

## Chapter One

### INTRODUCTION

#### WHY IT IS NECESSARY OR USEFUL TO UNDERSTAND PERSONALITY TYPES

Since everyone is unique, the idea of cramming people into categories seems hateful. And even if personality types are somehow theoretically valid they would probably be either too academic to help in daily lives or too vague to be meaningful.

Though the objections given above are valid, but there are number of good reasons to study personality types. The most important of them is that human beings are inherently interesting and dangerous. It would be impossible for most of us to spend a day without coming into direct or indirect contact with dozens of people - family, friends, people on the street, at the office, on television, in our fantasies, and in our fears. People are everywhere, having all sorts of impacts on us - for better or worse.

Most of the time we navigate the shallow of inter-personal life without coming to grief, but there have no doubt been times when we suddenly became aware that we did not really know people we thought we know. There would have been times we realised that we do know ourselves. At times the behaviour of others - and even our own behaviour - is at times strange. New things come up which seem out of place. Such type of surprises can be pleasant but some are definitely unpleasant, having disastrous effects on us into present and in the future. So, unless we have insight, we may overlook a diamond in the rough or be too quick to get out of a relationship which is actually worth saving. Without insight, we may be hurt or feel foolish and either way end in unhappiness.

Thus becoming more perceptive is worthwhile, if only to avoid painful consequences, understanding ourselves and others should make us happy.

How can the knowledge and sensitivity we need can be acquired ? How can we

begin to make sense of the vast diversity of human personality ? How can we develop insight so that we lead fuller and happier life ?

The answer is, we will discover that we can not know anyone else until we know ourselves and we can not know ourselves until we know others. The solution is that understanding ourselves and understanding others are really two sides of the same coin, i.e., understanding human nature.

Because such a vast amount of territory is covered by human nature, it would be useful to have an accurate map of that familiar, yet unexplored territory. It would be helpful to have a reliable means of charting who we are and where we are going that we will not lose our way.

The search for an accurate typology has gone on for two thousand years beginning with Indian and Greek philosophers like Kautilya Chankya, Gita and Vatsyayan's Kamasutras in India and Hippocrates in Europe. The theory of four bodily humours - the melancholic, choleric, phlegmatic and sanguine temperaments, depending on the predominance of one of the major fluids of body, black bile, yellow bile, phlegm and blood, respectively. In Ayurveda and Charak Samhita, people have been classified on the basis of bile, cough, phlegm, 'pitta', wind. The theory of four temperaments was used for fifteen hundred years, until the scientific enquiries of the enlightenment gradually discredited it.

Different classifications have been proposed over the centuries, although none has been without problems, inaccuracies or contradictions.

In recent decades, Freud's theory also gained lots of importance. According to this theory, three different character types emphasize the belief that psychic energy is fixated during early child development around the mouth, the anus, or the phallus. These fixations yield oral, anal and phallic types. Another Freudian approach to character types

emphasises the dominance of ego, the id or the superego in the personality. The latter is more sophisticated application of Freud's concepts, one which theorists have found difficult to apply.

Karen Horney developed character descriptions based on her clinical observations of inter-personal orientations that a person could be considered as fundamentally; "moving toward others", "moving away from others", or "moving against others". She did not work out all the sub-types within these three general categories, but had she done so, her system probably would have yielded nine personality types.

Jung's typology delineates eight types based on how a person's psychological attitude, extroversion or introversion, is modified by one of four basic mental functions which Jung exposes - feeling, thinking, sensation or intuition. Thus Jung described an extraverted feeling type, and an introverted feeling type, an extraverted thinking type and an introverted thinking type and so on.

## **MYERS - BRIGGS TYPE INDICATOR**

### **HISTORY OF MBTI**

The work of Myers and Briggs started in the 1920's by Katharine Briggs. Briggs was interested in human behaviour and she through her observation and reading of biographies developed a way to look at it. Her scheme, which was published in the New Republic magazine on December, 26, 1926 and reprinted in the fall 1981 issue of the MBTI News, included four types : Sociable, Thoughtful, Executive and Spontaneous.

At the same time as she was doing her research, the Swiss psychoanalyst Carl Gustav Jung developed a Complementary Theory of Personality Types. This theory was published in Jung's book Psychological Types in 1923. When Katherine Briggs read

Jung's work, she found much similarity with their own works. Together with her daughter Isabel Myers, she began to integrate her work with that of Jung. Beginning in 1940s and using Jung's theory she was able to develop her typology called MBTI

Briggs and Myers started to work on a paper pencil inventory to help people discover more about themselves and their personality types. It was to take them over thirty years to develop such an inventory which was called Myers Briggs Type Indicator or MBTI.

By the time Katharine Briggs was 85 and her daughter Isabel Myers was sixty five they had prepared enough data to present their instrument to Educational Testing Service, known as ETS in Boston, New Jersey. Because of the MBTI's orthodox development, ETS formed the office of special testing to carry on further research on the MBTI. From 1962 until 1975, when the rights to the MBTI were acquired by Consulting Psychologists Press, Inc. it was available for research purpose only. Today, the MBTI is one of the largest selling tools for self-awareness. It has been translated into several other languages: including Japanese.

In the present study, Jung's Analytical theory forms the basis of personality variable.

#### **Jung's Theory of Preference :**

Though, Jung's theory of personality is usually identified as a psychoanalytic theory because of its emphasis on unconscious processes, it differs in some notable factors from Freud's theory of personality. The most prominent feature of Jung's psychology is that it combines teleology with causality. According to him, human behaviour is conditioned by individual's racial history (causality) aims and aspirations (teleology).

### **Definitions of Preferences :**

It is believed that we are born with a preference of four of the eight personality traits that the MBTI measures, one from each of four pairs. In the first half of life, we strengthen these preferred traits in order to build a strong personality. In the second half of life, we strengthen the weaker traits and become more balanced and whole. The Myers-Briggs Type indicator is a personality inventory based on the work of Carl G. Jung. It measures individual preferences on the following four scales :

1. Whether people relate more to external or internal world - Extraversion - Introversion Scale.
2. How people prefer to take in or perceive information - Sensing - Intuitive Scale.
3. How people prefer to make evaluations and decisions - Thinking - Feeling Scale.
4. How people live : whether they are organised and seek closure or are spontaneous and open - Judging - Perceiving Scale.

#### **1. *E-I Scale (Extraversion -Introversion) :***

##### **E - EXTRAVERSION :**

People who prefer extraversion tend to focus on the outer world of people and things. When one is Extraverting, one is energised by what goes on in the outer world, and this is where one tends to direct his own energy. Extraverts usually prefer to communicate more by talking than by writing. They do their finest thinking in forums where they can share and develop ideas with others. They find being alone as draining. Extraverts prefer professions that allow them to talk with others regularly and frequently

this is why so many Extraverts are in the sales and marketing fields.

### I - INTROVERSION :

People who prefer Introversion focus more on their inner world. When introverting one is energised by what goes on in his inner world and this is where he tends to direct his own energy. Introverts tend to be more interested and comfortable when they can work quiet / without interruption. They like to understand the world before experiencing it, and so need time to reflect before acting. Introverts do their finest thinking when alone. So, introverts prefer occupations and professions that allow them to be alone and think things themselves. They prefer moderate to low amount of human interactions.

## **2. S-N Scale (Sensing - Intuitive) :**

### S - SENSING :

Sensing focuses on the realities of a situation, sensing types tend to accept and work with what is "given" in here and now, and thus become realistic and practical. They are good at remembering and working with a great number of facts. They prefer to use proven procedures and are careful with detail.

### N - INTUITION :

Intuition shows the meanings, relationships, and possibilities that go beyond the information from one's senses. Intuitive types look at the big picture and try to grasp the overall patterns. They grow expert at seeing new possibilities and they value imagination and inspirations.

**3. T-F Scale (Thinking - Feeling) :**

**T- THINKING :**

Thinking types make decisions objectively, on the basis of cause and effect, by analyzing and weighing the evidence. Thinking focuses on the logical consequences of any choice or action. Thinking types seek an objective standard of truth; they are good at analyzing what is wrong with something.

**F- FEELING :**

Feeling types make decisions based on person-centred values. When deciding, they consider how important the choices are to themselves and others. They like dealing with people and tend to become sympathetic, appreciative and tactful. They value harmony and work to make it happen.

**4. J-P Scale (Judging - Perceiving) :**

**J- JUDGING :**

Those who prefer judging like to live in planned and orderly way, wanting to regulate life and control it. They want to make decisions, come closer and, then carry on. They like to be structured and organized and want things settled.

**P- PERCEIVING :**

Those who prefer perceiving like to live in a flexible, spontaneous way, gathering information and keeping their options open. They seek to understand life rather than control it. They prefer to stay open to experience, enjoying and trusting their ability to adapt to the moment.

Now we wish to delineate on 16 combinations of 4s (Fours) characteristics each.

### ***ISTJ - Life's Natural Organizers :***

#### Characteristics :

ISTJ's have a strong sense of responsibility and great loyalty to the organisations, families and relationships in their lives. They are thorough, painstaking, systematic, hard working and careful with particulars and procedures. ISTJ's have a profound respect for facts. They absorb, remember and use any number of facts and are careful about their accuracy.

ISTJ's use thinking in decision making, taking an objective, logical and tough-minded approach. Their focus is on task or system as a whole, rather than individuals. ISTJ's are clear and steadfast in their opinions because they have arrived at them by applying logical criteria based on their experience and knowledge. They believe that standard procedures exist because they work. ISTJ's will support change only when facts demonstrate that it will bring better results. This is the reason why their thinking often remain undeveloped.

#### How others see ISTJ's :

- Calm, reserved and serious.
- Consistent and orderly.
- Valuing traditions.

#### Careers :

ISTJ's often choose careers where their talents for organisation and accuracy are

rewarded and are oriented towards achieving practical and tangible results. Careers like auditors and accountants, administration and managers, dentists, police and detective, general surgery, law, civil engineering, production, construction, accounting and military. These careers have appeal because they are very result oriented, require objectivity and generally have prescribed ways of doing things.

#### Strengths at work :

- ❑ ISTJ's have ability to act quickly and very often very correctly. They have a propensity for beginning projects and staying with them through completion.
- ❑ For ISTJ's, work comes first, then comes family and community. These are the compulsive types who bring the office to home at the end of the day.

#### Weaknesses at work :

- ❑ They can be personification of compulsively, driven by such things as deadlines and bottom-lines without regard to employee motivation, satisfaction or well being striving for efficiency. They may instead produce a work force full of hostility, stress and absenteeism.
- ❑ ISTJ's not only drive others to the brink. They can also inflict severe damage on themselves. This comes partly from their combined control and compulsiveness, which can lead to an attitude of "If you want it done right, do it yourself." This sets them up for long lonely hours of doing everything over until it is right.

#### Parenting :

For ISTJ's, parenting is a life long responsibility that is undertaken seriously. They impose rules and regulations upon their children and expect them to be followed and

not questioned. Roles for ISTJ parents are clearly defined. Parents are parents and children are children and each has appropriate responsibilities.

#### As children :

ISTJ's as children often excel at school and work, rising to senior positions of responsibility as class presidents, school heroes, project managers and community leaders. Bedrooms of ISTJ's children are kept orderly. They show up on time for meals, expecting them to be served on schedule. Like ISTJ elders they live by a series of "shoulds" which they often impose on their parents. They can become stressed when they encounter a family member of a different type who resist their rules or when an authority figure is working on a schedule different from theirs. Though, ultimately, they will give in to the adult but not without considerable unpleasantness.

#### Potential areas for growth :

Sometimes life circumstances have not supported ISTJs in the development and expression of their thinking and sensing preferences.

- If they have not developed their thinking, ISTJs may not have reliable ways for dealing with the world and instead may be preoccupied with their internal memories.
- If they have not developed their sensing, they may rush into premature judgements and actions without considering new information.

If ISTJs do not find place where they can use their gifts and be appreciated for their contributions, they usually feel frustrated and may become rigid about time, schedules and procedures and be critical and judgemental for others.

## ***ISFJ : Committed To Getting The Job Done :***

### Characteristics :

People with ISFJ preferences are dependable and considerate, committed to the people and groups with which they are associated and faithful in carrying out responsibilities. They work with steady energy to complete jobs fully and on time. They have a complete realistic, and practical respect for the facts. If they decide that action will be helpful, they accept the responsibility. They can remember and use any number of facts, but want them all accurate. They like everything clearly stated.

ISFJs use feeling to make decisions based on personal values and concern for others. They value harmony and cooperation and work to create them. Their opinions are firm because their decisions are based on their clear values and their wealth of stored data. ISFJs respect established procedures, and authority believing that these have persisted because they function well. Therefore, they will support change only when new data show it will be practical benefit to people.

### How Others See ISFJs :

- Quiet, Serious and Conscientious
- Considerate, Good Care Takers
- Honouring Commitments, Preserving Traditions.

### Careers :

ISFJs often choose careers where they can combine their careful observation and caring for people, as in the health professions like nurses, health technicians, etc. Other fields attractive to ISFJs are teaching, office work, librarians and occupations that provide

services or personal care.

Strengths at work :

- They are organized, pleasant and dependable team players.
- Once they become committed to a project, their patience is considerable. They will persevere to complete the task. ISFJs do not withstand overtime and setbacks in materials, dates or manpower shortage.
- ISFJs have a gift of being able to affirm others. At work or wherever ahead of oneself. To give credit where credit is due is expected and reasonable.

Weaknesses at work :

- ISFJs do not cope well with conflict so when office strife arises, they prefer to blind their eyes or bury it deep within themselves in the hope that it will soon disappear.
- ISFJs are slow, deliberate, methodical. Some call it a boring way in which they approach specific tasks. This is the reason why people become impatient with them.
- The inability of ISFJs to see the forest for the trees. They can get so caught up in the immediate service or need that they lose track of just about everything having attended to the crisis of the moment. Whether an accounting problem or a person in need. They suddenly find themselves tired drained and quite irritable because there are still seven hours to go in the workday and they have spent all their energy.

### Parenting :

ISFJ take parenting as a serious responsibility so they often assume a guardian like role. As parents, they are diligent, protective, and extremely patient with the many facets of the job. While each of these characteristics is admirable, when maximised in ISFJ parents it often means subjugation of the parents needs in favour of the children.

### As Children :

As children they are relatively understanding, neat and obedient - in general model children and hard-working students. As a child, ISFJ may be given to streaks of stubbornness that seem entirely out of character. As students, ISFJs prefer teachers and courses that are organized and practical. They like following outlines and doing homework and assignments that are highly defined.

### Potential Areas For Growth :

Sometimes life circumstances have not supported ISFJs in the development and expression of their feeling and sensing preferences.

- If they have not developed their feeling, ISFJs may not have reliable ways for dealing with the world and instead be preoccupied with their sensing memories and impressions.
- If they have not developed their sensing, they may rush into judgements and actions without considering new information.

## ***INFJ : An Inspiring Leader - Follower :***

### **Characteristics :**

People with INFJ preferences are great innovators in the field of ideas. They trust their intuitive insights into the relationships and meanings of things, regardless of established authority or popularly accepted beliefs. INFJs are likely to be insightful, creative and visionary, conceptual, symbolic, idealistic, complex and deep.

INFJs are independent and individualistic being governed by inspirations that come through intuition. These inspirations seem so valid and important that they sometimes have trouble understanding why everyone does not accept them. Their inner independence is often not conspicuous because INFJs value harmony and fellowship. They can be great leaders when they devote themselves to carrying out a sound inspiration attracting followers by their enthusiasm and faith.

### **How Others See INFJs :**

- ❑ Private and Mysterious.
- ❑ Intense and Individualistic.

### **Careers :**

INFJs are most contented with the careers that satisfies both their intuition and their feeling. The possibilities that interest them most concern people. Careers like education consultants, clergy, physicians, media specialists, teachers in the field of language Art or Drama. When the interests of INFJs lie in technical field, INFJs may be outstanding in science or research and development. Intuition suggests new approach to problems and feeling generates enthusiasm that sparks their energies.

### Strengths at work :

- A gentle and popular human services oriented type, most of their energies, at work or at home are directed towards bettering the human condition.
- The non-stop search of INFJs for learning, self growth, and development and wishing the same for everyone else makes them very reassuring to others and worth emulating (better them).

### Weaknesses at work :

- It is not easy to be an INFJ at work as their intense concern for others internalized can become a heavy daily burden.
- Another weakness of INFJs is their over-personalization of events that may not ever concern them. Once an INFJ has accepted the burden of a problem, it is now his total responsibility to save everyone and to make things right.

### Parenting :

Parenting to an INFJ means accepting intense responsibility to help young minds and spirits develop on their own. By example and by direct involvement the INFJ exerts great energy to see that all children are afforded every intellectual opportunity available. The INFJ parent strives to be stimulating resourceful, and helpful in everything. A young spirit is considered a terrible thing to waste by INFJ parent. They will provide the children, to the best of their ability, whatever is necessary to foster growth.

### As Children :

As children INFJs are frequently very complacent. Except for the stubbornness exhibited around values they prize, their love of harmony, coupled with a general curiosity

and hunger for knowledge, makes them compliant children and excellent students.

#### Potential Areas for Growth :

Sometimes life circumstances have not supported INFJ in the development and expression of their feeling and intuitive preferences.

- If they have not developed their feeling, INFJs may not have reliable ways of accomplishing their goals. Then their valuable insights and creativity stay locked inside.
- If they have not developed their intuition, they may not take in enough information or take in only what fits with their internal pictures. They will make ill founded decisions based on distorted or limited information.

#### ***INTJ : The Independent Thinkers :***

##### Characteristics :

People with INTJ preferences have a clear vision of future possibilities and the organization and drive to implement their ideas. They create a general structure and devise strategies to achieve their goals. INTJs value knowledge highly and expect competence of themselves and others. They especially abhor (hate) confusion, mess and inefficiency.

INTJs see things from a global perspective and quickly relate new information to overall patterns. They trust their insightful connections regardless of established authority or popular opinions. They are likely to be insightful, creative synthesizers, conceptual and long range thinkers. To make logical decisions, they use their thinking. They assess everything with a critical eye and are tough and decisive when the situation calls for

toughness. INTJs tend to be clear and concise, rational, detached and objectively critical.

#### How Others See INTJs :

- Private, reserved, hard to know, even aloof.
- Conceptual, original and independent.

#### Careers :

INTJs often value and use confidently their intuitive insights in the fields such as science, engineering, invention, politics or philosophy. They are likely to be lawyers, computer system analysts and university teachers.

#### Strengths at work :

- INTJs are exceptional leaders, with their capacity for intellectual and conceptual clarity giving them both vision and the will to see it through completion.
- INTJs are natural conceptualizers. INTJs are intrigued by the future, stimulated with a rich imagination and undergirded with good accountability. They are calm even in the face of complex problems. They can provide direction and leadership with a creative flair.

#### Weaknesses at work :

- The INTJs rich imagination, when left unchecked can set them up for every form of counter productivity : suspicion, distrust and even paranoia.
- The tendency to give only intellectual assent to various management concepts, team building, goal setting and time management are all marvellous concepts. For others generally they would much rather write about, think about or even improve

upon any of these ideas than engage in the actual processes.

#### Parenting :

As parents, relentless pursuit for self improvement becomes a model for their children as well. They encourage a child's independence and self sufficiency. To INTJs, the ultimate is caring.

#### As Children :

INTJ children have strong desire for independence. Their rooms may be laboratories of endless explorations and experiments. Often in high school, INTJs can be 'underachievers' who score well on formal tests but are unstimulated by the details of day to day classroom learning. They like to decide for themselves. Even for family event, discussion of whether to participate or not lie with the child and not the parents.

#### Potential Areas For Growth :

Sometimes life circumstances have not supported INTJs in the development and expression of their thinking and intuitive preferences.

- If they have developed their thinking INTJs may not have reliable ways for translating their valuable insights into applications that can be realized.
- If they have not developed their intuition they may not take in enough information or take in only those information that fits their insights.

#### ***ISTP : Ready To Do Anything Once :***

#### Characteristics :

People with ISTP preferences use their thinking to look for the principles underlying

the sensory information that comes into awareness. As a result, they are logical, analytical and objectively critical. They are not likely to be convinced by anything but reasoning based on solid facts. ISTPs preferences carefully observe what is going on around them. When the need arises, they move quickly to get to the core of a problem and solve it with greatest efficiency and the best effort. They resist regimentation and rules, thrive on variety and novelty and enjoy the challenge of solving a new concrete extensive problem. ISTPs are realists, focussing on what is and what can be done with it, rather than on theoretical possibilities. They are often good at hands-on activities and enjoy sports and the outdoors. They can be intense and quietly curious. Socially, they may be rather shy except with their best friends. They sometimes become so absorbed with one of their interests that they can ignore or lose track of external circumstances.

