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A Comparison of Self-Perception Between Facilitated & Leaderless Developmental Groups

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Gatti,

Gloria Michelle

1975

A COMPARISON OF SELF-PERCEPTION BETWEEN
FACILITATED AND LEADERLESS
DEVELOPMENTAL GROUPS

A Thesis

Presented to

the Faculty of the Department of Psychology

Western Kentucky University

Bowling Green, Kentucky

In Partial Fulfillment

of the Requirements for the Degree

Master of Arts

by

Gloria Michelle Gatti

February 1975

A COMPARISON OF SELF-PERCEPTION BETWEEN
FACILITATED AND LEADERLESS
DEVELOPMENTAL GROUPS

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A COMPARISON OF SELF-PERCEPTION BETWEEN FACILITATED
AND LEADERLESS DEVELOPMENTAL GROUPS

Gloria Michelle Gatti February 1975 65 pages

Directed by: Carl Martray, James Craig, and Ernest Owen

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Change in self-perception, assessed by the Myers-Briggs Type Indicator (MBTI), F scale and an experimenter developed self-perception measure, was examined for participants in facilitated and leaderless developmental groups and a control group. The subjects, students in sophomore level psychology courses, were administered the MBTI, F scale, and self-perception measure one week prior to the first developmental group session and one week after completion of nine group sessions. No significant difference was found in amount of change in self-perception between the three groups. It was concluded that brief low intensity developmental groups may not produce significant positive change in self-perception as assessed by the MBTI, F scale or self-perception measure.

CHAPTER I

Introduction

Arising from attempts to deal with the increasing dehumanization, isolation and alienation of our culture, the small group experience has become a most significant and "rapidly spreading social invention of this century" (Rogers, 1970, p. 1). The small group experience has many names: encounter group, sensitivity group, T-group, personal growth group, developmental group and human relations training group. This variety of names helps to emphasize the difficulty of arriving at a comprehensive definition of the small group experience. In reference to this, Joseph Luft (1970) offers a brief definition of "group dynamics":

The term "group dynamics" usually refers to the study of individuals interaction in small groups. The word "dynamics" implies forces which are complex and interdependent in a common field or setting. (p. 1)

Luft concedes that a precise definition is dependent upon the meaning of the term "dynamics".

Some factors involved in determining the dynamics of the small group experience are group size, style of group leadership and group goals. Groups may vary in number of members and may be conducted with or without a designated

leader. Many groups rely on a here-and-now focus on feelings within a framework of interpersonal interaction and are oriented toward increasing the members' personal and social growth (Bebout & Gordon, 1972; Rogers, 1970). Although this type of group is quite common, there are a variety of orientations ranging from therapy groups to problem solving groups focusing on educational instruction (Gibb, 1971).

While Rogers believes that the interest in and support of the small group experience expresses "the need and desire of people rather than institutions" (1970, p. 1), the group movement has already begun to affect a great number of social institutions. Government agencies and industrial organizations have begun to employ groups in an effort toward resolving conflict situations through effective problem solving rather than in terms of power or coercion. Academic institutions have begun to emphasize groups in their development of more productive methods of teaching. The fields of counseling and psychotherapy have found group experience useful as an expansion of the one-to-one client-therapist relationship in order to provide the client with more and varied interpersonal interactions within a therapeutic framework. These fields have also expressed interest in groups as a time and money saving vehicle for therapy and for preventive mental hygiene (Rogers, 1970; Luft, 1970).

Although the specific goals of each type of group experience may differ, each type shares the general goals

of the group movement. These goals are to provide the individual with an opportunity to become more self-realized and to increase his competence in interpersonal relations. Rogers (1947, 1951a) and Jourard (1963) believe that for such change in behavior to occur, the individual must become more able to form accurate and complete beliefs about how he behaves. The process of increasing this ability involves the individual admitting more experiential data into awareness, and perceiving his own feelings, motives, and social and personal experience with less distortion (Rogers, 1947, 1951a; Jourard, 1963).

There is evidence that such changes in behavior occur during small group experience, but there is legitimate controversy concerning the nature and degree of change which occurs (Gibb, 1971). Campbell and Dunnette (1968) and Gibb (1971) reviewed a number of investigations of changes in an individual's self-perception during small group experience and concluded that while changes were observed, the evidence was inconclusive concerning the role of group experience in affecting these changes. Campbell and Dunnette (1968) found no investigations that supported changes in basic personality variables as determined by standardized personality measures, but suggested that such changes might be too much to expect from short term group experience. Investigations by Foulds (1970), Guinan and Foulds (1970) and Culbert, Clark and Bobele (1968) found significant changes

on a standardized measure of self-actualization. Gibb (1971) also reviewed studies which demonstrated trends toward less authoritarianism and more participative attitudes of group members. Gibb (1971) cited studies which suggested that changes in self-perception must precede other changes in observable behaviors.

Campbell and Dunnette (1968) and Gibb (1971) have expressed that research attempts to determine significant and predictable changes during small group experience have been inconclusive and that further investigation is warranted. The present study was designed to contribute to the clarification of the status of small group experience in affecting behavioral changes of group participants. This study examined the effects of small developmental groups on participants as assessed by standardized personality measures and a measure of self-perception.

Statement of Problem

The group movement has been employed to achieve goals of enabling participants to become more self-realized, to form more accurate and complete beliefs about their behavior, and to become more competent in interpersonal interactions. Rogers' (1947) hypothesis that such change in behavior is preceded by change in the individual's self-perception has provided a theoretical framework for research on the effects of group experience. If change in behavior is a result of

group experience, then according to Rogers' hypothesis, self-perception should also undergo change.

The present investigation was designed to determine change in self-perception as affected by participation in facilitated and leaderless developmental groups versus a control group. In an effort to employ instruments which might be more sensitive to change in self-perception, change in self-perception was assessed by the Myers-Briggs Type Indicator (MBTI), F scale, and a self-perception measure designed for the present study.

Statement of Hypotheses

The following hypotheses were investigated:

1. The facilitated developmental groups would display significantly more positive change in self-perception than the leaderless developmental groups or the control group.
2. The leaderless developmental groups would display significantly more positive change in self-perception than the control group.

CHAPTER II

Review of Literature

Both Rogers (1947, 1951b) and Luft (1970) emphasized that the behavior of an individual is integrally related to the individual's perceptions of himself and self-in-relationship to the external world. Perception of self is defined as the meanings an individual attaches to stimuli which he views as related to himself. Rogers (1947) hypothesized that the process of behavior change is a result of a change in perceptions of self and self-in-relationship to the external world. Rogers (1947) stated:

It has been noted in many cases that behavior changes come about for the most part imperceptibly and almost automatically, once the perceptual reorganization has taken place. (p. 362)

Luft (1970) illustrated this hypothesized relationship between perception of self and behavior by means of the Johari Window, a model for the study of group dynamics (see Figure I). Luft proposed that due to group processes, the "open" area of the Johari Window increases in size. This increase in size corresponds to increased self-awareness experienced by the individual and to increased disclosure of his behavior and motivation to others. As a result of enlarging the "open" area of the Johari Window, the "hidden",

FIGURE I
Johari Window

	Known to Self	Unknown to Self
Known to Others	Open Area	Blind Area
Unknown to Others	Hidden Area	Unknown Area

Note.- Adopted from J. Luft (1970).

