



## **“Use Of Psychometric Test In Today’s Corporate Environment”.**

### **SUBJECT MYERS BRIGGS PERSONLITY TEST**

<b>Serial No.</b>	<b>Contents</b>
1	<b>Introduction</b>
2	<b>Psychometric Test</b>
3	<b>Psychometric Test Type</b>
4	<b>Personality Type</b>
5	<b>Myers Briggs Personality Test</b>
6	<b>Question Paper Set</b>
7	<b>Employee Myers Briggs Personality Test Result</b>

## Introduction

## Personality

The physical characteristic of a person are purely hereditary, but the psychological characteristic of a person are partly hereditary and partly conditional by the environment. In an organization, the psychological characteristics of person are of more concern than his physical characteristics. The way a person behave and influences the behavior of other and the way in which he reacts to a particular situation determine how well he fits into an organization.

### **The Definition of "Psychology"**

- The word "psychology" is the combination of two terms - study(ology) and soul (psyche), or mind. The derivation of the word from Latin gives it this clear and obvious meaning:
  - The study of the soul or mind.
  - This meaning has been altered over the years until today, this is not what the word means at all. The subject of psychology, as studied in colleges and universities, currently has very little to do with the mind, and absolutely nothing to do with the soul or spirit.
  - Let's see what a few dictionaries have to say and how a word could alter and lose its true and actual meaning.
  - "Psyche" is defined as:
    1. The spirit or soul.
    2. The human mind.

3. In psychoanalysis, the mind functioning as the center of thought, emotion, and behavior.

## **Psychometric Test**

Psychometrics deals with the scientific measurement of individual differences (personality and intelligence)

Psychological testing — also called psychological assessment — is the foundation of how psychologists better understand a person and their behavior. It is a process of problem solving for many professionals — to try and determine the core components of a person's psychological or mental health problems, personality, IQ, or some other component. It is also a process that helps identifies not just weaknesses of a person, but also their strengths.

Psychological testing measures an individual's performance at a specific point in time — right now. Psychologists talk about a person's "present functioning" in terms of their test data. Therefore psychological tests can't predict future or innate potential.

Psychological testing is not a single test or even a single type of test. It encompasses a whole body of dozens of research-backed tests and procedures of assessing specific aspects of a person's psychological makeup. Some tests are used to determine IQ, others are used for personality, and still others for something else. Since so many different tests are available, it's important to note that not all of them share the same research evidence for their use — some tests have a strong evidence base while others do not.

Psychological assessment is something that's typically done in a formal manner only by a licensed psychologist (the actual testing may sometimes be administered by a psychology intern or trainee studying to become a psychologist). Depending upon what kind of testing is being done, it can last anywhere from 1 1/2 hours to a full day. Testing is usually done in a psychologist's office and consists largely of paper-and-pencil tests (nowadays often administered on a computer for ease-of-use).

**Psychological testing is divided into four primary types**

- Clinical Interview
- Assessment of Intellectual Functioning (IQ)
- Personality Assessment
- Behavioral Assessment

In addition to these primary types of psychological assessment, other kinds of psychological tests are available for specific areas, such as aptitude or achievement in school, career or work counseling, management skills, and career planning

## The Clinical Interview

The clinical interview is a core component of any psychological testing. Some people know the clinical interview as an “intake interview”, “admission interview” or “diagnostic interview” (although technically these are often very different things). Clinical interviews typically last from 1 to 2 hours in length, and occur most often in a clinician’s office. Many types of mental health professionals can conduct a clinical interview — psychologists, psychiatrists, clinical social workers, psychiatric nurses amongst others.

The clinical interview is an opportunity for the professional to gather important background and family data about the person. Think of it as an information-gathering session for the professional’s benefit (but ultimately for your benefit). You may have to recall or review a lot of your life and personal history with the professional, who will often ask specific questions about various stages in your life.

Some components of the clinical interview have now become computerized, meaning you will answer a series of questions on a computer in the clinician’s office instead of talking directly to a person. This is most often done for basic demographic information, but can also include structured diagnostic interview questions to help the clinicians formulate an initial diagnostic impression.