#### How Others See ISTPs :

- Adaptable, action oriented risk-takers.
- Confident, independent and self-determined.

#### Careers

If ISTPs are good observer and have a firm grasp of the realities and show a great capacity internalizing the important and unique facts of a situation. They are interested in how and why of things and are likely to be good as applied scientists, mechanics or electrical engineers and also as technician or mechanics. The ISTPs often use their talents to bring order in unorganised facts which can find expression in law, economics, marketing, sales, securities of statistics.

### Strengths at work :

- ❑ ISTP have the ability to self-start and work independently. They are better at working independently than in teams.
- ❑ ISTP perfectionism combined with their personal integrity results in a job well done with minimal supervision.
- ❑ ISTFs have the ability to amass technical data without being burdened by the need to create outcomes, schedules, predictions or any of the other results often demanded by the work place.

### Weaknesses at work :

- ❑ Frequently ISTPs view the process of getting others involved as waste of time. They are loners and participative management can be very difficulty for them.
- ❑ The ISTPs overall management style can be abrupt, direct and often unorthodox. The approach is doing not talking about the problem.
- ❑ ISTI's at work can be summed-up in three words routine, administration and paper work.

### Parenting :

ISTP parents do not believe in planning. They tend to wait and see what each day brings and then do what is needed at the time. ISTP parents impose their laws on their children. STP parents value individualism, different levels of interest and development for each person in the family.

### As Children :

ISTP children have yearning for new adventure and their fascination with the mechanical and sensual often separate them from other members of family. ISTP child always seems to be heading for trouble taking things apart to understand and learn about them. ISTP children enjoys learning most when it is relevant and experiential. If the learning becomes abstract and removed from everyday life, the ISTP student becomes restless and uninterested.

### Potential / Areas For Growth :

Sometimes, they are unable to develop their thinking or sensing preferences.

- ❑ If they have not developed their sensing, ISTPs may have no reliable way of getting accurate data about the external world or of translating their thoughts into action.
- ❑ If they have not developed their thinking, they may get caught up in the realities around them and not take time to do the internal logical processing they need to make good decisions. Then their actions may be haphazard responses to immediate needs.

### ***ISFP : Action Speaks Louder Than Words :***

#### Characteristics :

ISFP's live in the present with a quiet sense of joyfulness and want to have time to experience each moment. They value the freedom to follow their own course, have their own space, and set their own time frame. They take a very personal approach to life, judging everything by their inner ideals and personal values. They stick to their values with passionate conviction, but can be influenced by someone they care deeply about.

Although their inner loyalties and ideals govern their lives, ISFPs find these hard to talk about. Their deepest feelings are seldom expressed; their inner tenderness is masked by a quiet reserve.

In everyday activities, ISFPs are tolerant, open minded, flexible and adaptable. They have to impress or dominate. they value people who take time to understand their values and the goals they are working towards. For them their work is more than just a job; they want to contribute to people's well being or happiness. they do not enjoy routine, but will work with energy and dedication when doing something they believe in. ISFPs are likely to be trusting, kind and considerate, sensitive and gentle.

#### How Others See ISFPs :

- Others may be underestimated by ISFPs.
- Quiet, reserved and private.
- Hard to know well.
- Spontaneous and tolerant.

#### Careers

They are apt to enjoy fields where taste, discrimination, and a sense of beauty and proportion are important. They love nature and have sympathy for animals. They often excel in craftsmanship and the work of their hands is usually more eloquent than their words. They are also likely to be store keepers and stock clerks, nurses, dental assistants and bookkeepers.

### Strengths at work :

- In the work place they are supporting and helping others; finding alternatives to seemingly frozen projects or relationships, they believe in win-win relationship.
- ISFPs as leaders, encourage and help rather than criticize their subordinates. They also quietly support their subordinates in the form of a deed or an unpredicted gift than just a verbal pat on their back.

### Weaknesses at work :

- ISFPs can be capable leaders for short periods, but over the long run the roles could be highly stressful to an ISFP.
- Because of the dichotomy between service to others and limited capacity for sustained attention on goals, ISFPs can lose interest in high productivity.

### Parenting :

ISFP parents relate to children and not control them. They fail to offer much direction and guidelines. They are always near, very much with the child's needs and very supportive and loving of the child's development but in a quiet and unassuming way.

### As Children :

ISFP children are often curious explorers who seem unhurried about getting anywhere in particular. They are content with their own company. They are often unaware of rules, time and family demands. ISFP children march to a different direction. They are likely to be playing when they are expected to be at meals, watching TV, when they are supposed to study.

### Potential Areas For Growth :

- If they have not developed their sensing, ISFPs may have no reliable way of getting accurate data about the external world or of actualizing their values. Their decisions will be based on little information and be overly personal.
- If they have not developed their feeling side, they may get caught up in sensing realities and not take time to do the internal valuing process by which they make their best decisions.

### ***INFP - Performing Noble Service To Aid Society :***

#### Characteristics :

People with INFP preferences have an inner code of values that guides their interactions and decisions. They discover their ideals through a subjective interpretation of the world, and put those ideals to use to help others in a variety of ways. INFPs are people who seek fulfilment through performing noble service to aid society.

INFP's main interest lies in seeking the possibilities beyond what is present, obvious or known. They are twice as good when working at a job. They believe in, since their feelings puts added energy behind their efforts. They want their work to contribute to something that matters to them - human understanding, happiness or health. They are perfectionists whenever they care deeply about something.

In everyday matters, they are talented, open-minded, understanding, flexible and adaptable. The people they value are those who take the time to understand their values and goals. INFPs primarily use their feeling preference internally where they make decisions based on valuing self-understanding, individuality and growth, moral

commitment to what they believe in is crucial to INFPs. They are likely to be sensitive, concerned, caring, loyal to people for a cause, curious and creative and have a long range vision.

#### How Others See INFPs :

- Sensitive, introspective and complex.
- Original and individual.
- Easy-going exteriorly.

#### Careers :

INFPs are curious about new ideas and tend to have insight and long range vision. They are likely to have a life of expression. They can be ingenious and persuasive on the subject of their enthusiasm, which are quiet but deep rooted. They are often attracted to counselling, teaching, literature, art, science or psychology and can also be social workers, musicians, composers, editors, psychiatrists, etc.

#### Strengths at work :

- They are at their best when whatever they are doing serves their personal values.
- INFPs give their juniors, even if they fail. They develop personally, receive generous affirmations and have a ready, willing and supportive ear for almost any idea so long as they have not offended their personal values.
- Previous few INFPs are found as senior executives. However, when it happens, they generally engender fierce loyalty among their subordinates. They usually do a good job of blending productivity with compassion for the work force.

### Weaknesses at work :

- When the work place becomes too toxic or negative, the INFPs can become restless or uneasy, falling into avoidance patterns, typical of feeling types. Tardiness, hypersensitivity, uncharacteristic mediocrity and minimal effort are some of the behaviours that may begin to surface.
- If you offend the INFPs value system, no one may know of the offence until well after the act. Forgiveness may be very slow.

### As Parents :

An INFP parent may focus on a few carefully cultivated values. If these are respected, the INFP parent is typically easy going and quick to meet a child's needs. In general, INFP parent is positive and affirming and a child will find in their parent, a friend in whom he can confide. Because of their introversion preferences INFPs may be slow to give overt, positive strokes, not because they do not feel approval, but because they find it difficult to express; and because of their (INFP) perceiving preferences they may avoid providing the structure and organisation that a child may need.

### As Children :

INFP's children are easy going natured which may cause others to take them for granted. They have a high need to please parents - and be stroked for it. Generally they are tender and sensitive to the world around them and often give into others at the expense of their own needs. INFP children can spend a lot of time day dreaming and being preoccupied with inner thoughts. They are often good students and expend a lot of energy pleasing their teachers. They tend to do well in high school and excel in college.

### Potential Areas For growth :

- If they have not developed their intuition, INFPs may not have reliable way of taking in information and will then fail to notice the realities. They make decisions based solely on personal values and find it difficult to translate their values into action.
- If they have not developed their feeling aspect, they may not take time to do the inner valuing process by which they make their best decisions, instead going from one exciting possibility to another, achieving little.

### ***INTP : Lib's Conceptualizers :***

#### Characteristics :

People with INTP preferences use their thinking to find the principles underlying whatever ideas come into their awareness, hence, they are independent problems solvers. They rely on thinking to develop these principles and to anticipate consequences. As a result, they are logically analytical and objectively critical. They are likely to focus more on the ideas than the person behind the ideas. They approach almost everything with skepticism (unbelievably), form their own opinions and standards and apply these standards rigorously to themselves. They highly value intelligence and competence.

INTPs organize ideas and knowledge rather than situations or people, unless they must for the sake of their work. In the field of ideas, they are intensely curious. Socially, they tend to have small circle of close friends and enjoy discussing ideas with them. They become so absorbed with an idea that they become unmindful of external circumstances. They are good at theory building and enjoy non-routine activities.

### How others see INTPs :

- Quiet, contained, calm and detached observers
- Independent
- Valuing autonomy.

### Careers :

Depending on their interests, INTPs are good at pure science, research, mathematics, or engineering. They may become scholars, teachers, or abstract thinkers in fields such as economics, philosophy or psychology. They can also take careers like writers, artists, entertainers, computer programmers, social scientists and lawyers.

They could be good in professions requiring problem-solving skills.

### Strengths at work :

- They are sources of ideas and inspirations who often work most effectively on their own. They are genuinely creative, have high energy and are capable of occasional bursts of fun.
- INTPs are easy to work for and with, and enjoy banter (playful), independent thinking and especially self directed projects.
- INTPs' another strength is their vision and enthusiasm for whatever they undertake.
- Another strength of INTPs is their clarity of thought and word which accompanies most of what they do. Their capacity to say exactly what is on their minds and to help others do so is readily unmatched.

### Weaknesses at work :

- All ITPs are socially uncomfortable. They may find themselves at odds with co-workers for their lack of enthusiasm for social events. It's not they don't want to attend these, they may find them tolerable. May be even enjoyable at times but mostly lonely.
- INTFs can be somewhat frustrating to others if one expects too much detail or attention to the bottom line. Keeping time is not their top priority.
- INTFs often fail to translate their rich inner concepts into meaningful actions.
- Another weakness of INTPs is their social awkwardness. The INTPs can exhibit wide swings from genuine interests in a few special people to near total disdain for just about everyone else.

### Parenting :

INTI parents want their children to grow up enjoying, expressing, living through independent thoughts. It is an INTP model to open new possibilities for the child by suggesting (not demanding and rarely imposing) alternatives to whatever thought or action the child may be pursuing.

### As Children :

As children, INTPs can be viewed variously as socially shy or terribly argumentative, with little in between. In school, they may be seen as unfocused, pursuing too many things unrelated to the curriculum. Worse yet, they are seen as raising the wrong questions at the wrong times, although this may be more a reflection of a teacher's rigidity than a student's disorganisation. Still the INTPs behaviour can be seen by

others as disruptive. The result, inevitably, is that INTPs must work harder to tolerate and survive grade at school. When they are successful, they will (likely) thrive in college. For INTPs whatever the subject, the joy is in learning.

#### Potential Areas for Growth :

- If they have not developed their intuition, INTPs may have no reliable way for taking in information and be immersed in their internal logical systems. They find it difficult to communicate or actualize their ideas.
- If they have not developed their thinking, they may go from insight to insight never analyzing them with a critical eye or integrating them into a whole set of logic.

#### ***ESTP : The Ultimate Realist :***

##### Characteristics :

ESTPs are friendly, adaptable and realists. They rely on whatever they see, hear, and know first hand. They are energetic, active, problem solvers, responding creatively to challenging situations in their environment. They seldom let rules or standard procedures interfere, finding new ways to use existing systems. They develop easy ways to do hard things and make their work fun. They are flexible, adaptable, inventive and resourceful, can pull conflicting factions together and are good team members. They are popular companions for activities like parties, sports or work, because of their zest for life and their enjoyment of the moment.

ESTPs are interested in everything going on around them - activities, food, clothes, people and outdoors - everything that offers new experiences. Because they learn more from doing than from studying or reading, they tend to plunge into things, learning as

they go along, trusting their ability to respond. ESTPs are likely to be practical and realistic, observant, and focussed on immediate experiences.

ESTPs make their decisions by using the logical analysis of thinking rather than on personal values or feelings. Their thinking enables them to crack down when the situation calls for toughness, and also helps them grasp underlying principles.

#### How Others See ESTPs :

- Gregarious (liking to be with other people), fun loving and spontaneous
- Adventurous, risk-takers
- Pragmatic, trouble shooters

#### Careers :

ESTPs do best in careers needing realism, action and adaptability. For example, engineering, police work, credit-investigation, marketing health technologies, construction, production, recreation, food services, detectives, managers and administrators, retail sales, auditing etc., attract them.

#### Strengths at work :

- Their significant contribution to the workplace is their appreciation of the present moment. They do not keep glotting over past. They have good ability to bring options to immediate situations and to move beyond the routines that might otherwise stifle productivity. Every thing is negotiable, and there are alternatives to whatever is hindering a particular situation or action.
- The grounded pragmatism is another noticeable strength working one project at

a time is akin to living one day at a time, and that's where one focuses the energy of the organisation. They are socially gregarious and, hence are good team players.

#### Weaknesses at work :

- ❑ Alive for the moment attitude builds in an ESTP a laissez-faire mind set towards dependability and direction. They adopt casual approach.
- ❑ One weakness of the ESTPs is their proclivity for getting lost in the details of the moment. Their love of facts and figures can lead them to gather information for information sake. They justify the phrase paralysis by analysis.
- ❑ Another weakness of ESTPs is their highly visible restlessness with routines and other mundane details of life.

#### Parenting :

ESTP parents often have very realistic expectations from their children. It is not necessary for the ESTP's children to excel or even go to college, but they simply must do something constructive and practical with their lives. More specifically, ESTP parents want their children to find something what will make them happy.

#### As children :

As children, ESTPs are woefully misunderstood. These are the children who are called slow learners. There is often a war between high strung ESTP children and parents of a different type who think it necessary to quiet these apparent trouble makers. Actually ESTP children are very creative and resourceful, often in the face of repeated attempts to get them to conform to more standard ways of behaving. With guidance instead of control, ESTPs do very well. They love family events but often do unexpected things.

It's common for an ESTP child to plan some special event and then forget to show up at the appointed hour.

Potential areas of growth :

- If they have not developed their thinking, ESTPs will not have a useful way of selecting amongst the barrage of incoming sensory data. They may then make ill founded decisions and have difficulty setting priorities.
- If they have not developed their sensing, they may focus on the sensing data that are immediately available. Their decisions may be limited to gratification of their sensual desires, particularly those involving physical challenge and risk.

***ESFP - Let's Make Work Fun :***

Characteristics :

People with ESFP preferences love life. They live in the moment and find enjoyment in people, food, clothes, animals, the natural world and activities. They seldom let rules interfere with their lives and more on meeting human needs in creative ways. ESFPs are interested in (new) people and new experiences because they learn more from doing than from studying or reading, they tend to plunge into things, learning as they go. They appreciate their possessions and take pleasure in them.

ESFPs are likely to be practical, realistic and specific. They are observant and focussed on current realities. ESFPs make decisions by using their personal values. They are good at inter-personal interactions and often play the role of peacemaker. Many of them feel special affinity for children and animals. They primarily use their feeling internally to make decisions by identifying and empathizing with others. Thus,

ESFPs are likely to be generous, optimistic, persuasive, warm sympathetic, and tactful. They are flexible, adaptable, congenial and easy going. They seldom plan ahead, trusting their ability to respond in the moment and deal effectively with whatever presents itself. They hate structure and routine and will generally find ways to get around it.

#### How others may see ESFPs :

- ❑ Resourceful
- ❑ Supportive
- ❑ Gregarious, fun-loving, playful
- ❑ Spontaneous

#### Careers :

ESFPs do their best in careers needing realism, action and adaptability. Careers like health services, sales, designing, transportation, entertainment, secretarial or office work, food services, supervising work groups, machine operation, child-care workers, receptionists, religious workers and teachers are chosen by ESFPs.

#### Strengths at work :

- ❑ The overall work style is marked with high energy and jovial interaction. There is never a dull moment whenever an ESFP is present.
- ❑ ESFPs have a quick and ready wit, sometimes rather pointed and direct.
- ❑ They have the ability to keep many projects moving at once. They can motivate others when necessary. They freely mix with workers and their subordinates. They care to listen to other's personal needs and at the same time, the overall goals and

defines in perspective.

- Another strength is their ability to let others be different and to work at individual pace. They value uniqueness of individual as well as each moment.
- They have the capacity to say the right word or do the right thing to relieve tension in stressful situations. They face adversity and stress without any guilt about them.

#### Weaknesses at work :

- ESFPs disdain routine and order. As a result, they may never be where you want them to be.
- As they are grounded in the moment, the ESFPs are not always able to grasp the long term consequences of their actions.
- One weakness of ESFPs is over extension. They may work miracles by keeping so many balls in the air at a time. It is easy for them to overcommit and run themselves into the ground.
- The never ending quest for fun may not be welcome in a workplace that sees profit and productivity as serious business.

#### Parenting :

ESFP parents are very enthusiastic, so they want their children to enjoy life, learn more from experiences. ESFP parents are positive and affirming and try to be a friend towards their children.

### As children :

As ESFP child must often struggle to be understood. The ESFP child sees himself as entertainer, dancer, garbage collector, car washer, train engineer. His identities change daily. As a result, these children can often be seen as hyperactive, constantly needing strokes and affirmation. The plus side is that they are very capable of self-entertainment though their activities may not meet with parental approval. The need to be 'doing' also applies to learning when learning is fun and social and entertaining. ESFP children may not excel academically but they manage to perform well enough to stay in school, making the most of campus social life. The ESFP child is ready, willing and able. Therefore, family rules, bed time rituals, study hours and all other regimens will be stretched to the limit - as will be the patience of the parents.

### Potential areas for growth :

- ❑ If they have not developed their feeling, ESFPs may get caught up in the interactions of the moment with no mechanism for weighting, evaluating or anchoring themselves.
- ❑ If they have not developed their sensing, they may focus on the sensory data available in the moment. Their decisions then may be limited to gratification of their sensual desires, particularly these involving interactions with other people.

### ***ENFP - Living Life An Extra Squeeze :***

#### Characteristics :

People with ENFP preferences take life as a creative adventure full of exciting possibilities. They are keenly perceptive of people and the world around them and

insightful about the present and future. ENFPs experience a wide range of feelings and intense emotions. They need affirmations from others and readily give appreciation and support to others.

ENFPs are innovators, enthusiastic, always seeing new possibilities and new ways of doing things. They have a lot of imagination and initiative for starting projects, and a lot of impulsive energy for carrying them out. They are stimulated by difficulties and are most ingenious in solving them. They are likely to be curious, creative and imaginative, energetic and spontaneous. ENFPs value harmony, open communication and good will. They like to please others and will adopt to others needs and wishes when possible.

ENFPs primarily use feeling internally, making decisions by applying personal values through identification and empathy with others. ENFPs are likely to be warm, friendly and caring, cooperative and supportive with depth and authority in relationship.

ENFPs are usually lively, gregarious and sociable with a large circle of friends. They are interested in almost everything and bring a zest to life that draws others to them.

#### How others may see ENFPs :

- Personable, perceptive and persuasive
- Enthusiastic, spontaneous and versatile
- Giving and receiving affirmation

#### Careers :

ENFPs generally find more satisfaction and greater rewards in careers that involve human services, such as family medicine, psychology, teaching, theology, rehabilitation

counselling, writers, artists, entertainers and clergy etc.

Strengths At work :

- ❑ ENFP's ability to empower others is one of their most impressive contributions to the work place. ENFPs encourage freedom and independence with their persuasiveness. And also at the same time they can easily get the work done through others. They won't hesitate in giving credit where credit is due. This can be inspirational, to say the least.
- ❑ Another strength of ENFPs is their ability to generate options. He is an ideal person who comes up with new ways of coping with boring routines and slow moving projects. Indeed it is often more exciting for them to generate alternatives than to complete the task at hand.
- ❑ They are good at people skills. As a rule, "ENFPs give strokes freely and are responsive and helpful to other people's needs. They can affirm, listen or do whatever else is needed to keep someone comfortable.

Weaknesses at work :

- ❑ For the ENFPs, stress generally comes in the form of those areas by their lives where they can not convert work into play or fun like filling out income tax forms. Working too much alone or being compelled to meet specific deadlines are the kinds of tasks that set the ENFPs up for stress.
- ❑ In absence of a happy work environment, he can waste a great deal of company time on the wrong issues. Their natural ability to identify with others can mire them in complaining sessions. They may respond to a stressful workplace through

avoidance of issues, tasks or people or perhaps (even) avoiding coming to work.