"blind" and "unknown" areas decrease in size. The individual is increasingly able to explore and deal with his potentialities once he begins to accept the feelings, ideas and actions which he previously distorted or denied to awareness. Thus, theoretically, change in self-perception appears to be a critical factor in the process of an individual becoming more self-realized and interpersonally competent.

Behavior as a Function of Self-Perception

Rogers (1947) and Luft (1970) provide a theoretical basis for understanding the process of behavior change which is the goal of group experience. Research concerning the relationship of change in self-perception with change in behavior appears to support Rogers' (1947) hypothesis that change in self-perception precedes overt behavioral change.

Using a variety of assessment techniques to study changes in behavior and attitude during group experience, Zimet and Fine (1955) found that members of a "group centered human relations seminar" increased significantly in warm, understanding and insightful verbal participation and interaction within the group. They also reported a significant positive change in members' attitudes towards self, adults and children. Both the gain in participation and change in attitude correlated significantly. Zimet and Fine concluded that the relationship between change in perception and change in observable behavior was consistent with Rogers' hypothesis.

Culbert, Clark and Bobele (1968) reported that members of a sensitivity training laboratory displayed positive changes in self-actualizing values and percepts as assessed by the Personal Orientation Inventory (POI). The changes observed on the POI did not correlate with changes on a measure of self-actualizing behavior (Problem Expression Scale). Culbert et al. concluded that change in perception might be a necessary although not a sufficient antecedent to change in behavior.

Stock (1958) studied the relationship between group members' change in perceptions of self and overt behavioral change and concluded that individuals whose self-perceptions were more unstable tended to display more behavior change in and following group experience. The studies by Zimet and Fine (1955), Culbert, Clark and Bobele (1968) and Stock (1958) appear to demonstrate a relationship between change in self-perception and behavior with change in self-perception preceding change in behavior.

Self-Perception

If change in self-perception precedes change in behavior, then the phenomenon of change in self-perception is a relevant process to be investigated in determining the effects of group experience. The task of assessing how an individual views himself has been dealt with by means of a variety of techniques which all necessarily rely on some form of self-report. The most common instruments for

assessing change in self-perception are Q sorts and standardized attitude and personality inventories. These instruments are limiting due to their design as each focuses on different constructs and thus each instrument provides only a partial picture of an individual's self-perceived world. Some instruments may be more sensitive than others in allowing accurate self-report responses. Interpretation of research on change in self-perception as a result of group experience must include consideration not only of the group dynamics involved but also of the focus and sensitivity of the instruments and methods employed to assess change in self-perception.

One method of assessing change in self-perception during group experience is that of assessing the degree of congruence between perceived actual self and perceived ideal self. Rogers (1951a), Hanlon, Hoffstaetter, and O'Connor (1954) and Smith (1958) maintain that as congruence (assessed from the individual's response to test items from the viewpoint of actual self and ideal self) increases, the individual's adjustment and self-satisfaction increase. Researchers, utilizing different types of test items, have employed this method of assessing change in perceived self in a number of studies on the effects of group experience. Although not using any type of control groups, the studies by Grater (1959), Truax, Schuldt and

Wargo (1968), and Burke and Bennis (1961) provide support for group experience as a means of achieving change in self-perception in the form of increased actual-ideal self congruence. These three studies also determined that the greatest change occurred in the perceptions of actual self rather than ideal self. While Bunker (1961) employed a Hilden Q sort, and Peters (1966) used a semantic differential test, both researchers found that, following group experience, there was significant increase in participants' actual-ideal self congruence with no significant change in the control groups. Gassner, Gold and Snadowsky (1964) found that while both members of human relations training groups and members of a control group increased in actual-ideal self congruence, there was no significant difference between group members or control subjects in amount of change. The studies by Kelman and Parloff (1954) and Bennis, Burke, Cutter, Harrington and Hoffman (1957) each employed a battery of tests to assess change in actual-ideal self congruence but found no significant increase in congruence after group experience.

Some researchers have preferred to assess change in self-perception due to group experience by means of one or more self-administering standardized attitude or personality measures. The selected instruments provide a form of self-report response indicating self-perceptions which are limited to specific goals of group experience. Kassarian (1965)

assessed inner-other directedness of sensitivity group participants and found no significant difference between pre- and post-group scores. Kernan (1964) administered the F scale before and after a three day T-group and found no significant difference in scores. However, Kernan suggested that a basic personality change may not be possible during a group experience of such short duration. Gassner, Gold and Snadowsky (1964) found that members of human relations training groups increased in understanding of democratic leadership concepts. Zimet and Fine (1955) found that participants of a human relations seminar tended toward more democratic choices on the Combs Desires List after group experience. No control group was used. Koziey, Loken and Field (1971) found that feelings of alienation decreased during T-group experience and that the reduction in alienation was also evident at a six-month follow-up. The decrease in alienation occurred on most but not all of the dimensions of Keniston's Alienation Scale. No control group was used by Koziey et al. Schutz and Allen (1966) found indications that, compared with a control group, participants of sensitivity training displayed significant attitude changes, as measured by the Fundamental Interpersonal Relations Orientation-Behavior questionnaire.

The method of assessing change in self-perception by means of self-administering standardized instruments has also been employed with instruments which indicate

self-perceptions related to more general goals of group experience. These general goals include changes in the areas of self-actualizing tendencies, self-concept and achievement of self-set goals. Culbert, Clark and Bobele (1968), Foulds (1970) and Guinan and Foulds (1970) employed the POI to investigate the effects of group experience on self-actualization. According to Shostrom (1966), self-actualization is defined as "the tendency of an individual to develop and utilize his unique capabilities, or potentialities, free of the inhibition and emotional turmoil of those less self-actualized" (p. 1). Culbert, Clark and Bobele (1968) concluded that sensitivity training was related to significant positive change on POI subscales of Inner Directedness, Spontaneity, Synergy, and Capacity for Intimate Contact. Foulds (1970) found that for members of a personal growth group, there were significant positive changes on eight of twelve subscales. He reported no significant change in control group scores. The scales on which members displayed significant change were: Inner Directedness, Feeling Reactivity, Existentiality, Spontaneity, Self-Acceptance, Synergy, Capacity for Intimate Contact, and Acceptance of Aggression. Investigating the effects of a week-end marathon group, Guinan and Foulds (1970) found significant changes for group members in the areas of Inner Directedness, Feeling Reactivity, Self-Acceptance, Acceptance of Aggression, and Capacity for Intimate Contact.

Guinan and Foulds found no significant changes for a control group.

