Once committed, sensors are usually seen as decisive and action oriented. They are concerned with very specific and measurable criteria, and focus on growth and profitability much more than theoretical speculation.

Sensors are sometimes criticized for short circuiting long-range planning and consequences, dispensing with caution and analysis in order to get things done. They can be considered impulsive or impatient, and are often thought to impose their own expectations for results in preference to others’ concepts, plans, or feelings.

**"FEELERS"**

Feelers place high value on human interaction and are attracted by jobs or situations in which social-interpersonal contacts with others are highly likely. They seek and enjoy the stimulation of contact and typically try to understand and analyze their own emotions (and others!). Their concern for people and understanding them usually makes them quite astute in reading between the lines about what people say and do. They display and are sought out for their ability to listen and empathize and for their patience and forbearance in caring assistance to others experiencing troubles or crises in their lives.

Feelers are likely to be perceived as dynamic and stimulating, warm, and closely in touch with others. They demonstrate sensitivity to others’ needs and wants and are able to note discrepancies between outward behavior and inner feelings. They pay attention to motives and are often seen as perceptive and insightful. Others seek them out for their ability to sort out complex, emotional problems and situations, to interpret the meanings of behavior, or to assess the climate or morale of a group. They are likely to be effective in anticipating or predicting the way others may respond or react to a projected change or action.

Feelers may be seen by others as being more concerned with the process of interaction than with the content that the interaction is focused on. Their reliance on gut feel, or the way people and things emotionally strike them (rather than logical analysis), can lead others to see them as preoccupied with making an emotional impact on others or persuading them to move, instead of being concerned as to whether or not such movements have been thought out or carefully planned. Some may see them as defensive or over-reactive, and others may criticize them for their subjectivity and emotionalism.

**"THINKERS"**

Thinkers place a high value on logic, ideas, and systematic inquiry. They find satisfaction in identifying problems, developing a variety of possible solutions, weighing them carefully, and testing them to see to it that the most logical, systematic approach is followed. They are typically steady, tenacious functioners, relying on observation and rational principles. They avoid emotionalism and speculation, often conveying skepticism toward novel departures from past, proven results.

Thinkers frequently hold decisions until they can review situations carefully and consider all possible alternatives. They are seen as logical result-getters and are often valued for their objectivity and cool thinking under pressure and are often seen as consistent forces for progress. They can be highly effective in organizing themselves and others in research and planning.

Thinkers can be seen by others as overly cautious or conservative, deliberating instead of acting. Sometimes perceived as indecisive, they can be considered rigid, dogmatic, and/or stumbling blocks to action that represents a departure from tradition. They are not usually considered good at mobilizing others’ enthusiasm and can be accused of being cold or dry.

**"INTUITORS"**

Intuitors place high value on ideas, innovation, concepts, theory, and long-range thinking. They tend to derive their greatest satisfaction from the world of possibilities. Often their imaginative input has a way of being a catalyst for the thinking of those around them.

Intuitors are often respected as fast and deep thinkers. They reveal excellent imaginations and tend to question themselves and others. They challenge because they have learned the value of continuous probing and reexamination. They are not accustomed to taking things for granted and seem to have an uncanny ability to anticipate — to know before many others around them know. They are often seen as leaders and great visionaries with an ability to see relationships among things that many others do not understand or are unable to comprehend.

Intuitors tend to accept the fact that disorder and chaos are inevitable. They are confident of their ability to grasp the meanings of all the conflicts about them and tend to see these conflicts in terms of clashes of major forces, rather than as here-and-now situations or occurrences. They are inclined to look at the world from the broadest perspective.

Because of their interest in the forces of conflicts and theoretical possibilities, intuitors are sometimes seen as hard to pin down or understand. Their questioning can sometimes be seen as negative or hostile, and others will sometimes refer to them as operating in a world of their own. Intuitors usually resent feeling hemmed in by requirements to think or operate in a structured, well-defined manner and may see those who are concerned about details or the immediate here-and-now as having really missed the importance of the true issues. Their inward-looking tendencies — drawing meaning from their imaginations — can be seen by others as unreal or impractical.