- Their hunger for the excitement of the new and different can lead ENFPs to respond to the brushfires of the moment, to the neglect of the ongoing duties and responsibilities.

### Parenting

Parenting is fun for the ENFPs. Their home is a playground for fun and creative exploration where expression, affirmation and growth happen all the time. All life is party and so even family chores must be converted to play in order to be worth accomplishing. ENFPs may be misunderstood by their children and may also be confused or affronted by their parents' "immature" child like behaviour.

### As children

As children, ENFPs are a delightful and yet often thoroughly exhausting and exasperating to parents. Everything around is material for daydreaming about who they are and might be. This all might be exciting for ENFP children but may be something of a merry-go-round for the parents. The ENFP desperately solicits parental approval and help in implementing their activities. However, at times, ENFP children in their enthusiasm, can sometimes do things in direct conflict with their parental affirmation they are seeking, talking incessantly instead of listening, coming home later than promised. ENFP children are hypersensitive to the criticism of others, especially their playmate.

ENFP children approach learning as they do everything else, it is a creative adventure that, if done well will bring affirmation. They generally do well academically please most people in school.

### Potential areas for growth :

- If they have not developed their feeling, they may go from enthusiasm to enthusiasm, never committing the energy necessary to actualize their insights.
- If they have not developed their intuition, they may over rely on personal value judgments and fail to take in enough information. They, then, will not trust their own insights, being uncertain and will tend to accept others' perceptions too quickly.

### ***ENTP - Progress Is The Product :***

ENTPs are likely to be analytical, creative, imaginative, clever, theoretical, conceptual and curious as well as loyal. They admire competence, intelligence, precision and efficiency.

### Characteristics :

People with ENTP preferences are ingenious innovators who always see new possibilities and new ways of doing things. They have a lot of imagination and initiative for starting projects and a lot of impulsive energy for carrying them out. They are sure of the worth of their inspirations and tireless with the problems involved. They are stimulated by difficulties and most ingenious in solving them. They enjoy feeling competent in a variety of areas and value this in others as well. They are extremely perceptive about the attitudes of other people and can use this knowledge to win support for their projects. They aim to understand rather than to judge people.

ENTPs are good at understanding how systems work and are enterprising and resourceful in maneuvering within them to achieve their ends. ENTPs energy comes from a succession of new interests and their world is full of possible projects.

### How others see ENTPs :

- Independent and autonomous
- Lively, enthusiastic and energetic
- Assertive and outspoken

### Careers :

ENTPs are likely to stay in occupation that provides many new challenges. They can be inventors, scientists, journalists, trouble shooters, marketers, promoters, computer analysts, photographers, sales people, etc., or almost anything that it interests them to become.

### Strengths at work :

- ENTPs are idea people. They are entrepreneurs who are always sharing or selling their next great idea and attempting to generate some enthusiastic support for it.
- ENTPs have tremendous zest for life. Academically alert, ENTPs often have widely diverse interests. It is common for them to carry on many projects at once, not always related to one another. To each of these, they will bring high energy, imagination and creativity.
- Another strength is their relentless drive for competency in themselves and others, to see life as a daily challenge, to compete, to stretch, to share learning, always to strive to improve oneself and others. Such a spirit captivates every entrepreneur and it's just such a drive for more and more competency that gives birth to crazy ideas, and brings them to fruition, and moves the world a little farther.

### Weaknesses at work :

- Colleagues and subordinates can easily get tired of the ENTPs restlessness and insatiable appetite for improvement and thus get frustrated.
- ENTPs are unable to follow through on their exciting ideas. That is, implementation of ideas is a problem.
- Another weakness of ENTPs is their extreme mood swings that can mark their day-to-day existence.
- ENTPs often suffer with inability to cope effectively with facts and reality. When details and deadlines pile up, the ENTP can either run away to a new idea with only a part of the solution. They may use their part to make themselves think that the entire project is completed, the result is a half done job or at worst a total failure, either of which undermines the ENTPs sense of competency.

### Parenting :

The ENTP sees parenting relationship as an opportunity for growth and development of everyone involved. Children of ENTP parents will be introduced to all things like books, gadgets, toys, etc. which are used to challenge them. Most ENTP parents generate more ideas and possibilities per day than their children will ever be able to work with. This itself can be tiring and very frustrating for the child. ENTP's most basic principle of child rearing is helping the child realize and expand their self.

### As children :

ENTP children are often whirlwinds. Lots of friends, laughter, projects and ideas fill their working hours. Each new day is a new opportunity to design systems, challenge

friends, an scheme.

Teaching that encourages exchange of ideas and arguments, challenges and projects is exciting for an ENTP, whereas routine, redundant, rigid or overly detailed is boring. Assignments may be completed late or early and may be done sloppily. If dull or unchallenging in their original form, the ENTP student may even change or reconstruct assignments in the name of 'learning'.

**Potential areas for growth :**

- If they have not developed their thinking side, they may not have reliable ways to evaluate their insights and make plans to carry them through. Then, they go from enthusiasm to enthusiasm with little to show about in concrete terms.
- If they have not developed their intuition they may not take in relevant information and develop insights unrelated to current reality.

***ESTJ - Life's Natural Administrator :***

**Characteristics :**

ESTJs like to organize projects, operations, procedures and people, and then act to get things done. They live by a set of clear standards and beliefs and make systematic efforts to follow them. They expect the same of others as they value competence, efficiency and results.

ESTJs like an objective approach to problem solving and are tough when situation requires toughness. They use their thinking and past experiences primarily externally to organize their lives and work and have little patience for confusion, inefficiency or half-way measures. ESTJs are likely to be logical, analytical, objectively critical, decisive,

clear and assertive. And, hence, are efficient administrators. ESTJs are likely to be practical, realistic and matter-of-fact, systematic and pragmatic.

ESTJs can be quite gregarious and generally enjoy interacting with people, especially around tasks, games, tradition and family activities. They take relationship roles seriously and fulfill them responsibly.

#### How others may see ESTJs :

- ❑ Conscientious, dependable and overpowering
- ❑ Decisive, outspoken and self-confident
- ❑ Others rely on ESTJs to take charge

#### Careers :

ESTJs like jobs where the results of their work are immediate, visible and tangible. They have a natural bent for business, industry, production and construction. They also enjoy administration where they can set goals, make decisions and give the necessary orders, they also enjoy careers like teaching, school administration, surgeons, and site supervisors and lawyers. They could be entrepreneur.

#### Strengths at work :

- ❑ The ESTJ is the proverbial jack of all trades. Given to accountability, responsibility, productivity and results, this type is remarkable just about anything they do. These can be found in leadership positions in almost all professions.
- ❑ It is the special combination of hands-on perception and analytical judgement, focussed outward and set in a lifestyle of structure, schedule and order. That makes

ESTs administrators of the world.

- ❑ ESTs often do well academically, which allows them to carry the proper credentials, and they use those credentials in a very authoritative way demanding respect.

#### Weaknesses at work :

- ❑ Because ESTJs are a 'take-charge type' with very high control needs and because of their severe sense of accountability, they do not cope well when things do not go as planned. They lack tolerance for disorganisation, tardiness and sloppiness or inappropriate behaviour.
- ❑ ESTs have real trouble listening to subordinates, or anyone else whom they define as unqualified to render an opinion.
- ❑ ESTs chain-of-command mentality may produce behaviour that on the surface seems inconsistent, hard-charging, take-charge but high ranking ESTJs can appear hen-pecked at home.

#### Parenting :

EST parents have sharply defined roles and each family member is expected to respond according to the roles defined. When ESTJs expectations are carried out things tend to go smoothly for all concerned. The problem comes when the child has more resistance to the ESTJs control, or is more driven to self determination.

Fairly and parenting are among the central and motivating commitments of the ESTJs life. Hard work, tight schedules and solid merit based rewards are hallmarks of the ESTs parents' life.

### As children :

ESTJ are socially active, take-charge types. In general, ESTJs children play hard, give orders to all, including parents, and want two main things that -

- (i) their parents be parents and act accordingly, and
- (ii) that structure, schedule and deadlines be imposed upon them by someone.

ESTJ children are both responsible and testing types in school, and (in school) that the teachers should be organised, be good role models, dress appropriately, be decisive and follow lesson plan. ESTJ students will respond and prove to be rather scholarly students and somewhat argumentative.

### Potential areas for growth :

- ❑ If they have not developed their sensing, ESTJs may decide too quickly before using in enough information. Then, their decisions will reflect their previously formed judgements or biases.
- ❑ If ESTJs have not developed their thinking, they may not have a reliable way of evaluating information and thus end-up making inconsistent or overly harsh decisions.

### ***ESFJ - Everyone Is A Trusted Friend :***

#### Characteristics :

People with ESFJ preferences radiate sympathy and fellowship. They concern themselves chiefly with the people around them and place high value on harmonious human contacts. They are friendly, tactful, sympathetic, persevering, conscientious,

orderly even in small matters) and inclined to expect others to be the same. They are particularly warmed by approval and sensitive to indifference. Much of their pleasure and satisfaction comes from the warmth for people around them. ESFJs concentrate on the admirable qualities of other people and are loyal to respected persons, sometimes to the point of idealizing whatever they admire.

They have the gift of finding value in other people's opinions. Even when opinions are in conflict, they have faith that harmony can somehow be achieved and they often manage to bring it about. To achieve harmony, they are ready to agree with other's opinions within reasonable limits.

They are mainly interested in the realities perceived by their five senses, so they become practical, realistic, and down-to-earth and focus on the present. They take great interest in the unique differences in each experience. ESFJs appreciate and enjoy their possessions. They enjoy variety but can adapt well to routine. They do not like work which demands mastery of abstract ideas or impersonal analysis.

ESFJs are energized by interaction with others and genuinely interested in others' lives and concerns. They act in traditional and accepted ways.

#### How others see ESFJs :

- Social, outgoing, enthusiastic and energetic
- Organized and orderly
- Committed to preserving traditions

#### Careers

ESFJs are at their best in jobs that deal with people and in situations where

cooperative can be brought about through goodwill. They are mostly found in jobs like teaching, preaching, selling, medical, secretaries, clergy, nurses, home economists and cosmetologists. Their compassion and awareness of physical conditions often attracts them to health related professions where they can provide warmth, comfort and patient caring.

#### Strengths at work :

- ESFJs motivate and encourage workers to accomplish goals, and they provide thorough formal work settings.
- They can remember names and birthdays and do little niceties throughout the day for their subordinates.
- To the ESFJs, relating differently to each individual is part of the awesome responsibility of effective leadership.
- The ESFJs are punctual, neat, responsible and highly productive. They have great concern for others. A sense of duty, loyalty and ethical commitment to the organisation are embedded deeply in them.

#### Weaknesses at work :

- Their good nature is constantly tested by others and when pushed to the limit they are more likely to acquiesce than to hold fast and as a result they are taken advantage of. The residual anger may be carried home and directed to friends or family members. In either case, it is an issue that ought to have been dealt with at work.
- Perhaps even more serious is their tendency to avoid conflict. A simple raising of

the voice in hot argument or simple disagreements can be interpreted by an ESFJ as extreme hostility.

### Parenting

The child of an ESFJ parent probably feels loved and generally satisfied, although somewhat restricted by the "shoulds" and "oughts" coupled with constant advice to put work before play. ESFJs are generally very patient with children, although even patience can be subject to other demands and responsibilities. An ESFJ parent is likely to be looked upon as being somewhat strict, but still very loving and caring.

### As children:

ESFJ children bring the graciousness, caring and punctuality to their young lives. They tend to be neat and easy to be around. At school, ESFJs like teachers who stick to a lesson plan and "follow the rules". They respond well in such situations with good work habits and punctually completed assignments. Many of the qualities desired by teachers come naturally to ESFJs. They are helpful, cooperative and eager to please.

### Potential areas for growth:

- If they have not developed the sensing qualities, ESFJs may not take in much information before making decisions and will then jump to conclusions before fully understanding a situation.
- If they have not developed their feeling qualities, they may be tentative and uncertain, accepting the judgements of others rather easily.

## **ENFJ - Smooth Talking Persuading :**

### Characteristics :

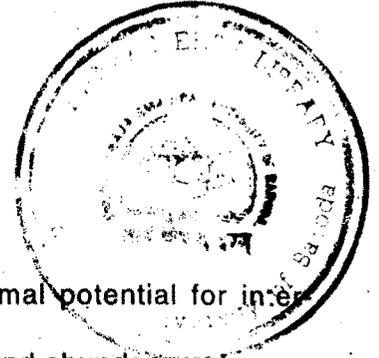
People with ENFJ preferences are highly attuned to others using empathy to quickly understand emotional needs, motivations and concerns. As they find the best in others their focus is on supporting others and encouraging their growth. ENFJs are catalysts, drawing out the best in others, they can be inspiring leaders as well as loyal followers.

ENFJs base decisions on personal values. They use their feeling primarily externally, radiating warmth and energy. They prize harmony and cooperation. They are warmed by approval - responding with energy and devotion and especially sensitive to criticism or tension. They are warm, compassionate, supportive, loyal and trustworthy.

ENFJs see meanings and connections where others do not. They are curious about new ideas and stimulated by possibilities for humanity. They are imaginative and like variety and new challenges. Their genuine interest can usually draw out and involve even the most reserved person. They listen to and support others but also have very definite values and opinions of their own opinion which they can express clearly. ENFJs are energized by people and are socially adaptable. They also have a strong need for authentic intimate relationships.

### How others see ENFJs :

- Sociable and personable
- Congenial and gracious
- Expressive, responsive and persuasive



### Careers :

ENFs are drawn to careers that serve others with minimal potential for interpersonal conflict. Work that involves too many specific details, and abundance of paper work or too much time alone will be boring to them. They are especially drawn to religious organisations, academia and psychological services and approach these careers with enthusiasm and commitment. They are natural teachers and preachers. They like jobs of clergy, actors, entertainers, writers and artists.

### Strengths at work :

- ❑ These smooth talking persuaders are life's sales people, and once an ENFJ is convinced that you need the product in question, you will become putty in his hands. He will combine the perfect combination of words and rapport to clinch the deal.
- ❑ The overall work style of the ENFJ is affirming and they feel that people need to be happy with one another, caring well beyond their individual job descriptions. ENFJs have a listening ear for others' troubles and may even be offended if one isn't willing to bare all that is friends are for, according to ENFJs.
- ❑ As a judging type, they usually have enough natural need for closure that deadlines get met and production requirements get fulfilled, though some immediate interpersonal need may momentarily sidetrack them.
- ❑ They have a capacity to inspire others. They focus their attention on others. They can prove inspirational and encouraging specially when things may be going badly. They serve as a constant barometer, sensitive to the people and the situation, can keep the entire process task-oriented.

- Another strength is their inter-personal skills.

#### Weaknesses at work :

- They overpersonalize negative reactions to their ideas and ideals.
- ENFJs can display an almost demonic character if their values are questioned. For the ENFJ to go against their values is like going against the universe.

#### Parenting

Parenting, for the ENFJ is a responsibility and a pleasure. Children are young. Lives for them just waiting to be moulded in their value system. Unlike most other types, ENFJs don't wait for a child to grow. Instead, right and wrong, good and bad, whatever models they carry are imposed on the child in a very warm, supportive and clearly defined environment. A child will know where an ENFJ parent stands on most matters, and how he or she is expected to behave. When behaviour is appropriate, affirmation abounds. Negative behaviour makes an ENFJ parent feel like a failure often.

#### As children :

The verbal skills of ENFJ children develop early and stay with them. They are often advised to become public speakers, preachers or announcers when they grow up. ENFJ children want strokes from adults. They are also hero worshippers, often imitating those they idolize, whether it be a parent, teacher, sibling or anyone else who has had a dramatic influence on them. ENFJ children are often teacher's pet and parent's favourite. Learning for ENFJs is also an imitation of their heroes. Family events are fun for them and they can assume the responsibility for making events entertaining, harmonious and enriching for all.

### Potential areas for growth :

- If they have not developed their intuition, ENFJs may not see possibilities, making decisions too quickly without taking in enough information or considering all factors.
- If they have not developed their feelings, their decisions may be inconsistent and poorly formulated. They may then accept the judgements of others too readily.

### ***ENTJ - Liars' Natural Leaders :***

People with ENTJ preferences are natural leaders and organisation builders. They conceptualize and theorize readily and translate possibilities into plans to achieve objectives. They readily see illogical and inefficient procedures and feel a strong urge to correct them. They live to organize people and situations to get them moving in the right direction.

ENTJs use their thinking primarily externally and are thus, natural critics. They set their own standards and are forceful in applying these to others, to organisations and to themselves. They value intelligence and competence and abhor inefficiency. They can be tough when the situation calls for toughness. ENTJs are likely to be analytical, logical and objectively critical, decisive, clear and assertive.

ENTJs are excellent solvers of organisational problems. They are keenly aware of the intricate connections within organisations and are action oriented and strategic. They think ahead, anticipate problems, devise broad plans and systems, and marshal the human and material resources to achieve goals. They are generally disinterested in routine maintenance type activities, preferring the stimulation of new challenges including stimulating interactions with people. They often challenge statements and behaviours expecting that others will defend them and that will result in mutual learning. ENTJs

prefer that things be settled and clear out but their love of ideas can pull them into wide ranging intuitive exploration and discussions.

#### How others see ENTJs :

- Direct, challenging and decisive
- Objective, fair and stimulating

#### Careers

ENTJs are seldom content in jobs that make no demand upon their intuition. They are stimulated by problems and are often found in executive jobs where they can find and implement new solutions. They are likely to be lawyers, managers, mortgage brokers, administrators and scientists.

#### Strengths at work :

- They have the basic leadership qualities such as enthusiasm, vision, objectivity, and accountability.
- ENTJs understand that success is measured in terms of what is accomplished, not in terms of how much one is liked by others. As a result, they readily accept the harsh reality that they may make enemies in making decisions for the good of the organisation. Like all 'TJs' they would rather be right than liked.
- Another strength is their ability to balance a vision of the future with an ability to take risks. Because they are structure oriented, they make better entrepreneurs.
- For them all of life is learning, so one is forever a student.
- ENTJs pride themselves on their independence, and it is a legacy they would give

to their subordinates.

#### Weaknesses at work :

- ❑ ENTJs biggest drawbacks are their arrogance, their impatience and their insensitivity.
- ❑ But they tend to look down upon those who do not learn to make connections as readily as they do. They are not shy about informing others of their opinions of them.
- ❑ Because ENTJs have quick minds and readily see what needs to be done to move an organisation or system towards progress, they can become impatient and abrasive when others are not equally perceptive and quick. Participation and consensus building are waste of time for them.
- ❑ They are blunt, curt and direct in their communication which can bruise egos or (at worse ) cause a revolt.

#### Parenting :

As parents, ENTJs see children as fun because they are young minds to be encouraged, enlightened, and stimulated. The ENTJs style of living is fairly compulsive. Family members must know their responsibilities within the system.

#### As children :

ENTJ children are rather direct with both their peers and adults. Though they are often bossy and argumentative, they make friends easily, are quick willed and gregarious and have strong needs, to include others and be included by others in everything they do from working to studying to partying. In the eyes of peers, ENTJ children can be

simultaneously respected for their capabilities and resented for the obnoxious, overpowering conviction that accompanies their ideas. Competitive in almost anything they do. ENTJ children start early to criticize their own shortcomings.

Teachers, of course may not always understand these attributes, and the result is (often) some very hostile moments of power struggles that the student is likely to lose.

Potential areas for growth :

- If they have not developed their intuition, ENTJs may make decisions too quickly without considering alternatives or exploring possibilities. In this case, their decisiveness can become dictatorial.
- If they have not developed their thinking, they may not have a reliable way to evaluate their insights and make plans. Then their decision making will be inconsistent and changeable.

## **ENNEAGRAM**

### **HISTORY OF ENNEAGRAM :**

The enneagram which is pronounced as "Any - A - Gram" is the map of human nature which people have long sought. Although the Enneagram is ancient, it is remarkably contemporary because human nature has not changed. The Enneagram which has been transmitted to us from history's unknown masters of wisdom represents a profound understanding of human nature. It has been kept alive because it works.

One of the basic problems of Enneagram is that its exact origins are lost to history. No one really knows precisely who discovered it or where it came from. Some writers maintain that the Enneagram first surfaced among certain orders of the Sufi's, a mystical sect of Islam which began in the tenth and eleventh centuries; others speculate that it may have originated as long ago as 2500 B. C. in Babylon or elsewhere in the middle east. But these are mere speculations.