In a study by Bebout and Gordon (1972) which did not include a control group, participants of encounter groups were administered a battery of tests measuring self-concept factors. Bebout and Gordon found that significant positive changes occurred in participants' self-esteem, self-concepts and self-actualizing tendencies, and that perceived feelings of alienation were reduced. According to Solomon, Berzon and Davis (1970), members of "self-improvement workshops" experienced significant positive change in self-concept as compared to control subjects, who experienced no change. However, Solomon et al. reported that there were no significant differences on self-concept measures between the groups at a six-month follow-up. Kolb, Winter and Berlew (1968) found a significant relationship between group members' initial commitment to goals and their perceived change in the direction of self-set goals. Highly committed subjects perceived themselves as having changed more and also demonstrated more observable change than did low-commitment subjects.

In summary, the majority of the research reviewed appears to support group experience as affecting self-perception, but there is uncertainty concerning the relationship of group experience to the degree of change and to specific types of perceptual change which occurs. The

evaluation of the affectiveness of group experience for achieving significant and predictable change in self-perception has been hindered not only by the variety of group dynamics studied but also by the difficulty of assessing change in self-perception. Definition of group orientation and the group dynamics involved is necessary if conclusions are to be reached concerning the effects on self-perception of similar group experiences. Detection or development of assessment methods and instruments more sensitive to change in self-perception may enable researchers to detect changes manifested after different types of group experience.

CHAPTER III

Method

Subjects

The subject pool consisted of 101 students in sophomore level psychology courses at Western Kentucky University. Students in four classes were required to participate in this study as part of their regular class activity. Due to limitations of the present setting, membership in course section determined assignment to treatment groups. The control subjects were the 29 students in one class. The subjects assigned to leaderless developmental groups were the 28 students in a second class. The remaining two classes provided the 44 subjects in the facilitated developmental groups.

Within each experimental class, the subjects were randomly assigned to developmental groups with conditions that no related individuals were assigned to the same group and that no group exceeded the size of seven members. The assignment to developmental groups resulted in eight facilitated groups and five leaderless groups.

Design

The dependent variables in the present study were defined as the subject's scores on the F scale, MBTI, and on the self-perception measure. The independent variables

were defined as facilitated developmental group, leaderless developmental group, control group (received no group experience), and time.

Instruments

F scale. The F scale (Adorno, Frenkel-Brunswik, Levinson & Sanford, 1950) was used to measure change in authoritarian characteristics as a result of participation in developmental group process. Byrne (1966) pointed out:

Authoritarian characteristics are generally assumed to be relatively stable and enduring aspects of the individual. As with any personality variable, however, authoritarianism should be subject to alteration under suitable conditions. (p. 275)

The F scale is self-administering for either individuals or groups. The individual is required to indicate his degree of agreement with each item in the form of a number from -3 (indicates strong opposition) to +3 (indicates strong support). The individual's final score is determined by adding the numerical responses to all 30 items. Split-half reliabilities for the F scale vary from .81 to .97 with a mean of .90 (Byrne, 1966).

MBTI. The MBTI (Myers, 1962) was designed to determine the way in which the individual perceives and deals with his world. The MBTI contains four separate indexes for determining individual differences which are assumed to control cognitive function, interests, values and

personality development. Myers (1962) defines "type" as "that portion of the personality which people create in themselves by their exercise of the four preferences" (p. 63). The four dichotomous dimensions are based on Jungian typology and are labeled: Extroversion-Introversion (EI), Sensing-Intuition (SI), Thinking-Feeling (TF), and Judgement-Perception (JP). The EI index identifies whether the individual tends to focus his perception and judgement on the outer world of people and things or on the inner world of concepts and ideas. According to Myers (1962):

"Perception" is here understood to include the processes of becoming-aware of things or people or occurrences or ideas, and "judgement" is understood to include the processes of coming-to-conclusions about what has been perceived. (p. 51)

The SN index determines the individual's preferred mode of perceiving. The TF index determines the individual's preferred basis for making judgements. The JP index reflects whether the individual, in dealing with the outer world, relies most upon a judging process (T, F) or upon a perceptive process (S, N).

The MBTI is self-administering for either individuals or groups. Responses are in the form of self-report reactions to forced-choice statements. A procedure is provided by Myers (1962) to convert the dichotomous scores into continuous scores with means = 100.

Split-half reliabilities indicate correlations of .75 and above for subjects of varying age, intellectual ability, and socio-economic status. The median absolute inter-correlation for the EI, SN, and TF indexes is .03 for males and .06 for females. The correlations of JP with SN range from .20 to .47.

Myers (1962) reported validation studies which found that the type preferences correlate, in appropriate directions, with tests assessing interests, values and needs. Studies employing non-test variables such as faculty ratings, turnover in utility jobs and creativity, have also indicated appropriate correlations (Myers, 1962).

Self-perception measure. A measure of accuracy of self-perception was designed for the present study to assess the ability of individuals to identify their type preference as determined by the MBTI. Sixteen descriptive MBTI type profiles were adapted from those developed at the Typology Laboratory of the University of Florida (see Appendix). Each subject was required to rank a set of four descriptive profiles in order of perceived similarity to the subject's perceived self. The set of four descriptive profiles presented to a subject consisted of the subject's actual type profile (Profile One) as assessed by the MBTI, and three other type profiles determined from the subject's actual profile. The three other profiles presented to the subject were: a type profile which differed from the actual profile

on two indexes (Profile Two), a type profile which differed from the actual profile on three indexes (Profile Three), and the type profile which differed from the actual profile on all four indexes (Profile Four). The indexes which differed from the actual profile were determined randomly. The set of Profiles was presented on separate pages in random order. Each subject was then requested to assign a 1 to the profile perceived most similar to self, a 2 to the second most similar profile, a 3 to the third most similar profile and a 4 to the least similar profile.

Procedure

Developmental groups - facilitated. A total of eight groups ranging in size from five to seven members were facilitated developmental groups. Group facilitators were graduate students in either Clinical Psychology or Child Development and Family Living programs at Western Kentucky University and had demonstrated interest in groups and a basic understanding of interpersonal behavior. Each facilitator was assigned responsibility for one developmental group. Assignment was random so far as each facilitator's time permitted. Group facilitators received a nominal fee for their time and services.

Two faculty supervisors with experience in developmental group processes served as consultants, observed group sessions and provided feedback to facilitators. Training of group facilitators was conducted by the consultants

and consisted of three sessions of two hours duration each. Training sessions consisted of lectures, discussions, selected readings and a film. Lectures, discussions and training materials centered on group theory, analysis of group dynamics and techniques of facilitation.

Developmental groups - leaderless. A total of five groups ranging in size from five to seven members were leaderless developmental groups. A leaderless group was defined as a group which functioned without the continuous presence of a designated facilitator. The course instructor, who was one of the faculty supervisors, floated from group to group in a nonsystematic fashion for purposes of facilitation. He was available upon group request to answer questions about group process and to aid in resolving conflicts which might threaten the atmosphere of trust and safety necessary for the functioning of the groups.