Before any formal psychological testing is done, a clinical interview is nearly always conducted (even if the person has already gone through one with a different professional). Psychologists conducting the testing will often want

to form their own clinical impressions, which can be best done through a direct interview with the person.

## Assessment of Intellectual Functioning (IQ)

Your IQ — intellectual quotient — is a theoretical construct of a measure of general intelligence. It's important to note that IQ tests do not measure actual intelligence — they measure what we believe might be important components of intelligence.

There are two primary measures used to test a person's intellectual functions — intelligence tests and neuropsychological assessment. Intelligence tests are the more common type administered and include the Stanford-Binet and the Wechsler scales. Neuropsychological assessment — which can take up to 2 days to administer — is a far more extensive form of assessment. It is focused not just on testing for intelligence, but also on determining all of the cognitive strengths and deficits of the person. Neuropsychological assessment is most usually done with people who have suffered some sort of brain damage, dysfunction or some kind of organic brain problem, just as having a brain hemorrhage.

The most commonly administered IQ test is called the Wechsler Adult Intelligence Scale—Fourth Edition (WAIS-IV). It generally takes anywhere from an hour to an hour and a half to administer, and is appropriate for any individual aged 16 or older to take. (Children can be administered an IQ test especially designed for them called the Wechsler Intelligence Scale for Children – Fourth Edition, or the WISC-IV.)

The WAIS-IV is divided into four major scales to arrive at what's called a "full scale IQ." Each scale is further divided into a number of mandatory and optional (also called supplemental) subtests. The mandatory subtests are necessary to arrive at a person's full scale IQ. The supplemental subtests provide additional, valuable information about a person's cognitive abilities

## **Personality Assessment**

Personality assessment is designed to help a professional better understand an individual's personality. Personality is a complex combination of factors that has been developed over a person's entire childhood and young adulthood. There are genetic, environmental and social components to personality — our personalities are not shaped by one single influence. Therefore tests that measure personality take into account this complexity and rich texture.

There are two primary types of personality tests — objective, by far the most commonly used today, and projective. Objective tests include things like the Minnesota Multiphasic Personality Inventory (MMPI-2), the 16PF, and the Millon Clinical Multiaxial Inventory-III (MCMI-III). Projective tests include the Rorschach Inkblot Test, the Thematic Apperception Test (TAT), and the Draw-a-Person test

## **Behavioral Assessment**

Behavioral assessment is the process of observing or measuring a person's actual behavior to try and better understand the behavior and the thoughts behind it, and determine possible reinforcing components or triggers for the behavior. Through the process of behavioral assessment, a person — and/or a professional — can track behaviors and help change them.

After a clinical interview, the core of behavioral assessment is naturalistic observation — that is, observing the person in a natural setting and taking notes (much like an anthropologist). This can be done at home (think "Super Nanny" when Nanny spends the first day simply observing the current family patterns of behavior), at school, at work, or in a hospital or inpatient setting. Target negative and positive behaviors are observed, as well as their respective reinforcements. Then the therapist has a good idea of what needs to change in order to obtain new, healthier behaviors.

Self-monitoring is also a component of behavioral assessment. For instance, when a person is asked to keep a mood journal & track their moods over the course of a week or month, that's a form of self-monitoring.

Inventories and checklists, popular nowadays online in the form of quizzes, can also be a form of behavioral assessment. For instance, the Beck Depression Inventory is a popular depression behavioral assessment.

Psychological assessment encompasses a wide variety of types of tests, procedures and techniques used to help a psychologist better understand a person. Once psychological testing has been completed, the professional typically requires a few weeks to compile the data, interpret it, and write up a personalized assessment report for the individual.

Such reports are usually lengthy and try to tie together the findings from all the various tests administered (if more than one test was administered). Findings that are outliers — e.g., only one test suggests something is significant but it is not backup by other tests — may be noted, but aren't as significant as thematic findings that run through all the tests. The point of the test report is to summarize the findings in plain English, identify strengths and weaknesses, and help shed light on a person to help them better understand themselves.

The old saying, “Know thyself” comes to mind. When used responsibly in a clinical or school setting, psychological testing has been shown to help individuals better “know thyself” in ways that simply talking to a person might never discover.