No matter how or where it was first used by the secret brotherhoods of the Sufi's, the Enneagram was totally unknown in the West until quite recently. The credit for transmitting the Enneagram goes to George Ivanowitch Gurdjieff ( 1877-1979), an adventurer, spiritual teacher, mystic, and seeker of what might be called practical secret knowledge about human nature. Despite the many books written about his life and the many investigation into the sources of his teachings, Gurdjieff still remains an enigma. Some people think that he was little more than a charlatan, while others feel that his importance as a spiritual guide and practical psychologist has been vastly underrated. It is difficult to get to the truth of these opposing opinions since Gurdjieff was secretive about his activities purposely cultivating a charismatic and mysterious aura about himself. What is undoubtedly true, however, is that he had a profound impact on everyone who met him. His disciples have been debating about him and the meaning of his vast,



actually simple. There are nine equidistant points on the circumference of the circle. Each point is designated by a number from one to nine ( 1 to 9 ) with nine at the top by convention and for symmetry. Each point represents one of the nine basic personality types. They are interrelated with each other in certain specific ways, as indicated by the inner lines of the Enneagram. It helps to understand how the Enneagram is constructed.

Points three, six and nine form an equilateral triangle. The remaining six points are connected in the following order : (Figure two)

one ⇒ four ⇒ two ⇒ eight ⇒ five ⇒ seven ⇒ one

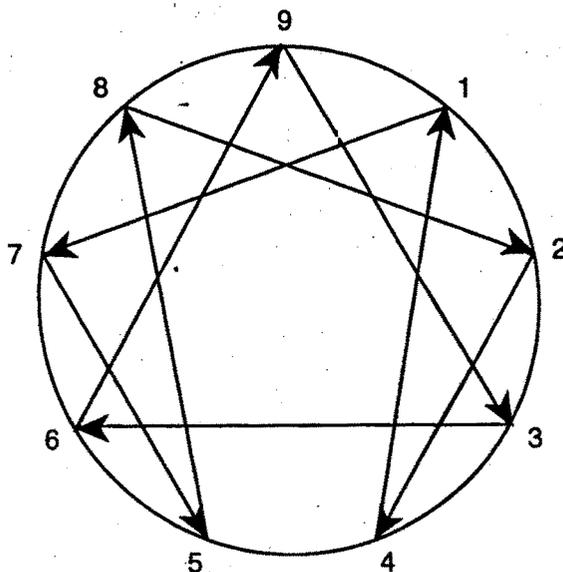


Figure 2

**The Triads :**

The Enneagram is an arrangement of nine personality types in three triads. There are three personality types in the 'Feeling Triad', three in the 'Doing Triad', and three in the 'Relating Triad'.

- Most out of touch relating (9)
- Over-developed relating (8)
- Over-developed doing (7)

- Most out of touch with doing (6)
- Underdeveloped doing (5)
- Overdeveloped feeling (4)
- Most out of touch with feeling (3)
- Overdeveloped feeling (2)
- Underdeveloped relating (1)

The three personality types of each triad are not arbitrary. Each type results from a 'dialectic' consisting of a thesis, antithesis and synthesis of the psychological faculty characterising that triad. In each triad, one of the types overdevelops the characteristic faculty of the mind, another type underdevelops the faculty and the third is most out of touch.

#### Feeling Triad:

- ❑ The two has overdeveloped its feelings, expressing only its positive emotions while repressing its negative ones.
- ❑ The three is most out of touch with its feelings, projecting an image which substitutes for genuine feelings.
- ❑ The four has underdeveloped the personal expression of its feelings revealing itself indirectly through some form of art or aesthetic living.

#### Doing Triad:

- ❑ The five is underdeveloped doing, it substitutes thinking for doing, endlessly going around in ever more complex, yet isolated thoughts.
- ❑ The six is most out of touch with its ability to act in its own without the approval of an authority figure of some sort.
- ❑ The seven has overdeveloped its ability to act, becoming hyperactive and manic until it flies out of control.

### Relating Triad :

- The eight has overdeveloped its ability to relate to the environment, seeing itself as bigger than everyone else.
- The nine is most out of touch with its ability to relate to the environment as an individual since it identifies with another living through someone else rather than becoming independent.
- The one has underdeveloped its ability to relate to the environment in the sense that it feels less than an ideal which it constantly strives to attain.
- No matter which triad the basic personality is in, everyone has the ability to feel, do and relate to the environment. One personality type is emerged out of the nine because the psychological development beginning in childhood has emphasized one faculty over the remaining two. But this does not mean that the remaining two faculties are not also a part of us. They are, and we are who we are because all three faculties operate in an ever changing balance to produce our personality.

### The Wing :

It is important to understand that no one is a 'pure' personality type. Everyone is a unique mixture of his or her basic type and one of the two types adjacent to it on the circumference of the Enneagram. One of the two types adjacent of the basic type is called the WING.

The basic type dominates the overall personality while the wing compliments it and adds important and sometimes contradictory elements to the total personality. The wing is the 'second side' of the overall personality.

### Direction of Integration and Disintegration :

The nine personality types are not static categories, they are open-ended, allowing for psychological growth and deterioration.

The numbers on the Enneagram are connected in a specific sequence. The way the numbered points are connected is significant psychologically because the lines between each of the types denote the direction of integration (health, selfactualization) and the direction of disintegration (unhealth, neurosis) for each personality type. As an individual becomes more healthy or unhealthy they move in different 'directions' as indicated by the lines of the Enneagram, from the basic type.

The direction of disintegration for each type is indicated on the Enneagram by the sequence of numbers 1 > 4 > 2 > 8 > 5 > 7 > 1. This means that if a neurotic one deteriorates further, it will be to four; a neurotic four will deteriorate to two, a neurotic two will deteriorate to eight, a neurotic eight to five and a neurotic five to seven and a neurotic seven to one. Likewise on the equilateral triangle, the sequence is 9 > 6 > 3 > 9; a neurotic nine will deteriorate to six, a neurotic six will deteriorate to three, and a neurotic three will deteriorate to nine. This disintegration can be seen by following the directions of the arrows on the Enneagram below :

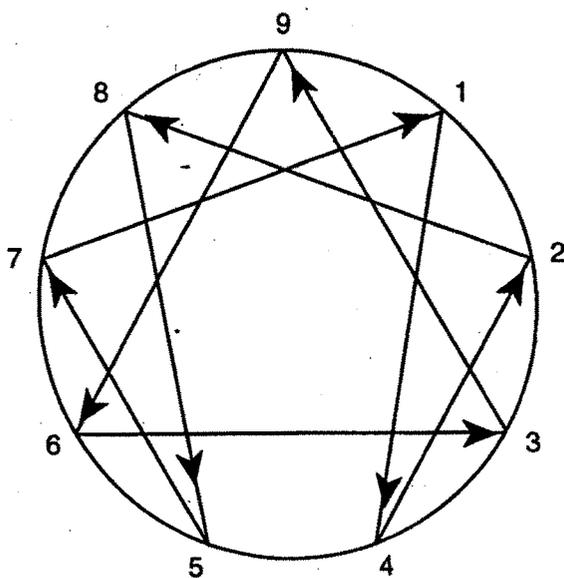
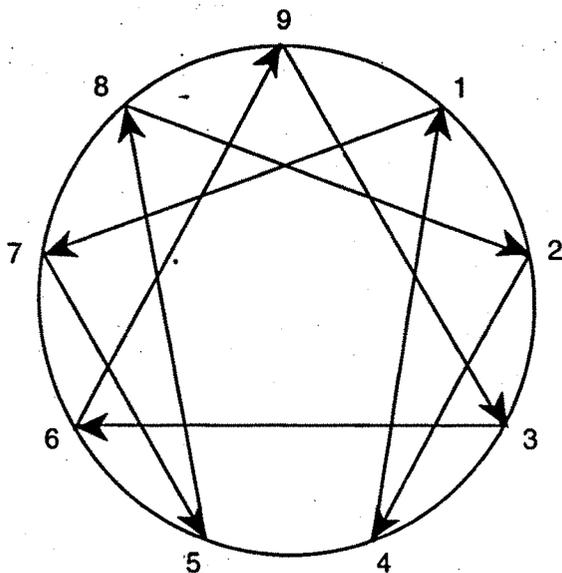


Figure 3

The direction of integration is indicated for each type by the reverse of above

sequences. Each type moves towards increasing integration in a direction which is the opposite of its unhealthy direction. Thus, the sequence for the direction of integration is 1 ➤ 7 ➤ 5 ➤ 8 ➤ 2 ➤ 4 ➤ 1; an integrating one goes to seven, an integrating seven goes to five, an integrating five goes to eight, an integrating eight goes to two, and integrating four goes to one. On the equilateral triangle, the sequence is 9 ➤ 3 ➤ 6 ➤ 9; an integrating nine will go to three, an integrating three will go to six, and an integrating six will go to nine. This integration can be seen by following the directions of the arrows on the Enneagram below :



*Figure 4*

It is important to understand that the directions of integration and disintegration are metaphors for psychological processes occurring in everyone. There is no literal movement around the Enneagram rather there is symbolic way of indicating how a specific personality type will either integrate beyond the state it is in.

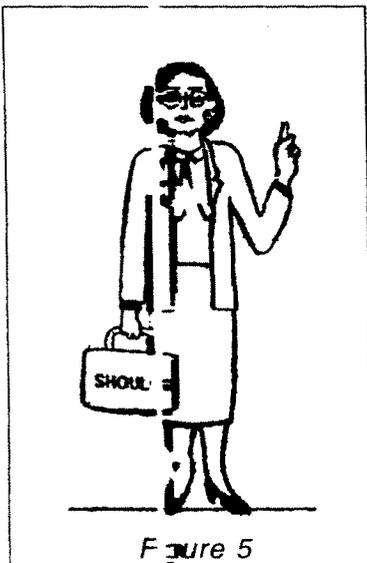
Besides the above, Enneagram go with certain postulates. They are :

1. People do not change from one personality to another. People do change in many way: throughout their lives, but their basic personality do not change.

2. The description of the personality types are universal and apply equally to males and females.
3. Not everything in the description of the basic type will be applied all the time to all persons. This is because people fluctuate among the healthy average and unhealthy traits that make up their personality type.
4. Enneagram uses numbers to designate each of the personality types. The principal reason for their use is that they are indeterminate. Because they are value neutral, they imply the whole range of traits for each type without indicating anything positive or negative about it, using numbers is an unbiased, shorthand way of indicating a lot about a person. The numerical ranking of the personality types is not significant. A larger number is no better than a smaller number.
5. No personality type is inherently better or worse than any other. Each type has its particular strength and weaknesses and it is extremely useful to know what they are.

First description of each type (points) is presented in the following pages.

### **ONES - PERFECTIONISTS :**



They are realistic and principled and live up to high ideals.

#### Characteristics :

Perfectionists work towards perfection, avoid errors and evils. Self denial causes anger to Ones and unmet needs generate resentment. They find an outlet for anger through correcting error and championing social causes. They are contentious and monitor own actions, they think right, do right and be right. They feel guilty about not meeting high internal standards. They are dedicated workers even work

can block pleasures. They worry about decisions as they are afraid of making a mistake. They have superb critical powers and are effective organizers and analysts.

#### Ones at their best :

They are ethical, reliable, wise, fair, honest, orderly and above all very responsible and self-disciplined. They are hard working and try to make the world a better place. They are reasonable and try to put facts together for figuring out wise solutions. They are dedicated in everything they do. They are motivated by the need to live their life the right way, including improving themselves and the world around them.

#### Ones at their worst :

They are inflexible, dogmatic, anxious, jealous, critical of others and overly serious, they are uncompromising because they are too idealistic. They themselves try to be best so they have high expectations from others and when these expectations are not fulfilled they become disappointed. They sometimes adopt pessimistic thinking that what they do is never good enough. Because they try to be perfect everywhere they are perfectly stressed.

#### Ones appreciate that :

- ❑ Their achievements should be acknowledged.
- ❑ They should be told that their advice is valued.
- ❑ Their responsibility should be shared so they do not have to do all the work.
- ❑ When they get uptight their worries should be heard first, lightened up and encouraged to laugh at themselves.
- ❑ They are hard on themselves, they should be reassured that they are using the perfect way.

#### Key motivations of Ones :

They want to be right, to strive higher and improve others, to justify his or her own

positions, to be beyond criticism so as not to be condemned by any one.

#### Ones as children :

They are very responsible. They hold back negative emotions because they try to be good and perfect. They try to live upto the expectations of parents and teachers. They criticize themselves if they expect that others would criticize. They do not want to do things those they think would not come out perfect.

#### Ones as parents :

They teach their children responsibility and very strong ethics. They are disciplined firmly and are consistent and fair.

#### Careers Ones choose :

They are very efficient, organised, responsible. The more analytical of their type, are in management science and law enforcement, the more people oriented of their type are found in health care, education and religious work. Since they do things in a professional ethical and honest manner, they can be a good car mechanic, surgeon, dentist, banker and stock broker.

#### Ones in love and intimacy :

Perfectionists are very much critical of others. They shatter under criticism. Appearances matter a lot to them. Committed to perfection, Ones believe that a good relationship should consistently produce only good thoughts and feelings. Perfectionists suffer for the faults of others. They feel responsible for a loved one's errors while at the same time feeling guilty because only a bad person should be angry or disillusioned or sad about their relationship.

#### Ones at work :

- They like specific guidelines, schedules and accountability. They keep track of details.

- They look for evidence of ethical character, discipline, manners, appearance, respect.
- They prefer to focus on work rather than work relationship.
- They are devoted to work for its own sake and take pleasure in a job well done.
- They work hard for the right cause, for the good leader, for the competent team.
- They compare own efforts to others and keep scores of what others do right and wrong. They will defend others if they are right and airs the grudge if they are wrong.
- They want rewards for effort and competence but will not ask. They may displace resentment over non recognition into details and petty interactions.
- The perfectionists find it hard to delegate responsibility because they are afraid to be wrong. They avoid risks as risks lead to mistake, they don't take chances if they are doubtful. They wait till the doubt is cleared.

#### Ones during free time :

They are often involved in community service group. Some work for humanitarian causes. They often work-out diet for good health or feel guilty if they do not . They are usually excellent students.

#### The wings :

The personality may blend into or be influenced by the types on either sides. A strong wing can make a big difference in the personality of the individual.

#### **THE ONES WITH A NINE WING :**

The traits of the Ones and those of a Nine wing tend to reinforce each other. Both component types tend to be removed from the environment : the Ones because it relates to ideals and the Nine because it relates to idealisations of people rather than to people themselves. The result is that Ones with a Nine wing are somewhat

disconnected from others, impersonal, more relaxed, objective and emotionally cooler.

**THE ONES WITH A TWO WING :**

The traits of One and those of a Two are in some degree of conflict with each other. Ones are rational and impersonal, while Twos are emotional and involved with people. The Two wing softens the One's tendency to be overly harsh and judgmental. Ones with Two wing will attempt to be caring and personal to the extent that thoughtfulness and love of neighbour are among their ideals.

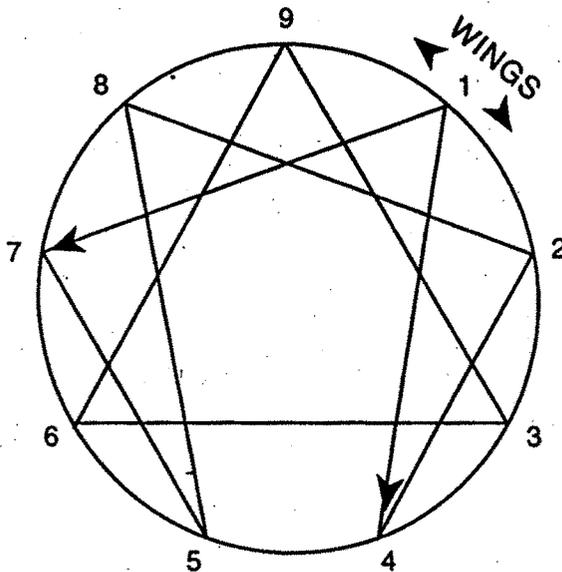


Figure 6 : shows the wings and dynamics of Ones

The dynamics of the Ones :

**THE DIRECTION OF DISINTEGRATION (THE ONES GO TO FOUR) :**

When neurotic ones goes to four, they become profoundly depressed, hopeless and emotionally disturbed. They are prey to extreme guilt, self-hatred, and emotionally tormented from which it is difficult to reemerge. There seems to be nothing worthwhile outside themselves to which they can reattach themselves, no ideals with which they feel worthy of association. It finally becomes clear to them

that they themselves are the real cause of their problems, their hypocracies, hatreds, their contradictions and twisted passions.

#### THE DIRECTIONS OF INTEGRATION (THE ONES GO TO SEVEN) :

Ones exercises too much control over their feelings and impulses. The essence of the move to Seven is that integrating Ones relax and learn to take delight in life. They learn to trust themselves and reality, becoming self-affirming rather than controlled and constricted. They discover life is not always grim and serious : Happiness is a legitimate response to existence. Integrating Ones progress from obligation to enthusiasm, from certainty to freedom of action. They are more relaxed and productive, more responsive to the world and much happier.

#### Practical suggestions and exercises :

##### 1. SELF NURTURING :

- They should spend some time each day doing some activities which they like gardening, watching movies, playing a sport, being with friends etc.
- They should try to be aware of what they themselves want and learn to ask for it.
- They should take a class in stress reduction, meditation or yoga, and practice it.
- They should take vacations to get away from work and "compulsory work".
- They should learn the importance of humor in life, for this memorizing jokes, collecting cartoons and watching some comedy shows would be the best.

##### 2. RECOGNIZING AND WORKING WITH ANGER :

- They should check themselves when they feel hurt and defensive, they may make sarcastic or cynical remarks.
- They should learn to accept that anger is a normal and useful human emotion.
- If they are not aware of what is beneath their anger they should ask themselves, like it may be some disappointment and sadness.

- They should not pressurize themselves and others to live upto unrealistic expectations, it may lead to more frustration and anger.

### 3. WORK

- They should evaluate their job and make sure it is appropriate for them and also fulfilling.
- They may ask others to help them so that they do not do more than their share of work.
- They should try to do certain things quickly although imperfectly so that they can get on to next job or go home on time.
- Instead of being disappointed by the past mistakes, they should try to remember past accomplishments they are proud of.

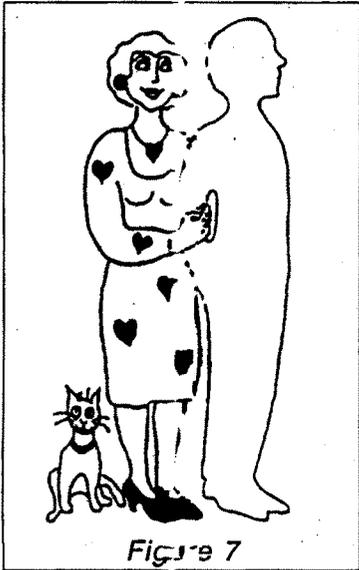
### 4. RELATIONSHIPS :

- They should learn to forgive themselves and others for faults and mistakes.
- They should learn to appreciate other's way of doing things that may be different from theirs.
- When they want to criticize or correct someone, either they should keep quiet or surround themselves with positive remarks as to what they want to say.
- Their tone of voice may upset or frighten people so they should try to be aware of it.

### Daily affirmations for Ones :

- It is OK if they relax and enjoy themselves.
- It is OK even if they make mistakes.
- They are perfect as the way they are.
- They will ask for what they want and need.
- They will learn not to take themselves so serious.

## **TWOS - HELPERS :**



They are warm, concerned, nurturing and sensitive to others' need.

### Characteristics :

They ensure love by being helpful and manage other peoples' lives by pleasing and supporting them. Different aspects of self emerge to meet the needs of others. A self for the team, a self for the boss, many selves for private life. At its best, this giving is altruistic and generous. Twos gain approval, adapt to please others and avoid own needs.

They feel pride in being needed, being in control of people's lives and being indispensable. It is hard to recognize own needs by Twos. Their needs are not met by helping other people.

### Twos at their best :

They are loving, warm, caring, adaptable, attentive, insightful, generous, enthusiastic. They tune to people's feelings and are able to express their positive feelings towards others. They very easily, relate with others, make friends and maintain relationships. They are careful about other people's needs and try to make other's life better. They are fun loving with a good sense of humour. They are very sensitive to other people's feelings. They make their partners feel special and loved.

### Twos at their worst :

They are indirect, manipulative, possessive, hysterical, overly accommodating and overly demonstrative. They become upset by the thought that others don't tune with them as they tune with others. They work so hard to consider that their real feelings are suppressed. They are drained by overdoing for others. It is difficult for them to say no to

anybody.

#### Twos appreciate that :

- People share fun times with them.
- People give them importance.
- They are criticized gently.
- People appreciate them.
- Others should take interest in their problem.

#### Key motivations of Twos :

Twos want to be loved, to express their feelings for others, to be needed and appreciated, to coerce others into responding to them, to vindicate his claims about themselves.

#### Twos as children :

They are very sensitive towards criticism. They work hard to please their parents by being helpful and understanding. They can be dramatic in order to get other people's attention. They love to be popular among other children.