Group process. All experimental groups were conducted along the lines of relatively unstructured developmental groups. Madison (1968) provides a definition of "developmental group":

... to increase self-understanding and personal development in the normal individuals through regular participation in a small group wherein free expression of feelings and attitudes are encouraged and the person's responses to the other group members is used as a means of identifying

his own characteristics and influencing them in ways that promote individual development. (p. 21)

Group sessions, for all experimental groups, were conducted during class time (one hour) once a week for nine weeks. The same agenda was followed by all experimental groups during the first two sessions. The activities of the first two sessions included introduction to group goals and various nonverbal and verbal sensitivity exercises. After the first two sessions the structure of each group was essentially determined by its members.

A developmental group facilitator was responsible for developing and maintaining an atmosphere of safety and trust. Each facilitator was free to employ a variety of techniques such as sensory awareness exercises, nonverbal exercises and fantasy exploration. Emphasis was placed on a here-and-now awareness of feelings and behavior and on acceptance of personal responsibility. Although the setting for each facilitated developmental group varied weekly and was dependent upon availability of rooms, all settings afforded privacy necessary for group activity. At times, different groups elected to meet outdoors.

The first two sessions of the leaderless developmental groups were directed by the course instructor. The instructor was present in the classroom during all group sessions and was responsible for introducing awareness exercises and

emphasizing a here-and-now awareness of feelings and behavior. Although the course instructor was available to individual groups, he maintained a minimal level of facilitation by providing direction to the class as a whole rather than to individual groups. The leaderless developmental groups met weekly in specified sections of their classroom.

Test administration. The F scale, MBTI, and the self-perception measure were administered to all subjects one week prior to the beginning of the group sessions and again one week after completion of the nine group sessions. Pre- and post-test administration each required two class hours. For both pre- and post-tests, the MBTI was administered during the first class hour, and the self-perception measure was followed by the F scale during the second class hour. Make-up schedules were provided to subjects who were absent from class on test days.

Scoring and Analysis

F scale and MBTI. Change scores indicating amount and direction of change were computed from pre- and post-test scores for the four MBTI indexes and for the F scale. Since the change scores resulted in positive and negative integers, the change scores were transformed to positive integer scales. The resulting scale for MBTI change scores varied from 1 to 121, with $-48 = 1$, $-47 = 2$, etc. The resulting scale for F scale change scores varied from 1 to 94, with $-44 = 1$, $-43 = 2$, etc. Separate analyses of variance for

the four indexes of the MBTI and the F scale were used to analyze amount of change between the three treatment groups.

Self-perception measure. The order in which a subject ranked his set of profiles was used to indicate accuracy of self-perception. It was possible for a subject to rank his set of profiles in any of 24 combinations. From the 24 possible combinations, four combinations were grouped as choices "Most Similar" to the accurate order of Profiles One, Two, Three and Four. Four different combinations were grouped as "Least Similar" to the accurate order of Profiles, and the remaining 16 combinations were a third grouping, "Other" (see Table I). Within each treatment group the total subjects in each response grouping (Most Similar, Least Similar, Other) were determined for both pre- and post-tests. Separate Chi-Squares were computed for the response groups, "Most Similar" and "Other", to test whether treatment group and subjects' response on the pre- and post-test were related. A Chi-Square was not computed for the response group, "Least Similar", as the observed frequency of response equaled zero for two treatment groups on the pre-test.

TABLE I

Actual Profile Order	Response Profile Order		
	Most Similar	Least Similar	Other
1	1 1 1 2	3 4 4 4	1 1 1 2 2 2 2 2 3 3 3 3 3 4 4 4
2	2 2 3 1	4 2 3 3	4 4 3 1 4 4 3 3 2 2 4 1 1 2 1 1
3	3 4 2 3	2 3 2 1	2 3 4 4 1 3 1 4 1 4 1 2 4 1 2 3
4	4 3 4 4	1 1 1 2	3 2 2 3 3 1 4 1 4 1 2 4 2 3 3 2

CHAPTER IV

Results

Separate analyses of variance on change scores (pre-post) were performed for the four indexes of the MBTI and for the F scale. The analyses indicated no significant differences in amount of change between the three groups on the EI ($\underline{F} < 1$), SN ($\underline{F} < 1$), TF [$\underline{F} (2, 98) = 1.06, \underline{p} > .05$] and JP ($\underline{F} < 1$) indexes of the MBTI. There were also no significant differences in amount of change ($\underline{F} < 1$) between the three groups on the F scale.

Separate Chi-Squares were computed for the response groups "Most Similar" and "Other" of the self-perception measure. There was no significant relationship between treatment group and subjects' response on pre- and post-tests for either the "Most Similar" response group ($\underline{\chi}^2 < 1$), or for the "Other" response group ($\underline{\chi}^2 < 1$).

CHAPTER V

Discussion

The results of the present study indicate that facilitated and leaderless developmental groups may not contribute to significant positive changes in participants' self-perceptions. While the lack of change in self-perception assessed by the F scale, MBTI and self-perception measure appears to support the position that group experience has no effect on participants' self-perceptions, this point of view may be unjustified. Consideration of the group dynamics involved and the methodology of assessing self-perception may contribute to a more realistic interpretation of the results of the present study.

Group Dynamics

Some factors involved in determining the dynamics of the developmental groups in this study were the structure, focus and length of group sessions and the participants' commitment to the groups' goals. The group participants in this study were not volunteers and a perception of the group experience as a class requirement may have had a negative effect on their commitment to goals. Commitment to goals was shown by Kolb, Winter and Berlew (1968) to be an important factor in determining subjects' perceived change during group experience. In the present study, the group

experience involved nine separate one hour sessions and it is possible that nine hours was not sufficient time to effect changes in self-perception. Both the facilitated and leaderless groups were conducted as relatively unstructured developmental groups with the only emphasis on participants learning more about themselves through focusing on here-and-now awareness of feelings and acceptance of personal responsibility. Short duration, fluid structure and generality of goals may result in a low intensity group experience that does not produce discernible changes in self-perception.

Assessment of Self-Perception

It is possible that the F scale and the MBTI may measure basic and stable personality factors that are not influenced by brief group experience. If this is the case, self-perceived change regarding these factors is not likely to be exhibited by group participants. Another consideration is that while brief group experience may influence self-perception to a minor degree, the instruments chosen for this study may not be sensitive to such small fluctuations in self-perception. The self-perception measure was dependent upon the sensitivity of the MBTI and upon the ability of the MBTI profiles to provide accurate and recognizable pictures of the subjects' perceived selves. Regardless of the stability of the personality factors measured by the MBTI, it is possible that if brief group

experience does affect self-perception, the MBTI profiles may not provide the necessary information for subjects' discrimination of change.

In summary, the results of the present study do not support the use of groups to affect change in self-perception, nor do the results support that groups have no effect on self-perception. It may, however, be concluded that brief low intensity developmental groups may not produce significant positive change in self-perception as assessed by the instruments employed in this study.

Implications

The interpretation of the results of the present study suggests to researchers the importance of providing a complete description of group dynamics and a definition of group orientation and goals. The necessity of employing appropriate control groups in future group research is emphasized. It also appears important that researchers continue to examine different instruments for assessing change and that they attempt to develop methods for detecting change that are more suitable to the study of group experience. The profile technique employed in the present study as a measure of self-perception may be explored as an alternative method for assessing change. Specific research is needed in the areas of a) the influence of frequency and duration of group sessions, b) the relative effects of structured versus unstructured groups, and c) the influence of general versus specific goals.