Psychometric testing just a nice-to-have optional extra, or can it be a real business driver? Return on investment analyses (such as the work carried out by the performance assessment specialist Pan on large-scale testing exercises) show that good psychometric tests, particularly delivered online, can cut recruitment costs by 30% to 40%, and reduce the time a new recruit takes to become fully effective. In other words, testing offers hard, bottom-line organizational value.

Contemporary business testing About 70% of UK companies with more than 50 employees use psychometric tests, according to the

Annual recruitment and retention survey by the Chartered Institute of Personnel and Development. Test use is growing outside its European and North American heartland: major Chinese banks use tests to employ senior managers, and Indian call centers use them to reduce staff turnover. This suggests that worldwide spend on tests is well above the last reliable estimate of between £1bn and £1.5bn. As the international economy grows, people become an increasingly important and costly Organizational resource. People - not systems - deliver high service standards, drive up customer satisfaction, and create successful relationships with suppliers and partners. Tests are diagnostics for people in the same way that other technologies run diagnostics on delivery and production system

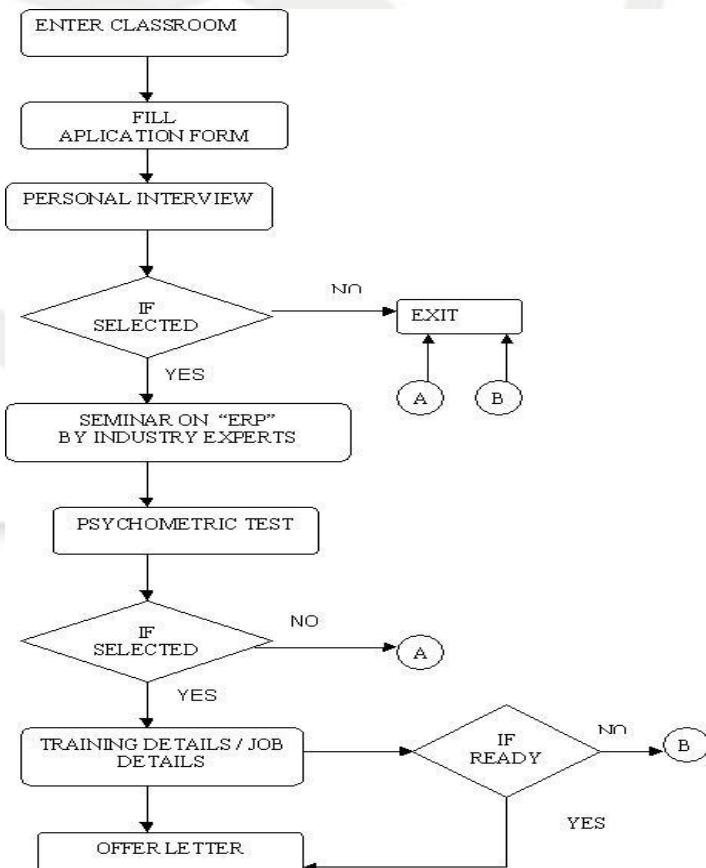
## Where is Test use?

Psychometric tests are used in all aspects of HR work, although they are not a 'magic bullet'. They are part of a menu of information sources, such as structured interviews, CVs, supervisor ratings and appraisal results which, combined in the right way, provide insights into how people work. They can improve the accuracy of processes that predict a person's future behavior, success in a job or learning a new skill.

## Some of the Most Common Use Are

- Recruitment
- Challenge And Future Development
- Individual development
- Team And Organization Development

## Recruitment Process :-



## **Three Important Concepts of Psychometric Test**

Reliability, validity and standardization are essential criteria for a good psychometric test

- Test standardization – ensures that the conditions are as similar as possible for all individuals who are given the test.
- Standardization also ensures that no matter who gives the test and scores it, the results should be the same Test Reliability
- Test Reliability – a test must measure the same thing in the same way every time someone takes it

## **There Are Two Types of Test Reliability**

- 1) Internal consistency reliability – all the parts of your test questionnaire are reliable throughout
- 2) Test-retest reliability – the test remains valid over time Test Validity

## **There Are Four Type of Test Validity**

- 1) Face validity: does your test appear to measure what it purports to measure

- 2) Concurrent validity: does your test of honesty correlate with existing standardized tests of honesty
- 3) Predictive validity: do the results of your test predict future behavior
- 4) Construct validity: if all our hypotheses about the test variable (construct) are supported then we have a high degree of construct validity.