#### Twos as parents :

As parents, they are fiercely protective. They could be good listeners and love their children and they are also warm and encouraging. They are playful with children and always wondering if they are giving enough to their children.

#### Careers Twos choose :

They are usually easy going with other people. So they are in the helping type of professions for example, secretaries, assistants, decorators or clothing consultants.

#### Twos in love and intimacy :

They want to be the central figure in the life of their spouse. They lay heavy emphasis on relationships which make them vulnerable to rejection and loss. They are

likely to show big emotions like anger and getting hysterical which are the signals of unmet needs. They are likely to be inexperienced with real intimacy because their sexual and emotional feelings have been repressed in the interests of altering to attract attention. Twos need to be assured that they are loved by their spouse even if Twos do not meet their partners' need.

Appreciation is like oxygen to Twos. Their best comes forward in response to the best in others. They are usually buoyant, energetic people who bring their enthusiasm and drive to relationship where they feel needed. Twos help selectively and specifically rather than randomly or generally. They are commonly attracted to physical beauty, to potential- successful people, and to helping those abused by life.

#### Twos at work :

- They have complicated strategies. They back favourites. There is often a recognized conflict between an ambition to be first and wanting to please.
- They work for the respect of important people in the field, the powerful elite. They think that safety lies in pleasing the authority and fear opposing them alone.
- Twos take own identity from authorities who can offer support. They are highly responsive to approval and encouragement and are crushed by disapproval.
- Twos keep tabs on office interactions and keep association with "worthwhile" people and sidestep who are not.

#### Twos during free time :

They enjoy socializing with family or friends, caring for children, making their home warm and inviting, gardening, reading, working for charitable organisations, having new experiences in the outside world etc.

#### The wings :

The personality may blend into or be influenced by the types on either sides. A

strong wing can make a big difference in the personality of the individual.

**THE TWOS WITH A ONE WING :**

The Twos traits and those of a One wing tend to conflict with each other : Twos are emotional, interpersonal and histrionic while Ones are rational, impersonal and self-controlled. The empathy and interpersonalism of the Twos are counterbalanced by the more objective orientation of the One wing. There is a strong conscience and desire to act on principles so that a person of this subtype will try to treat others fairly, no matter what their emotional needs are although because Two is the basic type, they will probably feel conflicts between the head and heart.

**THE TWOS WITH A THREE WING :**

The Two's traits and those of the Three wing tend to reinforce each other - both type relate easily to people. They turn charming, friendly, self-assured, ambitious, outgoing and competitive. The elements of competitiveness and the desire for success and prestige are mixed with the traits of the Twos.

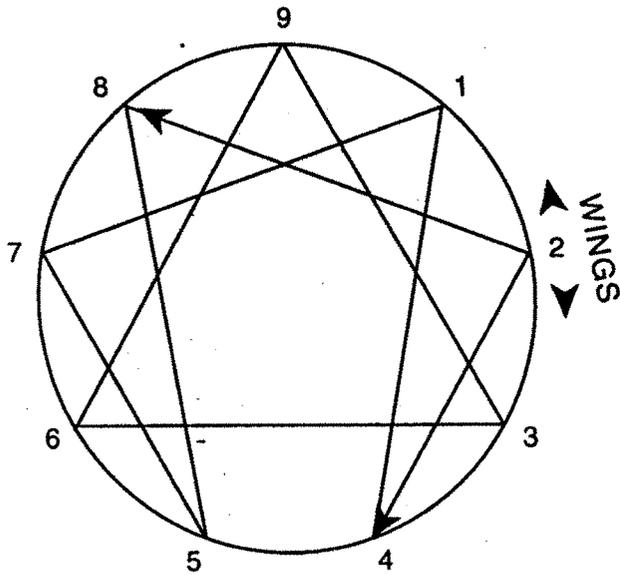


Figure 8 : shows the wings and dynamics of Twos

## The dynamics of Twos :

### **THE DIRECTION OF DISINTEGRATION (THE TWOS GO TO EIGHT) :**

When neurotic Twos go to Eight they are in no position to deal constructively with their aggressive impulses. Their bitterness, their desires for revenge and self vindication are directed to those who have frustrated their desire to be loved. They strike at those who have not responded to them as they have wanted. The hatred which was suppressed comes pouring out and is openly expressed against those about whom Twos feel have not loved them sufficiently in the past and this hatred turns into violence and destruction.

### **THE DIRECTION OF INTEGRATION (THE TWOS GO TO FOUR) :**

When healthy Twos go to Four they get in touch with their feelings, especially their aggressive Ones, becoming aware of themselves as they really are. Twos accept the presence of their negative feelings as fully as they accept their positive feelings, not only acting on negative feelings but acknowledging the feelings in themselves. Integrating Twos can rightly feel that they are no longer loved just for what they do to others.

## Practical suggestions and exercises :

### **1. SELF ESTEEM :**

- They should exercise, meditate, and walk alone to bring the focus back to themselves.
- They should give themselves some of the attention and pampering that they usually give others.
- They should go to a counsellor regularly to learn how to discuss their own problem.
- They should learn to value love and other things they have in life, instead of focusing on what is missing.

**2. ASSERTIVENESS :**

- They should learn to say no when they feel that request of other people would be too stressful for them.
- If they feel that undue advantage is being taken of them, they should speak up as reasonably as possible right then.
- They should try to be aware of their angry feelings as they have a tendency to get over stressed and cry instead of dealing directly with what made them angry.

**3. RELATIONSHIPS :**

- They should try not to advise until asked for.
- They should try to be what they want to be instead of what others want them to be.
- They should learn to accept graciously when people give them something.

**4. CO-DEPENDENCY :**

- They should be slow when entering a new relationship. They should get information and be objective.
- They should not try to rush into another relationship when the need arise. They must take time to find out why the relationship failed, and get to know themselves.
- They must avoid relationships with needy or unavailable people.
- They should not rescue people, instead they should allow others to be responsible for their own behaviour.

**Daily Affirmations for Twos :**

- They are as important as everyone else.
- It is important for them to receive love and help.
- They will speak up for what they want.
- They do not have to give to be loved.
- It is important for them to spend some quality time by themselves.

### **THREES - ACHIEVERS :**



Threes are energetic, optimistic, self-assured and goal oriented.

#### Characteristics :

They win love through achievement and image. They are high powered and high profile at work and are very sensitive to status. Their focus of attention is achievement, productiveness, performance, goals, tasks and results. They are competitive and efficient in avoiding failures. They have a very poor access to emotional life because their heart is

in work. They have a multitrack mind focussed on a single goal and for this they can change roles and image. Free time brings anxiety so they pack vacation with activity. They are experts and overvalue their own ability. They are effective leaders, good packagers, and competent promoters.

#### Threes at their best :

They are optimistic, confident, industrious, efficient, self propelled, energetic and practical. They value and accept young partners. They are giving, responsible and well regarded by others in the community they are friendly and provide well for their family. They stay well informed and are competent to get things, to work efficiently. They are able to recover quickly from setbacks and to charge ahead to the next challenge. They have the ability to motivate people.

#### Threes at their worst :

When they turn negative, they are deceptive, pretentious, vain, superficial and overly competitive. They are preoccupied with work and projects. They are self absorbing, defensive, impatient, dishonest and controlling. They can not put up with inefficiency

and incompetence. They often compare themselves with others and fear being unsuccessful. They strive hard to hang on to success. They are hard working all the time so its exhausting for them.

#### Threes appreciate that :

- They should be left alone when they do their work.
- They should not be burdened with negative emotions.
- They should be told by others that they like being around them.
- They like to be helped to keep their atmosphere harmonious and peaceful.

#### Key motivations of Threes :

They want to be affirmed, to distinguish themselves from the others, to receive attention, to be admired and to impress others. To be successful in life and avoid failures.

#### Threes as children :

They have worked hard to receive appreciation for their work. They have been well liked by other children in their class or school. They were active children in school. They have silently kept themselves busy working on their own projects.

#### Threes as parents :

They expect their children to be responsible and organised. They are consistent, dependable and loyal. They often have to struggle between wanting to spend time with their children and to work more.

#### Careers Threes choose :

Because they are hard working, goal oriented, organised and decisive, they are mostly in management or leadership positions in business, law, banking, computer field or politics.

#### Threes in love and intimacy :

Threes feel loved for their achievements not for who they are. They frame

relationships as an important task that can be built. They expect appreciation from their mate. Threes have the tendency to "do" feelings, for the activity to replace affect and to adopt the role of the perfect lover with a script of endearing things to say. Threes look forward to their mates to tune out negative feedback as they are intolerant of 'darker' emotions. Threes becomes especially anxious when activity is suspended and feelings begin to come forth.

Intimate life of Threes take on a picture book quality. A cute couple, an ideal family. There are enormous personal rewards in encouraging family interests, in raising healthy children in making life work. Committed to productivity, Threes can fall into relating as an activist. Love is fused with a appearance of well being. An activities schedule, things to do for the house for the kids and for their mates.

#### Threes at work :

- ❑ They assume own ability, they are instant experts.
- ❑ The priority is to be efficient and save time by taking short cuts and doing several things at once.
- ❑ Threes feel rage when tasks and goals are interrupted. Anger is usually task specific.
- ❑ It is more important for them to be respected for the ability as a worker than being liked.
- ❑ Threes project a high profile image. They exert power over people and compete for leadership roles.
- ❑ They are machine like achievers, they want a clear path to success. They work for defined goals, avoid failures, switch the tracks to find the presentation that works and want rewards for effort and get intolerant if the returns are ambiguous.

### Threes during free time :

They enjoy socializing or doing volunteer work for charities and political campaign. Some are likely to spend time working on hobbies and projects.

### The wing: :

The personality may blend into or be influenced by the types on either side. A strong wing can make a big difference in the personality of the individual.

#### **THE THREES WITH A TWO WING :**

Threes traits and those of a Two wings reinforce each other. Threes with Two wings have extraordinary social skills : they like to be among people and enjoy being the centre of attention, they are often charming and possess some degree of warmth and positive feelings for people. They usually want a particular kind of affirmation from others and want to be loved.

#### **THE THREES WITH A FOUR WING :**

The traits of a Three and those of Four wings produce a complex subtype whose traits often conflict with each other - the Threes are interpersonal types whereas Fours withdraw from contact with others. Threes with the Four wings look more like Fours than Threes : they can be quiet, sensitive, imaginative, more introspective, subdued in demeanour and have aesthetic sensibilities. Because some self awareness is also part of the picture, people of this subtype have more potential for gaining self knowledge and developing their emotional lives than Threes with a Two wing.

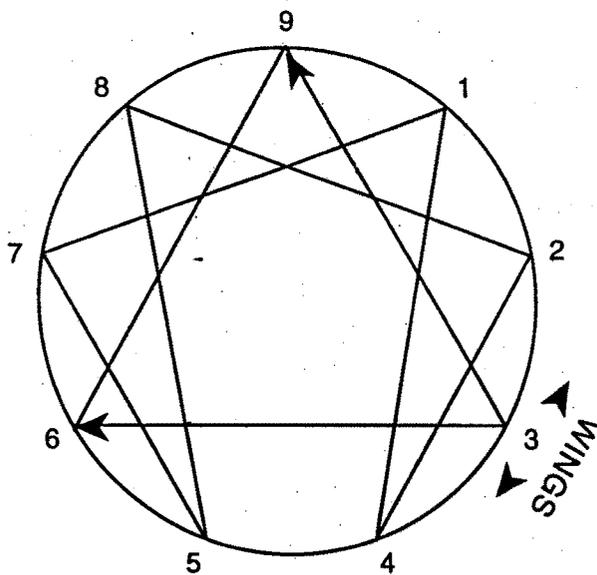


Figure 10 : shows the wings and dynamics of Threes

The dynamics of Threes :

**THE DIRECTION OF DISINTEGRATION (THE THREES GO TO NINE):**

The underlying with Threes is that they are out of touch with their feelings. A move to Nine intensifies this problem, they deteriorate into a psychotic like condition, into a dream world from which Threes think they will not awake. They become apathetic, indecisive, neglect themselves and possibly numb out with even more work, drugs, food, alcohol or excessive sleep. They also begin to experience moments of anxiety, emptiness and disinterest.

**THE DIRECTION OF INTEGRATION (THE THREES GO TO SIX) :**

When Threes go to Six they commit themselves to someone else, exposing themselves to the fear of being neglected. They value what's best for the group, get more in touch with their feeling realising that their value is not diminished by doing so. Their commitment to a relationship helps them to understand that they are still accepted and therefore have a firm foundation to begin to develop themselves and develop their consciences.

## Practical suggestions and exercises :

### 1. RELAXATION AND SELF NURTURING :

- Since over doing can cause physical and emotional problems, time should be scheduled to take rest daily, practice meditation, include massages and steam bath
- Time for activities which are valued besides work should be taken out.
- Instead of regretting for what they miss, they should learn to appreciate the present level of success and accept it.
- They should take vacation leaving all their work at home.

### 2. AT WORK :

- They should realise that others may not be as efficient as they are.
- They should show their appreciation and acknowledge others' contribution.
- They should not be overharsh in making decisions.
- They should explore the work that satisfies their inner-self.

### 3. RELATIONSHIPS :

- They should include time for family and friends.
- They should give a sympathetic ear to the problem, told to them by their loved one.
- They should not forget to appreciate their partner.
- They should volunteer some work for the sake of giving.
- They should search for truth in other people's criticism for them.

### 4. AS PARENTS :

- They should check high expectations imposed by them on their children which may later on create emotional problem.

### 5. FEELINGS :

- They should become aware of the difference between their real feelings and feelings

they "put on" because they seem to be appropriate for the occasion.

- They should allow themselves to be vulnerable and express their hurt and disappointment.

#### Daily Affirmations for Threes :

- My feelings are at least as valuable as my accomplishments.
- The most profitable work I can do is to take time to relax and to grow.
- I measure my worth by my own standards.

#### **FOURS - ROMANTICS :**



Figure 11

Fours experience their feelings and search for the meaning of life and avoid being ordinary.

#### Characteristics :

Fours long for love, want what is unavailable, far away and hard to get. They are attracted to the moods of melancholy, amping up ordinary life through loss, fantasy and artistic connection. They feel different from other people which make them feel unique. They long for missing ingredients for happiness, the absent lover, a distinct friend,

union with God, etc.

#### Fours at their best :

They are warm, compassionate, introspective, expressive, creative, intuitive, supportive and refined in their behaviour. They have the ability to establish warm relations with people and to find meaning in life. They can experience feelings at a deeper level. They have aesthetic sensibilities, intuition and sense of humour. They are empathetic, supportive, gentle, playful, passionate and witty in their relationships. They are self-revealing. They admire what is noble, truthful and beautiful in life.

#### Fours at their worst :

They are depressed, self-conscious, guilt-ridden, moralistic, withdrawn, stubborn, moody, self-absorbed. They are sometimes jealous, emotional, self-righteous and overly critical. They are hurt and self-rejected easily. They expect too much from themselves and their life. They long for what they don't have. They experience dark moods of emptiness and despair. They feel guilty when they disappoint other people.

#### Fours appreciate that :

- They should be given lots of compliments, compliments mean a lot to them.
- Others should give them respect for their special gifts of intuition and vision.
- They should be lightened up a little when they feel melancholic.
- They should be helped to love and value themselves.

#### Key motivations of Fours :

They want to understand themselves, to express themselves in something beautiful to withdraw to protect their feelings, to take care of emotional needs before attending to anything else.

#### Fours as children :

They have been very sensitive. They believed that they are missing something that other people had. They had active imaginations and can play creatively alone. They become rebellious when criticized or not understood well. They might be in a habit of attaching themselves to idealised teachers, heroes, artists etc.

#### Fours as parents :

They support their children's creativity and originality. They are sometimes overly critical or overly protective. They are good at helping their children to get in touch with their feelings.

### Careers Fours choose :

They can inspire, influence and persuade through art for example, music, fine art and the written or spoken words (poetry, novels, journalism, etc.). Many of them can successfully work as psychologist, or counsellors. Some of them take pride in small business.

### Fours in love and intimacy :

The basic aim of Fours' life is emotional contact. When feeling is triggered everything else seems pale. When the heart is touched, Fours have an impulse to follow those feelings, to abandon caution, to be emotionally met. Fours want absolute emotional presence from their partners. The search for love develops early. Fours protect themselves by presence and distance. They seduce and reject. They must have their partner when they abandon them, but things are less certain when their partners want to commit. Fours live in a changing emotional climate. They need a pillar and an anchor. Connection of the heart are fragile and moods shift easily.

### Fours at work :

- ❑ Fours want distinctive work which calls for creativity, even genius and unique approach to business life.
- ❑ Fours must feel respected in the workplace for personal vision and ideas.
- ❑ Efficiency depends on moods for Fours. Attention gets displaced from tasks when emotional life takes over.
- ❑ Fours want to be connected to special authority, to those in the field who stand for quality rather than popularity.
- ❑ They are aggressive and cutting towards competitors or peers in the same fields and are attracted to successful people outside their sphere of interest.
- ❑ Fours do not flourish in a work environment that requires class cooperation with

others: who are more skilled, more valued or better ones.

#### Fours during free time :

In their free time, they enjoy spending time with children and maintaining important and close friendships. They appreciate nature, pursue spiritual interests and attend musical, artistic and literary programmes. They enjoy roaming in book stores, shopping in boutiques etc. They often express themselves rather creatively.

#### The wings :

##### **THE FOURS WITH A THREE WING :**

The traits of the Four are in some degree of conflict with the traits of the Three wing. Fours are introverted, withdrawn, vulnerable and self-aware whereas Threes are extraverted, popular, well-defended and lack self-awareness. Fours with a Three wing tend to be more extraverted, upbeat, ambitious, flamboyant and image conscious.

##### **THE FOURS WITH A FIVE WING :**

The traits of Fours and of Fives tend to reinforce each other. Both are withdrawn types; Fours withdraw to protect their feelings, Fives to protect their security. Fours with a Five wing will be markedly more observant of the environment, particularly of the other people. There is an intellectual depth and intensity which is not found in others. Fours with a Five wing are probably the most creative of all types because they combine intuition with insight, emotional sensitivity with intellectual comprehension. They are introverted, intellectual, idiosyncratic, reserved and depressed.

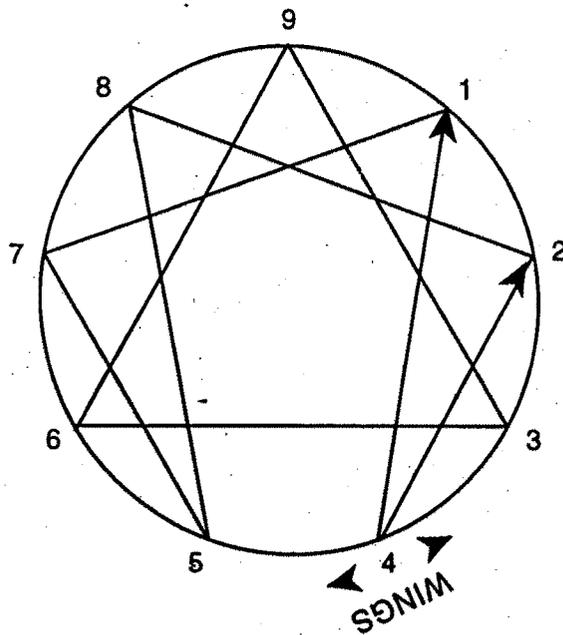


Figure 12 : shows the wings and dynamics of Fours

The dynamics of Fours :

**THE DIRECTION OF DISINTEGRATION (THE FOURS GO TO TWO) :**

Fours have always wanted and needed people and their move to Two is an ironic, unironic, unending acknowledgement of this. When Fours move toward Twos, they try to manipulate others into loving them in the mistaken belief that another's love will replace their own emptiness and loneliness. They deny and repress their own needs, and become overly dependent.

**THE DIRECTION OF INTEGRATION (THE FOURS GO TO ONE) :**

When the Fours go to One, they move from the world of subjectivity to the world of objectivity, from self-absorption to principled action. They are no longer controlled by their feelings, but by their convictions, acting on principles rather than moods. They become more self-disciplined and grounded in the here and now, do more problem solving and become more practical. They accentuate more of the positive and less of the negative. They act on their strong ideals and principles and become less controlled by their feelings.

### Practical suggestions and exercises :

#### 1. SELF ESTEEM :

- They should be proud of all their special gifts, talents and accomplishments.
- They should devote themselves to the task of self-discipline.
- They should value living in the present.
- Four- should commit themselves to the creative work to bring out the best in themselves.
- They should try to fulfil the needs that were not met in their childhood.
- They should try to make everyday duties and responsibilities creative or playful.
- They should try to develop in themselves the qualities that they admire or envy in others.

#### 2. RELATIONSHIPS :

- Four- should be direct and specific about stating what they want and what they don't want.
- They should deal with interpersonal issues quickly instead of withdrawing from them.
- They should try to be objective and not overpower people with their emotions.