Appendix

ISTJ Profile

You probably like best to function in the ways described below although you are free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the inner world of ideas than to the outer world of people and things. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a planned, decided orderly way of life better than a flexible, spontaneous way.

You accept responsibilities beyond the call of duty. You are extremely dependable, with a complete, realistic, practical respect for the facts and for whatever responsibilities those facts create.

You absorb, remember and use facts by the bushel. You like everything kept factual, clearly stated and not too complex. Not until you are known very well do people discover that behind your outer calm, you are looking at the facts from an intensely individual angle, often a very droll one. Your private reaction, the way a thing will strike you, is quite unpredictable.

But what you actually do about it will be sound and sensible because it is part of your outer life and so is governed by your preference for impersonal analysis and logic. You are thorough, painstaking, systematic, hardworking, patient with detail and routine. Your extreme perseverance tends to stabilize everything with which you are connected. You do not enter into things impulsively, but once in, you are very hard to distract, discourage or stop. You do not quit unless experience convinces you that you are wrong.

Your thinking emphasizes analysis and logic, and you find a large portion of the human race illogical. It is hard for you to see any sense in needs differing widely from your own. But where you see something mattering a lot to someone right before your eyes, this too becomes a fact to be respected and, in many cases, accepted as a responsibility.

If judgement is not well developed, you tend to retreat into silent absorption in inner reactions to incoming sense-impressions. If your preferences for using impersonal analysis and logic and working with known facts are well developed, your problem is merely to use the right one at the right time.

A safe rule is to use impersonal analysis and logic upon inanimate objects and upon your own conduct, and to work with known facts when dealing with people. You will be in no danger of overriding people less forceful than you are, and will find yourself richly repaid in your human relationships!

ISFJ Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself if you make full use of the strengths described below.

You relate more easily to the inner world of ideas than to the outer world of people and things. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on personal values (feeling) than on impersonal analysis and logic (thinking). You like a planned, decided, orderly way of life better than a flexible, spontaneous way.

You devotedly accept responsibilities beyond the call of duty. You are extremely dependable, with a complete realistic, practical respect for the facts and for whatever responsibilities these facts create.

You absorb, remember and use facts by the bushel. You like everything kept factual, clearly stated and not too complex. Not until you are known very well do people discover that behind your outer calm you are looking at the facts from an intensely individual angle, often a very droll one. Your private reaction, the way a thing will strike you, is quite unpredictable.

But what you actually do about it will be sound and sensible. You are thoroughly painstaking, systematic, hard-working, and patient with detail and routine. Your extreme perseverance tends to stabilize everything with which you are connected. You do not enter into things impulsively, but once in, you are very hard to stop. You do not quit unless experience convinces you that you are wrong.

You are kind, sympathetic, tactful, and genuinely concerned, traits which make you very supportive to persons in need of support. You are frequently attracted to detail with a care for people; such as the health professions.

If judgement is not developed, you tend to retreat into silent absorption in inner reactions to incoming sense-impressions, and nothing of value is likely to come out.

ISTP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the inner world of ideas than to the outer world of people and things. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a flexible, spontaneous way of life better than a planned, decided, orderly way.

You look for principles that explain things. You are logical, analytical, impersonal, objectively critical, and not likely to be convinced by anything but reasoning. You organize ideas and facts, but not situations and people unless you must for the sake of your work. In the field of ideas you are decisive and sure. Socially, you may be rather shy except with your best friends.

You find it hard to switch your thinking from ideas to details of daily living. You are quiet, reserved, detachedly curious, adaptable, apt to be patient, accurate, good with your hands, fond of sports and outdoors, and of fun for its own sake.

If your sensing is developed, you have a firm grasp on the realities of the current situation and a great capacity for facts and details. You are apt to be good at applied science, mechanics, and what can be done with materials. With non-technical interests, you can use general principles to bring order out of unorganized facts in law, economics and the analysis of markets, sales, securities, or statistics of any kind.

It is hard for you to know, without being told, how others feel. You should realize that you do need to know what is important to the people around you, and should pay attention to any clues you are given.

Your feeling, if too suppressed, can build up pressure and explode in most inappropriate ways. Your feeling needs some positive outlet, preferably through appreciation of other peoples' merits. Appreciation is hard for you, who are naturally critical, but if you try, you can develop it, and will find it helpful on the job as well as in personal relationships.

One of your outstanding traits is economy of effort, which is an asset if you judge accurately how much effort is needed, and do what the situation requires without fuss or lost emotion. If you cannot judge or do not bother to, economy of effort becomes laziness, and nothing of importance gets done.

ISFP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the inner world of ideas than to the outer world of people and things. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on personal values (feeling) than on impersonal analysis and logic (thinking). You like a flexible, spontaneous way of life better than a planned, decided, orderly way.

You have a great deal of warmth but show it more by deeds than words. Reliance on feeling gives you a very personal approach to life, as feeling judges everything by a set of personal values, accepting or rejecting accordingly. Your will is inwardly directed, toward keeping all lesser values subordinate to the greater. You find your inner loyalties and ideals hard to talk about though these govern your life. Your deepest feelings are seldom expressed as inner tenderness and passionate conviction both are masked by reserve and repose.

You are tolerant, open-minded, flexible and adaptable-- just so long as your inner loyalties are not threatened. You have little wish to impress or dominate. The contacts you prize are with people who understand your values and the goals you are working toward.

As you like to look at things with your sensing rather than your intuition, you are mainly interested in the realities perceived by your five senses. You are apt to find your most satisfactory outlets in fields where taste, discrimination and sense of beauty and proportion are of value. You seem to have a special love of nature and sympathy with animals. You are rather inarticulate, and have a consistent tendency to underrate and understate yourself, being very modest.

You are twice as good when working at a job you believe in, since your feeling for it lends added energy to your efforts. You want your work to contribute to something that matters to you, perhaps to human understanding or happiness or health, or perhaps to the perfecting of some product of undertaking. You want to have a purpose beyond your paycheck, no matter how big the check. You are a perfectionist wherever your feeling is engaged, and are particularly fitted for work that requires both devotion and a large measure of adaptability.

Your problem is that you may feel so marked a contrast between inner ideal and outer reality as to burden you with a sense of inadequacy that has nothing to do with your real effectiveness. If you find no channel of expression for your ideals, these make you too sensitive and vulnerable with dwindling confidence in life and in yourself. Actually you have much to give, and need only to find the spot where you are needed.

INFJ Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the inner world of ideas than to the outer world of people and things. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgements more on personal values (feeling) than on impersonal analysis and logic (thinking). You like a planned, decided, orderly way of life better than a flexible, spontaneous way.

You have a faith in your inspirations that can remove mountains. You are very independent. You are governed by inspirations that come through intuition, these seem unarguably valid and so important that everyone should accept them. You can be a great leader, where you devote yourself to carrying out a sound inspiration on your own, and attract followers by your enthusiasm and faith.