## PERSONALITY

Our personality shapes our behavior, so if we want to better understand the behavior of someone in an organization, it helps if we know something about his or her personality. In the first half of this chapter, we review the research on personality and its relationship to behavior. In the latter half, we look at how values shape many of our work-related behaviors.

Why are some people quiet and passive, whereas others are loud and aggressive? Are certain personality types better adapted for certain job types? Before we can answer these questions, we must address a more basic one: What is personality?

### What Is Personality?

**Personality** can be thought of as the sum total of ways in which an individual reacts to and interacts with others. It is most often described in terms of measurable traits that a person exhibits.

**Personality can be defined as “the complex of characteristics that distinguishes an individual or a nation or group; especially: the totality of an individual’s behavioral and emotional characteristics”.**

As a general introduction to all of these theories and models, it's important to realize that no-one fully knows the extent to which personality is determined by genetics and hereditary factors, compared to the effects of up-bringing, culture, environment and experience. Nature versus Nurture: no-one knows. Most studies seem to indicate that it's a bit of each, roughly half and half, although obviously it varies person-to-person.

Given that perhaps half our personality is determined by influences acting upon us after we are conceived and born, it's interesting and significant also that no-one actually knows the extent to which personality changes over time.

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## **The Individual in the Organization**

### **Personality Traits**

The early research on the structure of personality revolved around attempts to identify and label enduring characteristics that describe an individual's behavior. Popular characteristics include shy, aggressive, submissive, lazy, ambitious, loyal, and timid. Those characteristics, when they're exhibited in a large number of situations, are called **personality traits**. Much attention has been paid to personality traits because researchers have long believed that these traits could help in employee selection, matching people to jobs, and in guiding career development decisions. For instance, if certain personality types perform better on specific jobs, management could use personality tests to screen job candidates and improve employee job performance. However, early efforts to identify the primary traits that govern behavior resulted in long lists of traits that provided little practical guidance to organizational decision makers. Two exceptions are the Myers–Briggs Type Indicator and the Big Five model. Over the past 20 years, these two approaches have become the dominant frameworks for identifying and classifying traits.

### **The Myers–Briggs Type Indicator :-**

The **Myers–Briggs Type Indicator (MBTI)**<sup>1</sup> is the most widely used personality-assessment instrument in the world. It's a 100- question personality test that asks people how they usually feel or act in particular situations. On the basis of the answers individuals give to the test questions, they are classified as

extroverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P). These terms are defined as follows:

- 1) **Extroverted Versus Introverted**— Extroverted individuals are outgoing, sociable, and assertive. Introverts are quiet and shy.
- 2) **Sensing Versus Intuitive**— Sensing types are practical and prefer routine and order. They focus on details. Intuitive rely on unconscious processes and look at the big picture.
- 3) **Thinking Versus Feeling**— Thinking types use reason and logic to handle problems. Feeling types rely on their personal values and emotions.
- 4) **Judging Versus Perceiving**— Judging types want control and prefer their world to be ordered and structured. Perceiving types are flexible and spontaneous.

These classifications are then combined into 16 personality types. Let's take two examples. INTJs are visionaries. They usually have original minds and great drive for their own ideas and purposes. They are characterized as skeptical, critical, independent, determined, and often stubborn. ESTJs are organizers. They are realistic, logical, analytical, and decisive and have a natural head for business or mechanics. They like to organize and run activities. The MBTI is widely used by such organizations as Apple Computer, AT&T, GE, and the U.S. Armed Forces. In spite of its popularity, the evidence is mixed as to whether the MBTI is a valid measure of personality—with most of the evidence suggesting it isn't.<sup>2</sup> The best we can say is that it can be a valuable tool for increasing selfawareness and for providing career guidance. But because MBTI results tend to be unrelated to job performance, it probably should not be used as a selection test for choosing among job candidates.