#### 3. FEELINGS AND EMOTIONS :

- Four- should write down their feeling in the strongest language possible in a letter that they won't mail.
- When they have trouble controlling emotions, they should become a detached observer.

#### 4. AVOIDING DEPRESSION :

- They should focus on positive aspects of life.
- They should get out of the house, and keep moving.

- They should try to express their depression creatively in poetry, music, dance or art.
- They should develop good habits of sleeping, exercising, eating, and working optimally.

**Daily Affirmations for Fours :**

- They will value each day, no matter how imperfect.
- They will relax and enjoy the present.
- They are beautiful, capable, and loveable, just as they are.
- They can be as kind to themselves as they are their best friend.

***FIVES - OBSERVERS :***



*Figure 13*

Fives need to know and understand everything and be self-sufficient.

**Characteristics :**

Fives are preoccupied with privacy and non-involvement, storing knowledge and the essentials of survival. They value emotional control, preferring structured events, known agenda and time. They are detached from love and charged emotion, needing privacy to discover what they feel. Fives like protected work environments, no interruption, limited

windows of contact. The detached stance produces reliable clear minded analysis. They watch life from the point of view of an outside observer which leads to feeling isolated from the events of ones own life.

**Fives at their best :**

They are persevering, sensitive, wise, objective, perceptive, self-contained. They stand back and view life objectively. They don't get caught up in material possessions

and status. They are calm even in crisis. They have a sense of integrity and do what they think is right and don't get influenced by social pressure. They come to a thorough understanding, perceive cause and effects. They are trust worthy, kind, perceptive and self-sufficient.

#### Fives at their worst :

They are intellectually arrogant, stingy, stubborn, distant, critical of others, unassertive and negative. When they turn worst in relationship they become contentious, suspicious withdrawn and negative. They are slow to put their knowledge and insights out in the world. They feel bad when they act defensive. They have trouble expressing some of their thoughts succinctly. They can not watch people with less intelligence or technical skill doing better professionally because of their better social skills.

#### Fives appreciate that :

- They like straight forwardness briefings in discussion.
- They prefer to be alone to process their feelings and thoughts.
- If they are seen alone, others should understand that they are feeling uncomfortable.
- They should be shown the feeling of welcome.
- When they are in their privacy then they tend to avoid parties and loud music.
- They tend to become emotional in these situations.
- If they were to repeat things and become irritated it may be because they are trying to express their thoughts in the first place.

#### Key motivations of Fives :

They want to understand the environment, to gain more knowledge, to interpret everything as a way of defending the self from threats from the environment.

### Fives as children :

As children they spend a lot of time alone reading and making collections etc. They have few special friends, not many. They were bright and curious and did well in school. They have independent mind and often questioned their parents and teachers. They are sensitive and avoid interpersonal conflicts. They felt intruded upon, controlled and neglected.

### Fives as parents :

They are often kind, perceptive and devoted. As parents they are sometimes authoritarian and demanding. They may expect more intellectual achievements from their children than is developmentally appropriate for their age. They are often intolerant of their children's strong emotions.

### Careers Fives choose :

They are often in scientific, technical or other intellectually demanding fields. They have strong analytical skills and are good at problem solving. They are likely to be counsellors, musicians, artists or writers. They usually like to work alone and are independent thinkers.

### Fives in love and intimacy :

Partners of Fives feel frozen out by them. They feel unconnected and neglected. Fives have delayed reactions, their feeling surface when they are alone, they find intimacy in private reverie. Great tenderness can develop without the need for words or prolonged personal contact. They express intimacy in known verbal ways because Fives sense that feelings can surface more easily if they need not be spoken. They give lots of support to their partners when they are free of personal obligations and don't feel forced to respond.

### Fives at work :

- Fives work hard for the rewards of privacy and the freedom to perceive personal interest.
- They freeze when unexpectedly questioned on spontaneous reaction. They need to withdraw to figure things out.
- They value emotional decision making. They use feelings as a key for decisions.
- They appear to be at a loss of control, and can visually see through flattery and charismatic leadership.
- Attention gravitates to those in the environment and feel their intrusion. They often find it hard to concentrate in the presence of others.
- Fives need predictability, want to foresee in order to be prepared.
- Fives strictly avoid conflict.

### Fives during free time :

They enjoy reading books, learning about a subject in depth, having stimulating discussions with friends, going to concerts, museums and lectures, playing intellectually challenging games, travelling to study foreign cultures and customs.

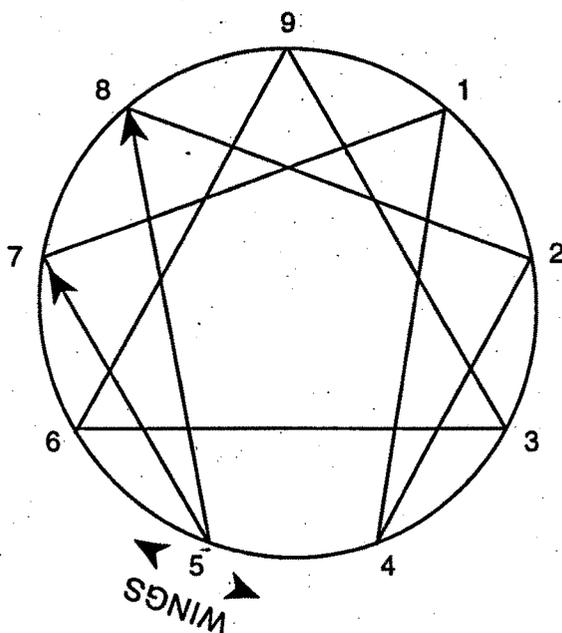
### The wing :

#### **THE FIVES WITH THE FOUR WING :**

The traits of the Fives and those of the Four wing are often in conflict with each other. Fives are cerebral and holding experience at arms length. While Fours internalise everything to intensify their feelings as they combine possibilities for outstanding artistic and intellectual achievement. They find union of intuition and knowledge, sensitivity and insight, aesthetic appreciation and intellectual environments. Fives with the Four wing tend to be more creative, sensitive and self absorbed.

**THE FIVES WITH THE SIX WING :**

The traits of Fives and those of the Six wing reinforce each other, combining to produce a difficult personality type to sustain a relationship with. They have problems trusting others because their Fives and Six wing reinforce anxiety, making risk taking in relationship difficult hence their interpersonal relation becomes erratic. They tend to be more loyal, anxious and cautious. They are extraordinarily hard working caring little for their own comfort and much more for the fulfillment of their duties.



*Figure 14 : shows the wings and dynamics of Fives*

**The dynamics of Fives :**

**THE DIRECTION OF DISINTEGRATION (THE FIVES GO TO SEVEN) :**

When neurotic Fives deteriorate further to Seven, they act impulsively erratically and hysterically. They go totally out of control and become scattered and destructive. They are irrational, have extremely poor judgement and make poor choices about which actions to take.

**THE DIRECTION OF INTEGRATION ( THE FIVES GO TO EIGHT) :**

The Fives go to Eight.

They no longer identify just with their thoughts, but also with the objects of their thoughts. They have overcome their fear of environment to learn to trust it. Hence their self-confidence grows and they become more out-spoken and spontaneous, more asserted. They become energised and motivated by their anger instead of withdrawing from it.

#### Practical suggestions and exercises :

##### **1. GETTING OUT OF HEAD AND INTO DOING :**

- They should try to become more active by taking up creative or sports activities.
- They should value being in present.
- Five should take risks and speak up even if they fear appearing foolish.
- They should go for psychotherapy or body work to learn to express their feelings.

##### **2. RELATIONSHIPS:**

- When they are in a group, they should beware of any desperate urge to prove they know something.
- They should let others know it when they are important to them.
- When they feel tendency to give to others, they should go ahead and do it.
- Fives should ask for what they want, and set their limits first.

#### Daily Affirmations of Fives :

- Interactions and experience are necessary for real understanding.
- They will experience being an individual fully when they empty themselves of their preconceived ideas and categories.
- They don't have to be the smartest person.

## SIX - QUESTIONERS :



Figure 15

Sixes are responsible, trustworthy and value loyalty to family, friends, groups and causes. Their personality range broadly from reserved and timid to outspoken and confrontative.

### Characteristics :

Sixes question love and rosy future, they are afraid to believe and be betrayed. They turn to their intimates for reassurance. They are procrastinating, they think more and do less. They have high goals often incompleting. They have

problems with authority either submitting or rebel against authority. They have amnesia about success and pleasure. They question other people's motives especially authorities.

### Sixes at their best :

They are loyal, likable, caring, warm, compassionate, witty, practical, helpful and responsible. They have intellect. They are committed and faithful to family and friends and compassionate towards others. In relationships, they are open, supportive, honest, fair and reliable.

### Sixes at their worst :

They are hyper vigilant, controlling, unpredictable, judgemental, paranoid, defensive, rigid, self-defeating and testy. They exhaust themselves by worrying and scanning for danger. They are too critical of themselves when they have not lived up to their expectations. They fear being abandoned or taken advantage of. They face constant pull and push involved in trying to make up their mind. In relationship, they are suspicious, controlling, inflexible and sarcastic. They either withdraw or put on a tough act when threatened.

### Sixes appreciate that :

- ❑ Others should be direct and clear while talking with them.
- ❑ They are heard carefully.
- ❑ They should not be judged for their anxiety, they should be made to laugh and make jokes with.
- ❑ They should be pushed gently towards new experiences.
- ❑ They over react, so it should be tried that others who are in contact should not overreact.

### Key motivations of Sixes :

They want security, to be liked and have the approval of others, to test the attitudes of others towards him, to fight against anxiety and insecurity.

### Sixes as children :

They are anxious and hyper vigilant and anticipate danger. They form a team with best friend or parent. They look to authority to protect them and / or question authority and rebel. They are generally from unpredictable families, they borrow fearfulness of overly anxious parents.

### Sixes as parents :

They are often loving, nurturing and have a strong sense of duty. They worry very much that their children will get hurt. They are sometimes reluctant to give their children independence. They sometimes have trouble saying no and setting boundaries.

### Careers Sixes choose :

They can be found in any career. They are often attracted to the justice system, the military, the corporate world and academia.

### Sixes in love and intimacy :

Sixes are strong in ideas and imagination and weak in follow through. A romance

that initially seemed interesting suddenly becomes doubtful. Desire is frightening for Sixes because they want something, they want relationship but it might not last. They would like to try but it makes them afraid. They can be fully committed to a relationship always - physically, financially, and emotionally - but still have doubts. A long term relationship include periods of questioning. Expressing doubt is a way to gain trust but this can be a real pain to the partners of Six. The Six want to affect their partners rather than be affected. They find it frightening to have their own desires aroused, to realize that they are vulnerable to what others do.

#### Sixes at work :

- They have strong analytic powers. Attention shifts to questioning and examining the composite position, This develops clarity.
- Sixes overvalue authorities, power, invest in those who project an authoritarian image with far more power than they actually possess. They feel weakened by comparisons.
- They react against own weaknesses by either seeking protection from authority or rebel against them.
- They find it hard to keep moving forward effectively when success begins to materialize and hard to focus when there is no opposition.
- They try for super-hero status. As a compensation for inner anxiety.
- They test an argument and are sensitive to the weak spots in any position.
- Sixes have a tendency to diminish a powerful success, blowing it and losing opportunity.

#### Sixes during free time :

They have a lot of energy and are often very busy. They often enjoy physical exercise and nature. Some of them belong to groups that help under privileged. The

counter-phobic of their types frequently engage in dangerous activities or join rebellious groups.

The wings

**THE SIXES WITH THE FIVE WING :**

The traits of the Six and the trait of a five wing are in some degree of conflict with each other. The general orientation of Sixes is towards dependency on others, while the orientation of Fives is toward detachment from people. Sixes with the Five wing can be very interesting individuals, they may have a strong intellectual streak of introversion.

**THE SIXES WITH THE SEVEN WING :**

The traits of the Six and the traits of a Seven wing reinforce each other. This subtype is more clearly extroverted, more interested in having a good time, more sociable, less intentionally focussed upon either the environment or itself. They desire not only to feel accepted and secure with others, but also happy, particularly with regard to material well-being.

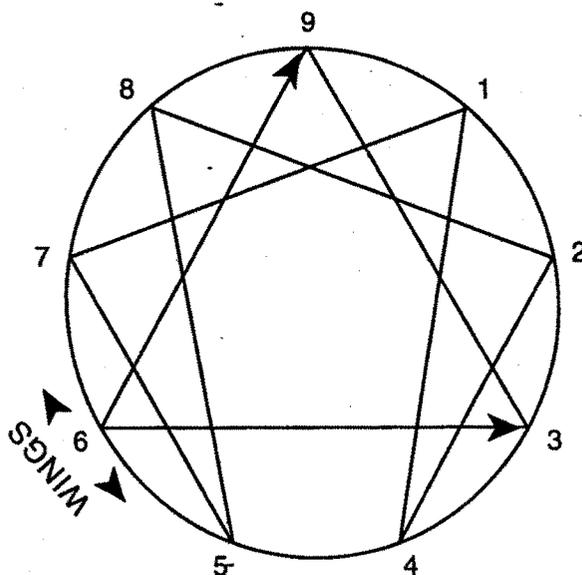


Figure 16 : shows the wings and dynamics of Six

## The dynamics of Sixes :

### **THE DIRECTION OF DISINTEGRATION (THE SIXES GO TO THREE ) :**

When Sixes go to Three they no longer turn their aggression against themselves; instead they turn it against others to see them suffer. Going to Three marks the eruption of their sad and aggressive feelings in undiluted form. Aggression towards others have been building for some time but they usually hold it in check as much as possible so that they can elicit love and protection from others. They avoid feeling anxious by always being busy. They become reluctant to try anything new if there's any possibility of failing.

### **THE DIRECTION OF INTEGRATION (THE SIXES GO TO NINE ) :**

When Sixes go to Nine they need to resolve their ambivalence and their anxiety about themselves. Sixes at Nine are much more emotionally open, receptive and sympathetic toward people and, as a result, their emotional spectrum goes wider. Integrating Sixes are emotionally stable, peaceful and self-possessed. They fully overcome their tendencies to depend, and instead become more autonomous and independent persons on whom others can and do rely. They can reassure and support others rather than seek reassurance and support from others. Integrating Sixes at best attain not only security but the ability to trust others.

### **Practical : Suggestions and exercises :**

#### **1. SELF CONFIDENCE :**

- They should be around trust worthy, accepting and encouraging people.
- They should take notice of and believe in what positive things people say about them and keep in mind that they can change and overcome their fears.
- They should be satisfied with their own work and way of living, shouldn't wait for somebody to appreciate them and their work.

- Sixes should remember that it is okay to make mistakes.

**2. WORK :**

- They should acknowledge themselves for being a hard worker and should try to focus on their strengths.
- Sixes should break jobs into small parts and do them one at a time.
- They should be patient when others move at their own pace rather than at theirs.

**3. ANXIETY AND FEAR :**

- Sixes should not call themselves lazy when they are relaxing.
- They should take up meditation, breathing and visualization exercises or join stress reduction classes.
- Sixes should check up facts when they become anxious of something.
- They should observe their fears without judging themselves as having them.

**Daily Affirmations for Sixes :**

- Being prepared means trusting whatever each moment brings.
- They are strong, calm and can do this.
- They are okay today and will be okay tomorrow.
- They are learning to trust their own decisions.

## **SEVENS - ADVENTURERS :**



Sevens need to be happy, plan enjoyable activities and want to contribute to the world.

### Characteristics :

A Seven's world is full of options, ideas and adventures. They seek stimulations, want to keep the energy up and experience joy of the mind. They replace deep or painful feelings with positive alternatives. They focus more on self and do not notice peoples' need or pains. They avoid conflict with the authority and get angry when ability is questioned.

Sevens value spontaneity and are fear types who move forward into friendly contact with people.

### Sevens at their best :

Sevens are fun-loving, spontaneous, imaginative, productive, enthusiastic, quick, confident, charming, curious and have various interests. In relationship, Sevens are light hearted, generous, outgoing and caring. Sevens like to introduce their friends and loved ones to new activities and adventures. Being optimistic, Sevens do not let life's troubles to get them down. Sevens are outspoken with guts to take risks and to try exciting adventures.

### Sevens at their worst :

Sevens are impulsive, rebellious, undisciplined, possessive, restless and self-destructive. Most of the time Sevens run short of time. They are defensive, opinionated, distracted and narcissistic in relationship with others. They rarely complete things they start as they get lost in plans.

### Sevens appreciate that :

- They are not told what to do.
- Others listen to their stories and appreciate their vision.
- They are accepted the way they are.
- Companionship, affection and freedom from others.

### Key motivations of Sevens :

They want to be happy, to have fun and amuse themselves, to do and have more of everything to escape anxiety.

### Sevens as children :

Sevens are active and adventuresome. They like to live in company of others rather than living alone. They dream of having freedom when they grow up. They drum up a lot of excitement.

### Sevens as parents :

Sevens as parents are enthusiastic and generous. They want their children to face new adventures in life. They may be too busy in their own activities to be very attentive to children.

### Careers Sevens choose :

Sevens may have several careers or jobs where they travel a lot like pilots, flight attendants, or photographers. Some of them may like using tools or machines or working outdoors. Some of them may be in helping professions like teachers, nurses or counsellors. People of their type are not likely to be found in repetitive works. They like challenges and can think quickly in emergencies.

### Sevens in love and intimacy :

Sevens want their mates to adore them and want high levels of stimulations, adventures and multiple options of activity. Sevens want to be with partners who mirror

their own high self-image. They take a multidimensional approach to intimacy. They get fascinated by the various aspects of their mates and want to do many different things with their mates and will support their dreams and activities. Sevens have trouble staying with negative emotions. Their mind immediately goes away to positive options. When their partners insist to discuss negative impacts Sevens feel as if they are forced to stay with something unpleasant.

#### Sevens at work :

- ❑ They are excellent performers in open ended projects that do not move into routine.
- ❑ They network, plan, synthesize ideas and approaches.
- ❑ They have inner sense of capability and high self-worth. They measure self against others to keep this sense of self alive.
- ❑ Sevens have a tendency to bend people's minds in order to get their support. They remove objections and puffs the possibilities and also puts forward a lucid idea without considering backup. They also offer convincing generalities with lots of little loopholes and suggestions that sound like promises.
- ❑ Sevens are delightful to work with, can be forgiving and creative during hard times.
- ❑ They offer sweet solution to authority problems, they want to equalize authority, which comes out either as a fair peer arrangement or as a situation engineered to ensure that no one is allowed to give orders.
- ❑ Sevens can become insistent about impractical ideas and inefficient approaches.
- ❑ They prefer ideas and theories for implementation.

#### Sevens during free time :

Sevens enjoy travelling, flirting with danger like rock climbing, driving fast, etc. They also enjoy interesting and playful conversation, learning new things, make plans for events which are full of fun, experimenting with new recipes, going to concerts,

movies, plays with operas, reading and working for some cause.

The wings

**THE SEVENS WITH A SIX WING :**

The traits of Sevens and those of the Sixes are in certain amount of tension with each other. Sixes are oriented toward people while Sevens are oriented over things and experiences, both types are dependent; Sixes depend on finding approval from others while Sevens depend upon environment to be happy. Sevens with the Six wings will attempt to find satisfaction for themselves, while looking to other people as additional source of stimulation and happiness. They are more loveable, loyal, endearing, responsible and anxious.

**THE SEVENS WITH EIGHT WING :**

The traits of the Sevens and those of the Eight wings produce a personality combination which is very aggressive in two ways : in the demands they make on the environment and in the strength of their egos to enforce their demands. They are enthusiastic, self-confident, self-asserter, practical, competitive and materialistic.

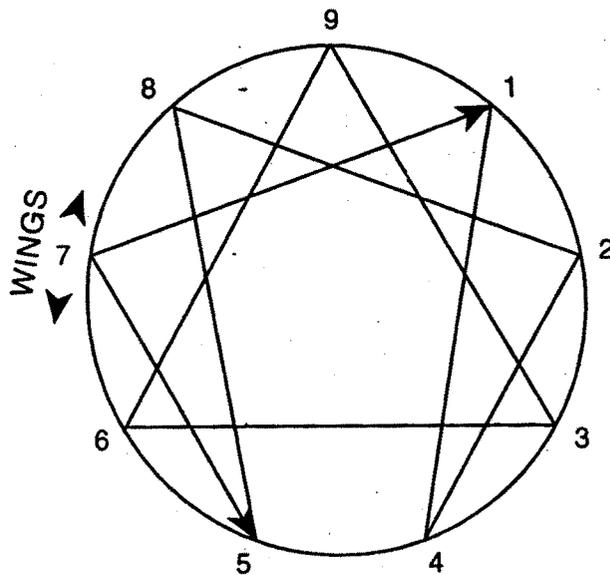


Figure 18 : shows the wings and dynamics of Seven

### The dynamics of Sevens :

#### **THE DIRECTION OF DISINTEGRATION (THE SEVENS GOES TO ONE) :**

When Sevens go to One they throw all their energy into some direction by which they hope to regain a sense of control. They become judgemental of themselves and others and blame others for preventing them from having fun. They become obsessive about an idea or reject. Their thinking gets disturbed and become impulsive and violent.