You are interested in humanity's problems, are skillful in handling people, and you are more apt to win cooperation than to demand it. Your enthusiasm for possibilities is infectious and persistent. You have determination, persistence, and enduring purpose.

You are most content in work that satisfies both your intuitions and your feeling. The possibilities that usually interest you most are possibilities for people. Teaching, on the higher levels appeals to you particularly. Your intuition provides insights into the deeper meanings of the subject and you are able to communicate these insights. You take deep satisfaction in aiding the development of individual students.

If your interests lie in technical fields, you may be outstanding in science, in research or development. Intuition suggests new approaches to problems, and feeling generates enthusiasm that sparks your energies, you should not allow yourself to be smothered in a routine job, full of details.

You stand in some danger of overlooking facts and practical consequences. You need to make a conscious effort to see all the facts.

If judgement (feeling) is underdeveloped, you cannot criticize your own inner vision, nor will you listen to judgements from outside. Instead of shaping your inspirations into effective action, you may merely try to regulate everything (small matters as well as great ones) according to your own ideas, so that nothing comes of your inspirations except domestic tyranny.

INTJ Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the inner world of ideas than to the outer world of people and things. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a planned, decided, orderly way of life better than a flexible, spontaneous way.

You are very independent and stubborn. You are stubborn because you are sure you are right. Being sure of the worth of your inspirations, you want to see them work out in practice, applied and accepted by the rest of the world. You weigh consequences, organize the steps to be taken, overcoming opposition. You have determination, perseverance and enduring purpose.

There are two dangers for you, arising from the single-minded concentration with which your thinking works toward the goals of your intuition. One danger is that you may neglect feeling to the point of ignoring other people's feelings and views. This is a mistake, even on practical grounds, because feelings are facts that can effect or even entirely prevent cooperation. Your feeling, if too suppressed, can build up pressure and explode in most inappropriate ways. It needs some positive outlet, preferably the appreciation of other people's merits. Appreciation is hard for you, who are naturally critical. But you can develop it, and will find it helpful on the job as well as in personal relationships.

The other danger is that you might suppress sensing so far that you miss seeing essential facts, and conditions that do exist and must be reckoned with however much they may conflict with your intuitive goals.

With your constant checking against reality, you are outstandingly effective in scientific research and engineering design. The very boldness of your intuition may be of immense value in any field and should not be smothered in a routine job full of details.

To be effective at all, you must develop your thinking to supply needed judgement. If judgement is undeveloped, you cannot criticize your own inner vision, nor will you listen to judgements from outside. You will therefore not be able to shape your inspirations into effective action, and these will be wasted.

INFP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the inner world of ideas than the outer world of people and things. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgements more on personal values (feeling) than on impersonal analysis and logic (thinking). You like a flexible, spontaneous way of life better than a planned, decided, orderly way.

You have a great deal of warmth which you find it hard to show. Your reliance on feeling gives you a very personal approach to life, as feeling judges everything by a set of personal values, accepting and rejecting accordingly.

Your will is inwardly directed toward keeping all lesser values subordinate to your greater values. You find your inner loyalties and ideals hard to talk about, though these govern your life. Your deepest feelings are seldom expressed, as inner tenderness and passionate conviction both are masked by reserve and repose.

You are tolerant, open-minded, understanding, flexible, and adaptable so long as your inner loyalties are not threatened. Except for your work's sake, you have little wish to impress or dominate. The contacts you prize most are with people who understand their values and the goals they are working toward.

Your main interest lies in seeing the possibilities beyond what is present or obvious or known. Intuition heightens your insight and long range vision, curiosity about new ideas, and interest in books and language. You are likely to have a gift of expression, especially in writing, and to be persuasive in matters you care about.

You are twice as good when working at a job you believe in, since your feeling for it gives you drive. You want your work to contribute to something that matters to you, to human understanding or happiness or health, or to the perfecting of something. You want to have a purpose beyond the paycheck, no matter how big the check. You are a perfectionist wherever your feeling is engaged, and are usually happiest at some individual work involving personal values. With high ability you may be good in literature, art, science, or psychology.

Your problem is that you may feel so marked a contrast between inner ideal and outer reality as to burden you with a sense of inadequacy that has nothing to do with your real effectiveness. If you find no channel of expression for your ideals, you become too sensitive and vulnerable, with dwindling confidence in life and yourself. Given a proper channel, you may show a high degree of self-confident drive. There must, however, be a good development of your intuition. Without it, you will aspire to the impossible and achieve frustratingly little.

INTP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the inner world of ideas than to the outer world of people and things. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a flexible, spontaneous way of life better than a planned, decided, orderly way.

You look for principles that explain outcomes. You are logical, analytical, impersonal, objectively critical, not apt to be convinced except by reasoning.

You organize ideas and knowledge, not situations or people unless you must. In the field of ideas, you are decisive and sure, but you care more about reaching a solution to a problem than seeing it put into practice. Socially, you may be rather shy except with close friends.

You find it hard to switch thinking from ideas to details of daily living. You are quiet, reserved, detachedly serious,--and quite adaptable so long as your ruling principles are not being violated. Your main interest lies in seeing possibilities beyond what is present or obvious or known. You have understanding, insight, ingenuity, intellectual curiosity, and fertility of ideas about problems.

You like work that uses both your preferences to look for possibilities and relationships and to base your judgements on impersonal analysis and logic. Depending on your interests, you are good at pure science, research, mathematics, or the more complex kinds of engineering, or you may become a scholar, teacher, abstract thinker in economics, philosophy, psychology, etc.

Frequently, you fail to make yourself understandable. Wanting to state exact truth, you make it too complicated to follow. If you would stick to sentences you consider too simple and obvious to be worth saying, you could keep the line of communication open.

Your strength lies in your development of thinking and intuition. Facts (sensing) are needed to validate an

intuitive hunch or carry out an intuitive project. Not every suggestion that intuition makes is sound; even the most attractive ones need to be checked out against the facts of the situation and the limitations of these impose, otherwise they may come to nothing.

Although your judgements are based more on thinking than on feelings, feeling contributes to good personal relationships by stressing that it does matter how the other person feels. Small things make a great difference here--a word of appreciation where honestly due, or mention of the extent of agreement before any disagreeing is done.

Appreciation is harder for you than for others. Your feeling, if too much suppressed, may build up pressure and explode. It needs some positive outlet, preferably through appreciation of other people's merits.

ESTP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things than to the inner world of ideas. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a flexible, spontaneous way of life better than an orderly, planned, decided way.

You are an easygoing, adaptable realist. You accept and good-naturedly use the facts around you, whatever these are. You know what goes on, who wants what and usually why. And you do not fight those facts. There is a sort of effortless economy in the way you adapt to a situation. Often you can get others to adapt, too. You look for the satisfying solution, instead of trying to impose any "should" or "must" of your own, and people generally like you well enough to consider any compromise you think might work. You are unprejudiced, open-minded, and usually patient and tolerant of everyone--including yourself. You enjoy life. You do not get wrought up. Thus you may be very good at easing a tense situation and pulling conflicting factions together.