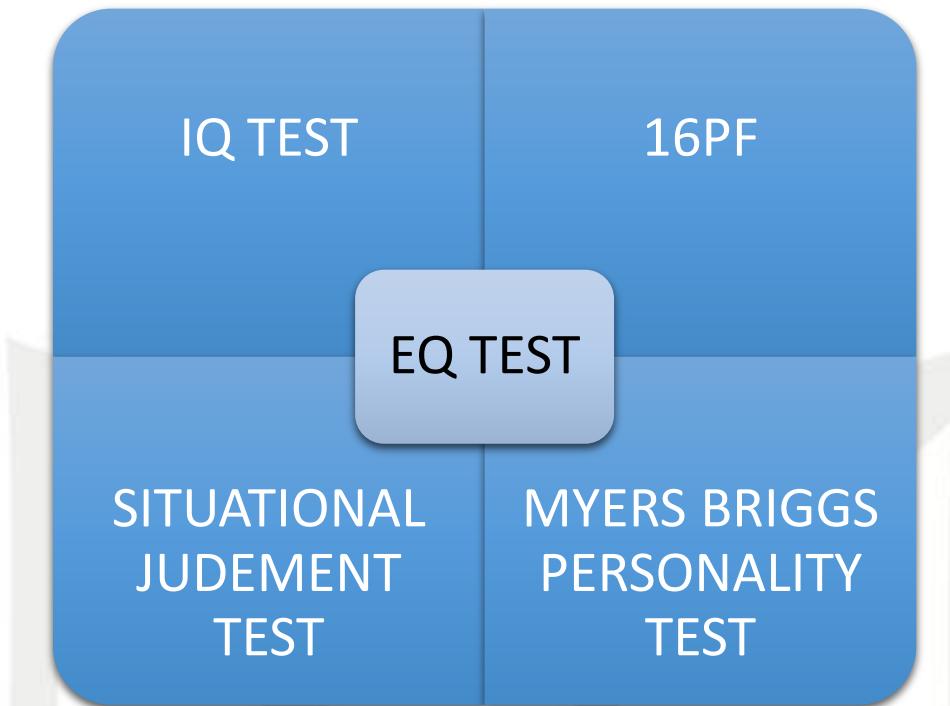
**The Big Five Model** ▶ In contrast to the MBTI, the five-factor model of personality more typically called the *Big Five*—has received strong supporting evidence. An impressive body of research, accumulated in recent years, supports that five basic dimensions underlie all others and encompass most of the significant variation in human personality.<sup>3</sup> The following are the Big Five factors:

- Extroversion - This dimension captures one's comfort level with relationships. Extroverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.

- Agreeableness - This dimension refers to an individual's propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic.
- Conscientiousness - This dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.
- Emotional stability (often labeled by its converse, *neuroticism*) - This dimension taps a person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure.
- Openness to experience - This dimension addresses one's range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the openness category are conventional and find comfort in the familiar.

In addition to providing a unifying personality framework, research on the Big Five also has found relationships between these personality dimensions and job performance. Researchers examined a broad spectrum of occupations: professionals (including engineers, architects, accountants, attorneys), police, managers, salespeople, and semiskilled and skilled employees. The results showed that conscientiousness predicted job performance for all occupational groups. Evidence also finds a relatively strong and consistent relationship between conscientiousness and organizational citizenship behavior. This, however, seems to be the only Big Five personality dimension that predicts OCB.

## **Psychometric Test Types**



## Myer s Briggs Type Indicator



### **Test Aspirations**

Katherine Cook Briggs and her daughter, Isabel Briggs Myers, developed the test in hopes that groups and individuals would benefit from exploring and

identifying different personality types. They began working on the test during World War II and intended it to be used to help women who were newly entering the workforce to identify jobs that might best fit their personalities.

## Katherine Cook Briggs' Contributions

In 1917, Briggs began the research that lead to the creation of the test. She initially named the four personality components as follows: social, thoughtful, executive and spontaneous. In 1923, she read Jung's book and recognized similarities between her theories and his more fully developed ones.