#### **THE DIRECTION OF INTEGRATION (THE SEVEN GOES TO FIVE) :**

When Sevens go to Fives they become involved with things in depth and hence become quieter, introspective and objective. By internalising their experiences they create their anchors so they need to find stability and security in their lives. They bring the full force of their skills and talents and become more productive by contributing something original to the world.

### Practical suggestions and exercises :

#### **1. HEALTH :**

- They should cultivate healthy habits of eating, sleeping and exercises. Some of them have the tendency to go to extremes and neglect their health.
- They should take up exercise programme.
- They should be careful in not to take excess eating or drinking when they are stressed.

#### **2. STRESS :**

- They should try to be happy with what they have instead of focussing on what they want
- They should not neglect problems hoping as they will go away. They should try to find a friend or counsellor to talk with about their worries.

- They should not always see the positive side of life but also take into account the darker side of it so that they should live in reality and balance.

### 3. RELATIONSHIPS :

- Time should be spared for intimacy with their partner.
- They should be tactful and sensitive and try to see life from others point of view.
- They are often self centered, they do not realize what they want.
- They should be prepared for hearing facts about themselves that could be useful in improving themselves.

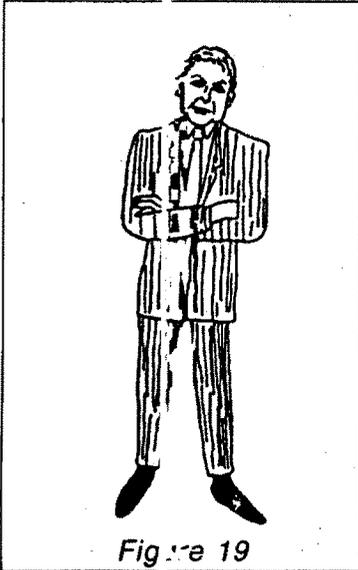
### 4. WORK :

- Sevens should not expect others to keep up with their fast pace.
- They should be attentive on what they are doing in the present instead of what others think they might be doing.
- They should think that hard work will pay off because they often think that it is not worth doing.
- They should seek a career where their ideals can be put into action.

### Daily Affirmations for Sevens :

- They have enough, there is enough, they need no more.

## **EIGHTS - ASSERTERS :**



*Figure 19*

Asserters are direct, self reliant, self confident and strong. They avoid feeling weak or dependent.

### Characteristics :

Eights express love through protection and power, they set rules in their life. They control positions and personal space. They are concerned more about justice and fair use of power. They find it difficult to take in other points of views to their own view. Eights present themselves excessively - too much and too loud. The style of attention is on extremes

either fair or unfair no middle ground which leads to denial of personal weakness and ability to exercise appropriate force in the service of others.

### Eights at their best :

Eights are authoritative, loyal, energetic, practical, protective and self-confident. They can take all the enjoyment out of life. They are courageous, straight forward and honest. They can meet the challenges head on. They are supporting and protective from those close to them. They are loyal, caring, truthful, positive, generous and supportive in relationships.

### Eights at their worst :

Eights are controlling, rebellious, insensitive, domineering, self centred, suspicious and aggressive. In relationships, they are demanding, arrogant, possessive, uncompromising and quick to find fault. They get restless and impatient with other people's incompetence. They also get angry on people who do not obey rules or when things do not get right. They never forget injuries and injustice - they can scare away people with their bluntness.

### Eights appreciate that :

- They should be left alone.
- They should be acknowledged about the contributions but not be flattered.
- They should not be gossiped about nor their trust should be betrayed.
- They like others to be strong, confident and direct.
- They like people who stand up for themselves.

### Key motivations of Eights :

They want to be self-reliant, to act in their own self interest, to have an impact on the environment and to prevail over others.

### Eights as children :

Eights are independent, they have inner strength and fighting spirit. They sometimes feel lonely They can figure out others' weaknesses. They can attack physically or verbally if provoked. Since they perceive themselves as the strongest ones they are likely to take charge in the family.

### Eights as parents :

They are sometimes overprotective. They are often loyal, involved with children's affairs and devoted towards children. They can be at times controlling and rigid.

### Careers Eights choose :

As they are authoritative, strong and self reliant type of people and since they want the freedom to make choices they are often self-employed. They have a strong need for financial security. Many are entrepreneurs, business executives, lawyers, military officers, union leaders and sports figures. They are also in teaching, the helping and health professions. They prefer careers in which they can demonstrate their willingness to accept responsibility and take on to solve difficult problems.

### Eights in love and intimacy :

Eights are partners who are independent and strong and they enjoy fighting a adventure as ways of making contacts. The main concern of Eights is personal freedom they hate to feel controlled. Their seemingly dominant behaviour is an effort to measure that nobody dominates them. They place extreme value on independent relationship dependency makes them powerless. They mistake tenderness for dependency and they deny soft feelings. Eights are extremely direct and they tell their partners what they want. They feel and act in their own interest without considering the consequences. Their partners have to question Eights directly because they rarely question their own motives. They focus on personal goals so they may not be aware of their partner's feelings. They can offer incredible support to their loved ones and bring excitement & intensity to a relationship.

### Eights at work :

- ❑ They control the office hierarchy, set limits to ensure self protection and may compromise as weakness.
- ❑ They assume leadership and focus attention to others who are strong contenders.
- ❑ The anger of Eights is direct and hold no grudges if anger is expressed. They hold their own opinion as their correct approach.
- ❑ They are concerned about justice and protection.
- ❑ Eights want to know where everyone stands and provoke to get clear answers.

### Eights during free time :

They like intellectual or physical challenges like wrestling or debates. They are energetic and often like outdoor enjoyment.

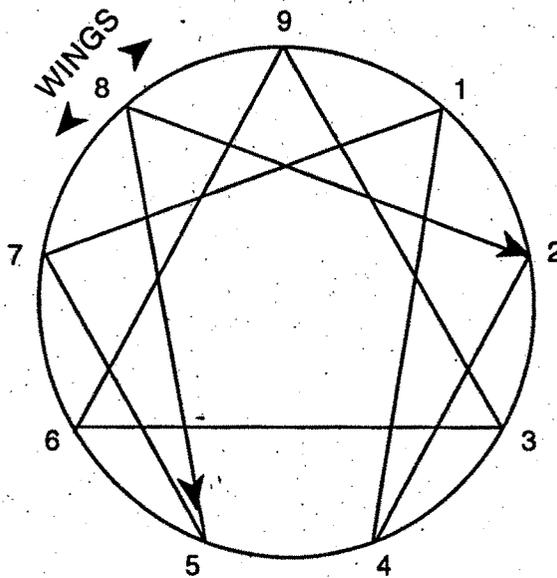
## The wings

### **THE EIGHTH WITH SEVEN WING :**

The traits of the Eights and those of the Seven wing produce a very aggressive subtype because each of the component type is aggressive. They are highly extroverted, enterprising, energetic, quick and ego centric.

### **THE EIGHTS WITH NINE WING :**

The traits of the Eight and those of the Nine wings are in some degree of conflict with each other. Individuals of this subtype are more oriented to people and less assertive, less aggressive and receptive. They are more at ease with themselves and others. They mainly involve with art, nature and children.



***Figure 20 : shows the wings and dynamics of Eights***

### The dynamics of Eights :

#### **THE REACTION OF DISINTEGRATION ( THE EIGHTS GO TO FIVES ):**

When Eight goes to Five, the temptation is the union of absolute power and perfect safety which is an unmatched combination. They isolate themselves from others and can no longer act effectively in defending or asserting themselves. They

become extremely anxious and feel defeated and depressed. They feel guilty and turn their aggression against themselves.

**THE DIRECTION OF INTEGRATION (THE EIGHT GOES TO TWO):**

When Eights go to Two they learn to use their power to nurture others and identify with others rather than against them. They turn generous, loveable, gentle and helpful and genuinely concerned for the welfare and aspirations of others. They no longer care about self interest.

**Practical suggestions and exercises :**

**1. RELATIONSHIPS :**

- They should learn to compromise.
- They should avoid to drive others as hard as they drive themselves.
- Express their appreciation loud and often.
- They should be aware that when they are direct, it may hurt others.
- They should try to avoid on dismissing or invalidating others' opinions.

**2. ANGER :**

- They should talk about their anger discuss it with a supportive friend.
- They often become enraged from a previous hurtful comment or action.

**3. SELF - NURTURING :**

- They should surround themselves with people who respect their direct approach and are honest with them.
- They should not have a realistic expectation of themselves.
- They should save time for enjoyable creative or physical activities.
- They should find such people to have fun who are able to face their anger and non conforming behaviour.

Daily Affirmations for Eights :

- They will show their soft and loving side to those they trust.
- Good relationships are worth many small compromises.

**NINES - PEACEMAKERS :**



Nines are receptive, good natured and supportive. They seek union with others and the world around them.

Characteristics :

The Peacemakers merge with loved ones by losing boundaries. They maintain the comfort of neutrality and avoid anger and conflict. Nines can not say no and find it hard to separate. They are inactive, go along with others and follow the program. They find it hard to initiate change. They are lazy about life. They can see all sides of a question, which

overwhelms their own agenda. Decision making is difficult. Conflicting opinions appear to have equal merit. Attention cycles from the central issue to secondary matters.

Nines at their best :

Nines keep pace, merge with others and avoid conflict. They are pleasant, generous, patient, open-minded, diplomatic, etc. In relationship, they are kind and gentle. They have the ability to see many different sides of an issue and to be a good mediator and facilitator. They are able to move with all types of circumstances and so feel one with the universe. They are caring and concerned about others.

Nines at their worst :

They are spaced out, forgetful, stubborn, obsessive, apathetic, judgemental, unassertive, passive and aggressive. In relationship, they are stubborn, overly accommodating and defensive. They get confused in what they really want. They care too

much about what others will think. They are not taken seriously. They are too sensitive to criticism. They are being critical of themselves for lacking initiative and discipline.

Nines appreciate that :

- They should be heard when they speak.
- They should be asked questions to make themselves clear.
- They should be shown physical affection. It opens them up to their feelings.
- They should be told if anything is liked about them.
- They like to share their enjoyment of life with others.
- They do not like expectations or pressures for something what other people want.
- They like to listen and to be of service, but advantage should not be taken of this.
- They like good discussion but not confrontation.
- They should be given time to finish things and make decisions.

Key motivations of Nines :

They want union with others, to preserve things as they are to avoid conflicts and tension, to ignore whatever would upset them to preserve their peace at any price.

Nines as children :

They feel ignored and when their wants, opinions and feelings are not considered important. They are usually "good" children and keep their anger to themselves.

Nines as parents :

They are supportive, kind and warm. They are sometimes overly permissive or non-directive.

Careers Nines choose :

Nines are good listeners so they make excellent mediators and diplomats. They are usually in helping professions. They prefer structural situations like military, civil service and other bureaucracies.

### Nines in love and intimacy :

Relationships once they merge seem hard to separate for Nines, once they merge. They find it hard to give up memories of old relationships so that new ones can develop. They divert attention for feelings by getting preoccupied with unessentials. They are often uncommunicative about what they really feel. They know their partner's wishes more clearly than their own. Participation may not indicate commitment, although from the outside it may look like Nines support the program, but internally they can be going through these motions while remaining uncommitted. Nines move along the flow of activity because they see no reason not to.

Nines have great difficulty in separating their awareness from someone they love. They fear separation and being completely on their own. There is a fine line between merging with the life of another and feeling that your own life has been overlooked. The most intimate tasks of relating to Nines has to do with supporting decisions that come from their own being and allowing their choices to become their own.

### Nines at work :

- Nines relax in the absence of friction. Want things to feel comfortable and run without hassle.
- Nines have a deep desire to have good feelings on the job, between authority and employee.
- They flourish in conditions of positive support but avoid self promotions, they want recognition but will not ask.
- Nines like procedures, lines of command and rewards to be well defined. They can go automatic and produce a great deal of work. Suspends awareness of own agenda while following routine. They are energized by a productive routine and other people's enthusiasm for projects.

- They do not like to make decisions, want a structure to support decisions. Forestall a decision by gathering information. Puts off essentials while the unessentials gets done
- Nines are cautionary in taking risks, feel safer in known routine while goes well with what has worked in past.
- Nines are often ambivalent about authority. They have difficulty setting priorities and they get going but they are stubborn about taking directions from others.

Nines during free time :

Nines are very flexible, they can do all type of activities from extremely energetic to relaxing.

The wing :

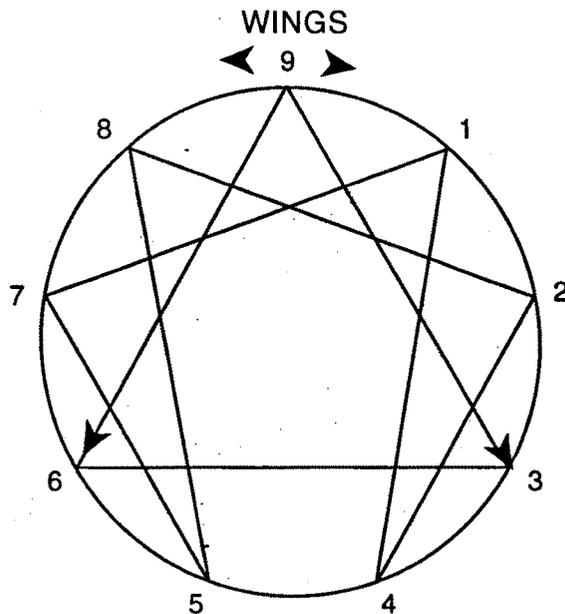
**THE NINE WITH EIGHT WING :**

The traits of Nine and those of an Eight wing conflict with each other. Nines are passive and desire harmony with others, while Eights are aggressive asserting themselves and following their self interest. Nines with Eight wing tend to be fundamentally oriented to others, receptive, unselfconscious, and passive. The Eight wing adds an element of inner strength and will power which helps them to assert themselves effectively. Despite their graciousness and concern for others they can be quite strong and forceful. They give the impression of strength and good nature, sensuality and power.

**THE NINES WITH A ONE WING :**

The traits of Nine and those of the One wing tend to reinforce each other. Nines repress their emotions to maintain their peace, while Ones repress their emotions to maintain self-control. They possess enormous integrity and extreme principles. Their great common sense helps them to be wise in their judgements, particularly

about others. They are alert to the issues of fairness and objectivity. They tend to be more orderly, critical, emotionally controlled and competent.



*Figure 21 : shows the wings and dynamics of Nines*

The dynamics of Nines :

**THE DIRECTION OF DISINTEGRATION (THE NINES GO TO SIX) :**

When unhealthy Nines go to Six, anxiety finally breaks through their massive repression. The person who was once so easy going becomes an overacting hysteric, anxiety ridden, fearful, agitated, apprehensive, tearful and panicked. Moreover deteriorated Nines need someone else to take care of them. To elicit help from others, they may become objectively self abasing and self-destructive so that others will have to take care of them. They become more passive and inactive.

**THE DIRECTION OF INTEGRATION ( THE NINES GO TO THREE ):**

When healthy Nines integrate to Three, they become self assured and interested in developing themselves and their talents to the fullest extent possible. They create

themselves by asserting themselves properly. They no longer fear change, becoming more flexible and adaptable, entirely capable of dealing with reality. They become more energetic, efficient and productive. They narrow their focus and accrue more self confidence.

#### Practical suggestions and exercises :

##### **1. RELATIONSHIPS :**

- You should try to change the situation that is not right, instead of hoping that things will change themselves.
- They should make steps to ask others to join according to their interests instead of going according to other people's interest.
- They should talk out their own problems instead of listening to other's problems.
- They should learn to express their opinions and feelings.

##### **2. ANGER :**

- They should learn to become aware of their anger and appropriately express it.
- They should avoid acting as though everything is fine when it is not.
- They should learn to feel the build up of anger in their body.

##### **3. WORK :**

- They should set goals with definite deadlines and when these goals are achieved then others should be set.
- They should take actions at present and deal with consequences later on.
- They should reward themselves when they complete a task.
- They should learn time management techniques to help stay focused and on track.

##### **4. DECISION MAKING :**

- They should do, what they feel is correct.
- They should learn to eliminate all the things they don't want it in order to help

themselves to discover what they want.

- They should practice making decisions about small matters and then work their way up to the bigger items.

5. SELF-ESTEEM :

- They should engage themselves in some physical exercise programme.
- They should not try to distract themselves from their problems with drugs, television or oversleeping.
- When one relationship ends, they should not start a new relationship right away. They should spend some time reflecting on the strengths and weaknesses of the relationship.
- When they have problems, they should ask a friend to listen and give no advice.

Daily Affirmations for Nines :

- They will ask for what they want.
- They will learn to recognise their resentment and use it as a source of energy.
- They will even let themselves feel guilty rather than rush to fulfill another's expectations.

## LEADERSHIP

Leadership is the third major dimension of the present study.

Leadership is a process of influencing and supporting others to work enthusiastically toward achieving certain objectives. It is the critical factor that helps an individual or a group identify their goals and then motivates and assists in achieving the stated goals. The three important elements in the definition are influence / support, voluntary effort, and goal achievement. Without leadership, an organisation would be only a confusion of people and machines, just as an orchestra without a conductor would be only musicians and instruments. The orchestra and all other organisations require leadership to develop their precious assets to the fullest.

Leadership is the catalyst that transfers potential into reality, it is an ultimate act that identifies, develops, channels and enriches the potential that is already in an organisation with its people. Leadership is a universal human phenomenon. As observed by Spinoza, (1926) "Man is a social animal. Citing diverse anthropological reports on primitive groups in Australia, the Fiji Islands, New Guinea, the French Congo, etc., he opined that leadership occurs universally among all men regardless of culture. Problems of leadership, teamwork, cooperation and group effectiveness exist in isolated Indian villages, the nomads of Eurasian Sleppe and the Polynesian Fisher folk.

As put by Machiavelli in the Prince (AD 1513) "There is nothing more difficult to take in hand, more perilous to conduct, or more certain in its success, than to take the lead in the introduction of a new order of things."

Thus, as observed from Machiavelli's words, there are several concepts that emerge from leadership. Leadership may be attempted, it may or may not be successful and it

involves recording and organizing a new way of acting, as well as the need to overcome resistance to change.

### **DEFINITIONS OF LEADERSHIP :**

Numerous definitions of leadership have been given in literature. These may be categorised in the following way (tentatively) :

#### **Status vs Leadership :**

One cluster of definitions makes leadership synonymous with the importance of one's position. The concept of status can be used to refer to the value of one's position and although status may produce leadership, it is distinguishable by observation and measurement from leadership and can be independent of leadership under specified conditions.

#### **Esteem vs. Leadership :**

The second cluster of definitions defines the leader as a focus of attention, as a representative of the group. Esteem can also help describe observations about sociometric choice.

#### **Leadership and Influence :**

Leadership has been defined as influence, more specifically, it has been equated with any positive influence, act, required to direct a group and with behaviour making a difference among groups.

#### **A leader is a leader :**

The leader is often defined simply as anyone who engages in leadership acts.

Stogdill (1991) demonstrated that persons in different leadership positions engage in different specific behaviours.

Some definitions of Leadership :

- (i) Any member of the group can exhibit some amount of leadership. So, leadership may be defined as an interaction between members of a group.
- (ii) According to Gurnee, Lapiere and Fransworth leaders are agents of change, as persons whose acts effects other people more than other people affect them.
- (iii) Leadership is a process of influencing between a leader and those who are followers (Hollender, 1978).
- (iv) Leadership is a process of influencing the activities of an organised group toward goal achievement. (Rauch and Bchling, 1984).
- (v) Leadership may be considered as the process (act) of influencing activities of an organised group in its efforts toward goal setting and goal achievement (Stogdill, 1950).

The above definitions have one thing common in that leadership involves influence and mostly the executives are always held responsible for the entire group.

***The Background and Classical Studies On Leadership :***

Leadership has probably been written about, formally researched, and informally discussed more than any other single topic in social sciences. Throughout history, it has been recognised that the difference between success and failure, be largely attributed to leadership. Despite all the attention given to it and its recognised importance, leadership still remains a inexplicable concept. It is known to exist and to have

tremendous influence on human performance, but its inner workings and specific dimensions can not be precisely spelled out. Some of the classical studies are cited below :

#### The Iowa University Studies :

Pioneering leadership studies conducted in the late 1930s by Ronald Lippitt and Ralph K. White under the general direction of Kurt Lewin at the university of Iowa, had lasting impact. In the initial studies, hobby clubs for ten year old boys were formed. Each club was submitted to three different styles of leadership - authoritarian, democratic and laissez-faire. The authoritarian leader was very directive and allowed no participation. The democratic leader encouraged group discussion and decision. The laissez-faire leader gave complete freedom to the group; he essentially provided no leadership.