Your preferences for working with known facts may show itself: (A) in a gift for machinery and the running of it, or the handling of tools; (B) in a capacity for exact facts, even when separate and unrelated, and the ability to absorb, remember and apply great numbers of them, like the boy who remembers all the batting averages; (C) in a continuous awareness, and ability to see the need of the moment and turn easily to meet it, as a star athlete will in a game.

When it comes to judgement, you like to use thinking rather than feeling. Your thinking enables you to crack down when necessary and helps you grasp underlying principles and cope with the mathematical or theoretical side of things. However, you have no great opinion of books as a preparation for life. You learn far more from first hand experience than from classrooms, and are more effective on the job than on written tests.

You are strong in the art of living. You value material possessions, and take the time to acquire and care for them.

You value concrete enjoyment, from good food and good clothes to music, art and all the products of the amusement industry. You will go to a lot of trouble or expense for the sake of a good time,--picnics, parties, seats at a play, tickets for the big game.

Your net effectiveness depends on how much judgement you acquire, and whether you develop your thinking to the point where it can consider consequences, and give some direction to your life. If your judgement is not good enough to give you any stick-to-it-iveness, you may adapt mainly to your own love of a good time, and be lazy, unstable, generally shallow,--a "grasshopper" personality.

ESFP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things than to the inner world of ideas. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on personal values (feeling) than on impersonal analysis and logic (thinking). You like a flexible, spontaneous way of life better than a planned, decided, orderly way.

You are a friendly, adaptable realist. You accept and good-naturedly use the facts around you, whatever these are. You know what goes on, who wants what and usually why. You do not fight those facts. There is a sort of effortless economy in the way you adapt to a situation. Often you get others to adapt, too. You look for the satisfying solution, instead of trying to impose any "should" or "must" of your own, and people generally like you well enough to consider any compromise you think might work. You are unprejudiced, open-minded, and usually patient and tolerant of everyone--including yourself. You enjoy life. You do not get wrought up. Thus you may be very good at easing a tense situation and pulling conflicting factions together.

Your preference for working with known facts may show itself: (A) in the handling of materials for craft or artistic purposes, or in the recognition of quality, line, color, texture, or detail; (B) in a capacity for exact facts, even when separate and unrelated, and the ability to absorb, remember and apply great numbers of them, like the boy who remembers all the batting averages; (C) in a continuous awareness, and ability to see the need of the moment and turn easily to meet it, as a star athlete will in a game.

When it comes to judgement, you like to use feeling rather than thinking. Your feeling makes you interested in people, tactful and sympathetic, especially easy in handling human contacts, and possibly too easy in matters of discipline. It also contributes to artistic taste and judgement, but is no help with analysis. You learn far more from first-hand experience than from books, and so fare better in actual situations than on written tests.

You are strong in the art of living. You value material possessions, and take the time to acquire and care for them. You value concrete enjoyment, from good food and good clothes to music, art, and all the products of the amusement industry. You will go to a lot of trouble and expense for the sake of a good time,--picnics, parties, seats at a play, tickets for the big game.

Your net effectiveness depends on how much judgement you acquire, and whether you develop your feeling to the point where it can supply standards, and give some direction to your life. If your judgement is not good enough to give you stick-to-it-iveness, you may adapt mainly to your own love of a good time, and be lazy, unstable, generally shallow,--a "grasshopper" personality.

ESTJ Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things than to the inner world of ideas. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a planned, decided, orderly way of life better than a flexible, spontaneous way.

You enjoy administration and getting things organized and done. You are logical, analytical, impersonal, objectively critical, and not likely to be convinced by anything but reasoning.

You organize facts, situations, and operations well in advance, and make a systematic effort to reach your carefully planned objectives on schedule. You have little patience with confusion or inefficiency, and can be tough when the situation calls for toughness.

You think conduct should be ruled by logic, and you govern your own that way as far as you can. As a result, you live your life according to a definite formula that embodies your basic judgements about the world. Any change in your ways requires a deliberate change in the formula.

You look at things with your sensing rather than your intuition, hence are mainly interested in the realities perceived by your five senses. This makes you matter-of-fact, practical, realistic, factually minded, concerned with here and now. You are more curious about new things than new ideas, and want to be sure that ideas, plans and decisions are based on solid fact.

You like jobs where the results of your work are immediate, visible, and tangible. You have a natural bent for business and industry, production and construction. You enjoy executive jobs, liking to decide what ought to be done next and give the necessary orders. Getting things done is your strong suit.

You run some risk of neglecting to stop and listen to the other person's side of the matter, especially with people

under you who can't talk back. This is seldom easy for you, but if you do not do it, you may judge too hastily, without enough facts or enough regard for what other people think or feel.

Your feeling, if too suppressed, may build up pressure and explode in most inappropriate ways. Your feeling needs some positive outlet, preferably through appreciation of other people's merits. Appreciation is hard for you, who are naturally critical, but if you put it in your formula, you can develop it, and will find it helpful on the job as well as in personal relationships.

ESFJ Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things than to the inner world of ideas. You would rather work with known facts (sensing) than look for possibilities and relationships (intuition). You base your judgements more on personal values (feeling) than on impersonal analysis and logic (thinking). You like a planned, decided, orderly way of life better than a flexible, spontaneous way.

You radiate warmth and fellowship and value harmonious human contacts above all things. You are friendly, tactful, sympathetic, always able to express the correct feeling. You are particularly warmed by approval and chilled by indifference. Since you draw from other people's warmth of feeling, you are ready to agree with other people's opinions within reasonable limits. You try to live up to your ideals and are loyal to a respected person, institution or cause, often to the point of idealizing whatever you admire.

You are mainly interested in the realities perceived by your five senses. This makes you practical, realistic, matter-of-fact, concerned with the here and now. You value material possessions and take great interest in the details of direct experience. You like to base plans and decisions upon known facts, and usually adapt excellently to routine.

You are at your best in jobs that deal with people: selling, face-to-face cooperative work, etc. You think best when talking with people, and enjoy talk. You have to make a special effort if you are to be brief and businesslike and not let sociability slow you down on the job. You are not likely to be happy in work demanding analysis or mastery of the abstract.

You like to have matters decided or settled. You do not, however, insist on doing the settling. You have many "shoulds" and "should nots" and may express these freely. You are persevering, conscientious, orderly even in small matters, and inclined to expect others to be the same.

If you have gained no first-hand knowledge of a person or situation, you may jump to conclusions or act upon assumptions, like the trainee who does things as he judges they "should" be done, instead of taking the pains to find out

how the organization works or what is wanted. When faced with a disagreeable fact or a criticism that hurts, you may be unable to admit its truth and may try to somehow evade the issue.

ENFP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things than to the inner world of ideas. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgements more on personal values (feeling) than impersonal analysis and logic (thinking). You like a flexible, spontaneous way of life better than a planned, decided, orderly way.

You care warmly about new possibilities--new ways of doing things, or new and fascinating things that might be done. You have a lot of imagination and initiative for starting projects and a lot of impulsive energy for carrying them out. You are sure of the worth of your inspirations, tireless and ingenious with the problems involved. You get so interested in your newest project that you have time for little else.