The results of the study showed one definite finding the boy's overwhelming preference for democratic leader.

Generalisations on the basis of the Lippitt and White studies are dangerous because there is difference in working in experimental conditions and working in complex formal organisation. Still these leadership studies have extremely important historical significance. They were the pioneering attempts to determine experimentally, what effects styles of leadership have on a group. The values of the studies were that they were the first to analyse leadership from the standpoint of scientific methodology and more important, they showed that different styles of leadership can produce different complex reactions from the same or similar groups.

#### The Ohio State Leadership Studies :

In 1945, the Bureau of Business Research at Ohio State University initiated a series

of studies on leadership. An interdisciplinary team of researchers from psychology, sociology and economics developed and used Leader Behaviour Description Questionnaire (LBDQ) to analyse leadership in numerous types of groups and situation.

In the first step, the LBDQ was administered in a wide variety of situations in order to examine how the leader was described, the answers to the questionnaire were then subjected to factor analysis. The outcome was amazingly consistent. The same two dimensions of leadership continually emerged from the questionnaire data. They were consideration and initiating structure.

These two factors were found in a wide variety of studies encompassing many kinds of leadership positions and contexts. The researchers carefully emphasize that the studies show only how leaders carry out their leadership positions. Initiating structure and consideration are very similar to the time honoured military commander's functions of mission and concern with the welfare of the troops. In simple terms, the Ohio State factors are task or goal orientation (initiating structure) and recognition of individual needs and relationships (consideration structure).

The Ohio State studies certainly have value for the study of leadership. They were the first to point out and emphasize the importance of both task and human dimensions in assessing leadership. The two dimensions approach lessened the gap between the strict task orientation of the scientific management movement and the human relations emphasis which had been popular up to that time. However on the other side of the coin, the push for empirical data on leadership led to a great dependence on questionnaire to generate data about leadership behaviour and this may not have been justified.

### The Early Michigan Leadership Studies :

At about the same time that the Ohio State Studies were being conducted, a group of researchers from the Survey Research Centre at the University of Michigan began their studies of leadership. In their original study at the Prudential Insurance Company, twelve high - low productivity pairs were selected for examination. Each pair presented a high producing section and a low producing section with other variables such as type of work, conditions and methods being the same in each pair. Non-directive interviews were conducted with the 24 section supervisors and 419 clerical workers. Results show that supervisors of high producing sections were likely to

- (i) Receive general rather than close supervision from their supervisors;
- (ii) Like the amount of authority and responsibility they had in their jobs;
- (iii) Spend more time in supervision; and
- (iv) Be employee-oriented rather than production oriented.

The low producing section supervisors had essentially opposite characteristics and techniques. They were found to be close, production-centred supervisors. Another important but sometimes overlooked finding was that employees' satisfaction was not directly related to productivity.

The general employee-centred supervision described above became the standard bearer for the traditional human relations approach to leadership. The results of the Prudential Studies were always cited when human relations advocates were challenged to prove their theories.

### Later Michigan Studies :

#### *Likert System :*

The basic tenet upon which Likert builds his approach is the 'principle of supportive relationship'.

"The leadership and other processes in the organisation must be such as to assure a maximum probability that in all interactions and in all relationships, within the organisation, each member, in the light of his background values, desires and expectations, will view the experiences as supportive and one which builds and maintains his sense of personal worth and importance." (Likert, 1961, pg. 103).

In addition, Likert advocated that supervisors should seek to cultivate group problem solving by consensus and consonant with this preference, a structure within the organisation of overlapping groups, such that each work group is linked to the wider organisation. High performance goals and technical competence on the part of supervisors and managers are also necessary.

On the basis of this conceptual infrastructure, Likert distinguishes four kinds of management styles :

- (a) System 1 : 'Exploitive authoritative' Management
- (b) System 2 : 'Benevolent authoritative' Management
- (c) System 3 : 'Consultative' Management
- (d) System 4 : 'Participative' Management

As one moves from System 1 to System 4 management, the principles advocated

by Likert are more in evidence and participation by organisational members increases consequently.

System 4 harnesses human motivation in ways that yield positive cooperation rather than fearful antagonism on the part of the people in the organisation; by contrast Systems 1 and 2 tend to develop less favourable attitudes; more hostile attitudes or more submissive attitudes (Likert, 1973, p. 34).

The closer a management system is to System 4, the better will be the intervening 'moral' variables and the organisation will experience greater performance in terms of the outcome.

#### **THEORIES OF LEADERSHIP :**

There are several distinct theoretical bases for leadership. Some of the more important ones are :

1. The trait theory.
2. Group and exchange theory.
3. Contingency or situational theory.
4. The vertical-dyad linkage model (VDL).
5. Path - goal theory.
6. Social learning approach to leadership

These approaches are briefly explained below.

## 1. The Trait Theories Of Leadership :

The practical and vital question that this theoretical approach attempted to answer was that which characteristics or traits make a person a leader? The earliest trait theories can be traced back to the ancient Greeks and Romans concluded that leaders are born and not made e.g. Napoleon was said to have had the 'natural' leadership abilities to rise out of any situation and become a great leader.

Under the influence of behaviouristic school of psychological thought, researchers accepted the fact that leadership traits are not completely inborn but can also be acquired through learning and experience. Numerous physical, mental and personality traits were researched from about 1930s to 1950s. The results of this voluminous research effort were generally disappointing. Only intelligence seemed to hold up with any degree of consistency. One summary of leadership research found intelligence in ten studies, initiative in six, extraversion and sense of humour in five, and enthusiasm, fairness, sympathy and self confidence in four.

When the trait approach is applied to organisational leadership, the result is even cloudier. One of the biggest problems is that all managers think that they know what the qualities of a successful leader are.

Obviously any adjective can be used to describe a successful leader. Keith Davis (1955) summarised four of the major traits which seemed to have an impact on successful organisational leadership :

### (1) Intelligence :

Research generally shows that leaders have higher intelligence than the average intelligence of their followers. However, not on all occasions are all leaders

more intelligent than their followers.

(2) **Social Maturity and Breadth :** -

Leaders tend to be emotionally stable and mature and to have broad interests and activities.

(3) **Inner Motivations :**

Leaders have relatively intense motivational drives of the achievement type. They strive for intrinsic rather than extrinsic rewards.

(4) **Human Relations Attitudes :**

Successful leaders recognize the worth and dignity of their followers and are able to empathise with them. Leadership possess consideration.

Although one can find some research evidence to support the trait's theory, to date no findings are conclusive. Research findings do not agree on which traits are generally found in leaders or which ones are more important than others.

The trait approach is still alive, but now the emphasis has shifted away from personality traits job-related skills.

**2. Group And Exchange Theories of Leadership :**

The group and exchange theories of leadership have their roots in Social Psychology. Classic exchange theory in particular serves as an important basis for their approach. It means simply that the leader provides more benefits / rewards than burdens / costs for followers. There must be a positive exchange between the leader and the followers in order for the group goals to be accomplished. According to

Hollander and Julian (1978), leadership is an exchange process between the leader and the followers and also involves the sociological concept of role expectations. Social psychological research can be used to support the exchange and role concepts applied to leadership. A thorough review of research indicated that leaders who take into account and support their followers have a positive impact on attitudes, satisfaction and performance of the group.

Research studies indicate that followers may actually affect leaders as much as leaders affect followers. Greene (1980) found that when subordinates were doing a good job, leaders increased their emphasis on consideration. In a recent study, Greene (1980) found that in newly formed groups, leaders may adjust their supportive behaviour in response to the level of group cohesion and arousal already present.

### 3. Contingency Or Situational Theories Of Leadership :

Starting in the 1940's social psychologists began the research for situational variables that impact on leadership roles, skills and behaviour and on follower performance and satisfaction. Then about thirty years ago Fred Fiedler (1967) proposed a widely recognised situational based model for leadership effectiveness.

Least Preferred Co-worker (LPC) : The LPC was developed by Fiedler to measure leadership style. Measurement is obtained from scores that indicate the least preferred co-worker. This LPC approach calculates the degree to which the leaders favourably perceive their worst co-workers and relates to the leadership style. Fiedler found out that more attention would have to be given to situational variables and became convinced that leadership style in combination with the situation determines group performance.

### Fiedler's Contingency Model of Leadership :

To test the hypothesis he had formulated from previous research findings, Fiedler (1979) developed what he called a contingency model of leadership effectiveness. This model contained the relationship between leadership style and the favourableness of the situation. Situational favourableness was described by Fiedler (1979) in terms of three empirically derived dimensions :

- (1) The leader-member relationship which is the most critical variable in determining the situations favourableness.
- (2) The degree of task structure, which is the second most important input into the favourableness of the situation.
- (3) The leader's position power obtained through formal authority which is the third most critical dimension of the situation.

Situations are favourable to the leader if all three of the above are favourable to the leader.

Fiedler (1969) was convinced that the favourableness of the situation in combination with the leadership style determines leadership effectiveness.

Through the manipulation of research findings, Fiedler (1969) was able to discover that under very favourable and unfavourable situations, the task directed or 'hard nosed' type of leader was most effective. However, when the situation was moderately favourable or unfavourable, the human relations or lenient type of leader was most effective.

#### 4. The Vertical-Dyad Linkage Model (VDL) :

The VDL theory says that leaders treat individual subordinates differently. In particular, leaders and subordinates develop dyadic (two person) relationships which affect the behaviour of both leaders and subordinates. There is evidence that subordinates in-group (those who report a high quality relationship with their leader), assume greater job responsibility, contribute more to their units and are reported as higher performers than those reporting a low quality relationship. The VDL theory has been around for some time now, and although it is not without criticism, in general the research continues to be relatively supportive and seems to have considerable potential for predicting important dimensions of the leader - subordinate exchange.

#### 5. Path - Goal Leadership Theory :

The path-goal theory, derived from the expectancy framework of motivation theory is a healthy development because leadership is closely related to work motivation on one hand and power on the other.

Although Georgopoulos (1957) used Path - Goal concepts almost fifty years ago in analysing the impact of leadership on performance, the modern development is usually attributed to Martin Evans and Robert House (1970), who wrote separate papers on the subject. In essence, the Path - Goal theory attempts to explain the impact that the leader behaviour has on subordinate motivation, satisfaction and performance. The House version of the theory incorporates four major styles of leadership.

##### 1. Directive Leadership :

This style is where subordinates know exactly what is expected of them and specific directions are given only by the leader.

2. Supportive Leadership :

The leader is friendly and approachable and shows a genuine concern for subordinates.

3. Participative Leadership :

The leader asks for and uses suggestions from subordinates but still makes the decisions.

4. Achievement Oriented Leadership :

The leader sets challenging goals for subordinates and shows confidence that they will attain these goals and perform well.

A later review of the research on the Path - Goal theory are not as supportive. For example Behrman and Denisi (1999) note that only a couple of hypotheses have really been drawn from the theory which means that it may be incapable of generating meaningful predictions. They then report results of their own research, which indicates that the Path - Goal theory is capable of producing meaningful and testable predictions beyond the two task structure hypothesis.

Overall, the Path - Goal theory like the other theories seems to need more research in the coming years.

Despite a relative degree of acceptance of the contingency and Path - Goal theories of leadership and the great amount of research that has been conducted, few would disagree today that the leadership concept is still in trouble. The time seems ripe for new thinking and a new theory, new research methods and new applications for leadership studies. A social learning approach may best meet this challenge.

## 6. Social Learning Approach to Leadership :

Social Learning Theory can provide a model for the continuous, reciprocal interaction among the leader (including his cognition), the environment (including subordinates / followers and macro variables) and the behaviour itself. This would seem to be a comprehensive and viable theoretical foundation for understanding leadership. The focus of social learning approach and what distinguishes it from other approaches is the role of leadership behaviour and the continuous reciprocal interaction among all the variables.

As far as leadership application for the social learning approach is concerned, the four term contingency S - O - B - C (situation - organism - behaviour - consequence) model can be used by leaders to perform a functional analysis. The successful application of this S - O - B - C analysis to human resource management "depends upon the leader's ability to bring into awareness the overt or covert antecedent cues and contingent consequences that regulate the leader's and subordinate's performance behaviour. More specifically, in this leadership application, the subordinates are actively involved in the process, and together with the leader they concentrate on their own and each other's behaviours, the environmental contingencies and their mediating cognitions. Some example of this approach would be following :

1. The leader becomes acquainted with the macro and micro variables that control his / her own behaviour.
2. The leader works with the subordinate to discover the personalised set of behavioural contingencies that regulate the subordinate behaviour.
3. The leader and the subordinate jointly attempt to discover ways in which they can

manage their individual behaviour to produce more mutually reinforcing and organisationally productive outcomes.

In such an approach, the leader and the subordinate have a negotiable, interactive relationship and are consciously aware of how they can modify each other's behaviour by giving or holding back desired rewards.

Although work has been done on the theoretical development of a social learning approach to leadership, research and application are just getting underway.

#### Managerial Grid :

The managerial grid was conceived by Blake and Mouton who in a series of publications (e.g. 1964) have developed an approach to organisational development which is one of the best known in the literature. The infrastructure to their approach is a contrast between approaches to the managerial role, namely,

- (a) Concern for production, and
- (b) Concern for people

Blake and Mouton take the view that both concerns are essential ingredients of effective management. Each concern is conceptualised on a 9 point scale.

According to Blake and Mouton managers often oscillate between 9,1 and 1,9 styles. The former is response to a need to enhance output, the later when interpersonal relationship suffers.

They proposed the 9,9 type of combination to be the most effective one. 9,9 is called 'Team Management' and constitutes the recommended managerial stance in that both task and people responsible for the production are also supposed to be involved in

work planning and execution. Real team management conditions exist when individual goals are in line with those of the organisation. (Blake and Mouton, 1964, p 100).

#### Hersey and Blanchard's Situational Leadership Theory :

This theory is highly perspective contingency theory of leader behaviour, which has undergone a number of revisions (Hersey and Blanchard, 1969, 1977 and 1982).

For its description of leader behaviour, the approach draws heavily on the Ohio State University dimensions of considerations and initiating structures. Hersey and Blanchard (1969) produced four basic leader behaviour styles :

1. High task and low relationship style,
2. High task and high relationship style,
3. Low task and high relationship style,
4. Low task and low relationship style,

Thus, a person's leadership style involves some combination of either task behaviour or relationship behaviour.

Recognising that the effectiveness of leaders depends on how their leadership style interrelates with the situation in which they operate. An effectiveness dimension is added to the above two dimensional model (task and relationship behaviour). When the style of a leader is appropriate to a given situation, it is termed effective, when the style is inappropriate to a given situation it is termed ineffective.

The difference between the effective and ineffective styles is often not the actual behaviour of the leader but the appropriateness of the behaviour to the environment in

which it is used. In reality, the third dimension is the environment. It is the interaction of the basic style with the environment that results in a degree of effectiveness and ineffectiveness.

#### The Vroom - Yetton Contingency Model :

The aim of the approach is to enable the leader to enhance both the quality of the decision that he or she makes and also their acceptability to subordinates. In seeking to enhance these two outcomes, the model seeks to specify the impact of varying degree of conceptual determinant of motivation and how they are related. The model attempts only to mirror the complex motivational process; it does not attempt to describe how motivational decisions are actually made.

#### **Leadership Style :**

Leaders differ in the styles they adopt in order to be effective. It is the style of the leader that affects the members of the organisation and ultimately the performance of the members working under him. It, therefore, becomes very essential to discuss the different types of leadership styles. The most commonly defined styles of leadership in the literature are as follows :

##### 1. Autocratic Style :

Autocratic Leader centralises power and decision making in himself. The leader takes full authority and assumes full responsibility. This has two distinctive variations :

- (a) Dictatorial autocratic and,
- (b) Benevolent autocratic

Both these styles originate from a high power or ego motive.

2. Democratic Style : Under the democratic style of leadership

- (a) All policies are determined by the group.
- (b) Explanation of overall processes is given in the beginning; technical advice is sought and given.
- (c) Members are free to choose work companions and division of tasks.
- (d) Leader is objective and fact minded in praise and criticism.
- (e) Leader participate in the group.

Lot of research signifies the contention that a leadership style based on the principles of democracy is not only conducive to greater satisfaction among the members of an organisation, but it also facilitates in the long run to greater productivity of the organisation. This is the product of a highly but carefully controlled power or ego motive.

3. Socialistic Style :

This style is adopted in certain socialistic setups because of certain typical ideologies. Obvious examples are communist societies.

4. Laissez Faire Style :

Here the leader has an happy-go-lucky attitudes. The leader avoids power and responsibility. He hardly leads.

## 5. Authoritarian Style :

The authoritative leader is predominantly self oriented. The main concern of the leader is his personal vanity, status, power and image management. Thus, authoritative leader is actually characterised by the relatively high degree of power wielded by the supervision over the work. Here both power and all decision making functions are absolutely concentrated in the person of authority. The leader demands complete loyalty, unconditional submissiveness and full compliance from his subordinates. He controls the communication network and restricts interaction. The authoritative leadership is directive and communicative type.

Communications are explicitly structured and task relevant, productive, quality and low cost are emphasized.

Authoritative leader is not autocratic or totalitarian. Lewin, Lippert and White (1943) found that authoritative leadership produced :

- a) Greater quality of work.
- b) Less work motivation.
- c) Less originality in work.
- d) Greater amount of aggressiveness towards the leaders as well as members.
- e) More suppressed discontentment.
- f) More dependency.
- g) Less friendliness and less group mindedness.

In order to cope up with the negative aspect of his style, the job of the authoritative

## 2. Participative :

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~~effects on productivity, job satisfaction~~

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leader is to screen out extraneous forces by negotiating and developing understanding with the employees and, at the same time, seal the boundaries of the organisation so that only those outside forces which he approves of can enter the organisation. An organisation emerging under authoritative leadership style becomes 'single-handed' organisation with an ultimate decision, pyramid structure and centralised authority system. Such organisational structure do not gratify social and psychological needs of individuals (Askoffa, 1974).

Many authors have argued that if a culture is authoritative, an authoritative leader will be more effective, because he provides a match between what his subordinates expect and what the leader would provide (Ganguli 1964, Meade, 1967). Vroom and Mann found that in large groups in which there was less interaction had more positive attitude towards authoritative leader.

## 6. Participative Style :

It claims to be people oriented and productive irrespective of organisational variations (Likert 1961, 1967).

The participative style is based on three basic principles :

a. Supportive relationship : The leadership and other processes of organisation must be such as to ensure a maximum probability that in all interaction and in all relationships within the organisation, each member, in the light of his background, values, desires and expectations, will view the experience as supportive and one which builds and maintains his sense of personal worth and importance Likert

for suggestions and discussions, the final authority to decide rests with him. The A, p+N leader shows a genuine interest in the welfare of his subordinates. He is interested in their growth and development and encourages them to participate in the decision making process. He is genuinely nurturant in his outlook. Clearly, he (A, p + N) is not just a sum total of the three qualities (A, p and N) but something much more than that.

#### 10. Nurturant Task style :

This style has been suggested by J. B. P. Sinha and is considered effective in the Indian context. The N-T style has two main components i.e. concern for task and nurturant orientation.

The N-T style emphasises on the completion of the task. It takes special care that the subordinates understand and accept the goals and the normative structure of the group and the organisation and cultivate commitments to them.

The N-T leader structures his and his subordinates roles clearly so that communications are explicit, structured and task relevant. He initiates, guides and directs his subordinates to work hard and maintain a high level of productivity, both qualitatively and quantitatively (Sinha, 1980, p.55). He wants them to grow up and mature, so that they can assume greater responsibility and spare the leader for other tasks.

Thus, his task orientation and personal worth and interest develop into a relationship of trust and understanding and commitment to productivity and subordinates' growth. All other aspects of the leader subordinates relationship, such as information sharing, decision-making, monitoring and controlling the

behaviour, motivation management, process of goal setting, etc., are determined in this framework.

The N-T style is flexible and therefore, is transitional in the sense that it gradually leads to fuller participation of his subordinates. Its emphasis on task orientation grows out of the leaders conviction that no meaningful interpersonal relationship on job can develop unless it evolves out of the effective handling of the task system. N-T style has meaningful overlap with the participative style and the two are inversely related to the authoritative style (Sinha, 1980).

Sinha suggested that in the Indian context the N-T style will be more effective. In the present research, Daftuar's concept of A, P + N globally, and the three of its components, separately, have been taken for investigation.