You get other people interested, too. You aim to understand people rather than to judge them. Sometimes, by putting your mind to it, you achieve an uncanny knowledge of what different people will respond to, and use this to win support for your projects. You adapt to others' opinions in the way you present an objective, but never to the point of giving it up. Your faith in your intuition makes you too individualistic to conform exactly to any group.

When it comes to judgement, you like to use feeling rather than thinking. Your feeling gives you enthusiasm, concern for people, skill in handling them, and often a remarkable insight into their possibilities and interest in their development. You are much drawn to counseling, where each new person presents a fresh problem to be solved and a fresh insight to be communicated. You can be an inspiring teacher, particularly where you have freedom to innovate. And you can be almost anything else it interests you to be,--a scientist, artist, advertiser, sales person, preacher, writer, and so on.

A real difficulty for you is that you hate uninspired routine and find it remarkably hard to apply yourself to humdrum detail connected with any major interest. Worse yet, you may get bored with your own projects as soon as you have solved the problems and come to plain sailing. You need to

learn to carry through, but you are happiest and most effective in jobs that permit of one project after another, with somebody else taking over as soon as the situation is well in hand.

If your judgement is underdeveloped, you may commit yourself to ill-chosen projects, fail to finish anything, and squander your inspirations, abilities, and energy on irrelevant, half-done jobs. At your worst, you are unstable, undependable, fickle, and easily discouraged.

ENTP Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things than to the inner world of ideas. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a flexible, spontaneous way of life better than a planned, decided, orderly way.

You are an ingenious innovator in the field of action. You concentrate on seeing new possibilities--new ways of doing things, or new and fascinating things that might be done. You have a lot of imagination and initiative for starting projects and a lot of impulsive energy for carrying them out. You are sure of the worth of your inspirations, tireless and ingenious with the problems involved. You get so interested in your newest project that you have time for little else.

You get other people interested, too. You aim to understand people rather than to judge them. Sometimes, by putting your mind to it, you achieve an uncanny knowledge of what different people will respond to, and use this to win support for your projects. You adapt to others' opinions in the way you present an objective, but never to the point of giving it up. Your faith in your intuition makes you too individualistic to conform exactly to any group.

When it comes to judgement, you like to use thinking rather than feeling. Your thinking supplies some analysis and criticism of your inspirations. It also makes you independent and rather impersonal in your relationships to people, whom you are apt to consider only in relation to the current project. You are not likely to stay in any occupation that does not permit of projects. You can be an inventor, scientist, trouble-shooter, promoter, or almost anything that it interests you to be.

A real difficulty for you is that you hate uninspired routine and find it remarkably hard to apply yourself to humdrum detail unconnected with any major interest. Worse yet, you get bored with your own projects as soon as you have solved

the problems and reached plain sailing. You need to learn to carry through, but you are happiest and most effective in jobs that permit of one project after another, with somebody else taking over the situation as soon as it is well in hand.

If your judgement is underdeveloped, you may commit yourself to ill-chosen projects, fail to finish anything, and squander your inspirations, abilities, and energy on irrelevant, half-done jobs. At your worst, you are unstable, undependable, fickle, and easily discouraged.

ENFJ Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things rather than to the inner world of ideas. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgments more on personal values (feeling) than on impersonal analysis and logic (thinking). You like a planned, decided, orderly way of life better than a flexible, spontaneous way.

You radiate sympathy and fellowship. Reliance on feeling gives you a very personal approach to life, since feeling judges everything by a set of personal values, accepting or rejecting accordingly. You value harmonious human contacts above all things. You are friendly, tactful, sympathetic, always able to express the correct feeling. You are particularly warmed by approval and chilled by indifference. Since you draw much of your security from other people's warmth of feeling, you are ready to agree with other people's opinions within reasonable limits. You try to live up to your ideals and are loyal to a respected person, institution or cause, often to the point of idealizing whatever you admire.

As you like to look at things with your intuition rather than your sensing, you are interested mainly in seeing the possibilities beyond what is present or obvious or known. Intuition heightens your insight, vision, concern for future possibilities, and curiosity for new ideas as such. You tend to be interested in books and moderately tolerant of theory. You are likely to have a gift of expression, but may like to use it in speaking to audiences rather than in writing.

You are at your best in jobs that deal with people: selling, some kinds of direct supervision, teaching, preaching, counseling, face-to-face cooperative work, etc. You think best when talking with people, and enjoy talk. You have to make a special effort to be brief and businesslike and not let sociability slow you down on the job. You are not likely to be happy in work demanding factual, impersonal accuracy, as in accounting.

You like to have matters decided or settled. You do not, however, insist on doing the settling. You have many

definite "shoulds" and "should nots" and may express these freely. You are persevering, conscientious, orderly even in small matters, and inclined to expect others to be the same.

If you have gained no first-hand knowledge of a person or situation, you may jump to conclusions or act upon assumptions, like the trainee who does things as he judges they "should" be done, instead of taking the pains to find out what is wanted. Sometimes, when faced with a disagreeable fact or a criticism that hurts, you may be unable to admit its truth and may try somehow to evade the issue.

ENTJ Profile

You probably like best to function in the ways described below although you are quite free to function in such other ways as may be necessary in any given situation. But you are most likely to achieve what you need for yourself by making full use of the strengths described below.

You relate more easily to the outer world of people and things than to the inner world of ideas. You would rather look for possibilities and relationships (intuition) than work with known facts (sensing). You base your judgements more on impersonal analysis and logic (thinking) than on personal values (feeling). You like a planned, decided, orderly way of life better than a flexible, spontaneous way.

You enjoy executive action and long range planning. You are logical, analytical, impersonal, objectively critical, and not likely to be convinced by anything but reasoning. You organize facts, situations, and operations well in advance, and make a systematic effort to reach your carefully planned objectives on schedule. You have little patience with confusion or inefficiency, and can be tough when the situation calls for toughness.

You think conduct should be ruled by logic, and you govern your own that way as far as you can. As a result, you live your life according to a definite formula that embodies your basic judgements about the world. Any change in your ways requires a deliberate change in the formula.

You look at things with your intuition rather than your sensing, hence you're mainly interested in seeing the possibilities beyond what is present or obvious or known. Intuition heightens your intellectual interest, curiosity for new ideas, tolerance for theory, taste for complex problems, insight, vision and concern for long range consequences.

You are never content in jobs that make no demand upon intuition. You need problems to solve, and like executive jobs where you can decide on solutions. Your interest is in the broad picture, not in details, not in facts that do not relate to anything in particular.

You run some risk of neglecting to stop and listen to the other person's side of the matter, especially with people under you who can't talk back. This is seldom easy for you but if you do not do it, you may judge too hastily without enough facts or enough regard for what other people think or feel.

Your feeling, if too suppressed, may build up pressure and explode in most inappropriate ways. Your feeling needs some positive outlet, preferably through appreciation of other people's merits. Appreciation is hard for you who are naturally critical, but if you put it in your formula, you can develop it and will find it helpful on the job as well as in personal relationships.

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