## Myers' Contributions

Myers added to her mother's theories and later took over the project entirely. She did not have any training in psychometrics, so she became an apprentice to Edward N. Hay. During her apprenticeship, she learned about test construction, statistics, validity and scoring. The Briggs-Myers Type Indicator was finished in 1942, and a test handbook was published in 1944. The test was published for psychological use in 1962.

## Personality Categories

The test analyzes four different aspects of personality.

- It aims to determine if the individual is an extrovert or introvert. An extrovert prefers to interact with the outer world, while an introvert prefers to stay within his own inner world. decisions based on logic or feelings.

- Finally, it aims to discover if the person is rigid or open-minded in her decision-making
- It determines whether the person prefers to approach new information by uses the senses only or by using the senses and her intuition.
- The test analyzes whether an individual makes processes.

## Test Administration

The test's multiple-choice questions are typically administered in person by a qualified counselor, therapist or psychologist or online. Results are given in the form of MBTI Profile Report. Each individual will be assigned one of 16 possible personality types upon finishing the test. The personality type is reported as a four-letter code containing a combination of the following: E (extrovert) or I (introvert), S (sensing) or N (intuition), T (thinking) or F (feeling), and J (judging) or P (perceiving).

One of the most popular personality tests in the world is the Myers-Briggs Type Indicator (MBTI), a psychological-assessment system based on the work of psychologist Carl Jung. Two and a half million Americans a year take the Myers-Briggs. Eighty-nine companies out of the US Fortune 100 make use of it, for recruitment and selection or to help employees understand themselves or their co-workers. The MBTI asks the candidate to answer a series of 'forced-choice' questions, where one choice identifies you as belonging to one of four paired traits. The basic test takes twenty minutes, and at the end you are presented with a precise, multi-dimensional summary of your personality.

## What the Myers-Briggs Personality Test Can and Can't Tell You

- **You May Discover...**

### **1. Why You Behave in Certain Ways**

Some personality types are better suited for some situations, and knowing where you fall on the scale can make it easier to understand where you're most comfortable and why. If you're an introverted-sensing personality type, for example, you may be more inclined to smaller, structured settings, while your extroverted-feeling colleagues may like big, loud gatherings.

## **2. Renewed Confidence**

Have you always felt as if you were a natural born leader, or that your free-thinking nature could be a tremendous asset in a team setting? Your personality type comes with many different observations and interpretations that can make you more confident in what you know are your strengths.

## **3. Areas Where You Can Improve**

If the test shows that you tend to have a weakness in following structured directions, taking a leadership role or asking for help, you can gain an awareness of those elements and work to improve them over time.

### **• It Won't Tell You That...**

#### **1. You're Passionate about Something**

The test may tell you that you have a personality type that tends to be more scientific than creative, but perhaps you love a creative activity, such as painting. Your passion for something can change the interpretation of the results of your test.

#### **2. Your Immediate Environment Plays an Unmeasured Role**

If you take the test today and you're under an unusual amount of stress, dealing with a negative situation and feeling a certain way, your results may be different from a day you take the test after you've gotten a great piece of news and are in an overall positive mood.

### 3. You Can Break the Rules

The Myers-Briggs test asks you to answer a list of questions in one of two ways, then interprets your results, but it's interpretation, not science. If your stated personality type comes with recommendations that you choose not to adhere to or some you believe don't apply to you, ignore them. You won't necessarily be any more or less successful based on the data gathered from the test.

Myers Briggs theory and the MBTI model is a method for understanding personality and preferred modes of behaving. It is not a measurement of intelligence or competence, emotional state or mental stability, 'grown-unless' or maturity, and must be used with great care in assessing aptitude for jobs or careers: people can do most jobs in a variety of ways, and the MBTI gives little or no indication of commitment, determination, passion, experience, ambition etc., nor 'falsification of type', all of which can have a far greater influence on personal success than a single personality test.

In most respects psychometrics tests and personality models are aids to personal development and to helping people understand more about themselves. They are not to be used a single basis for recruitment or career decisions.

Done in the 1940s and 50s. This research is ongoing, providing users with updated and new information about psychological type and its applications..."

According to the Myers Briggs Foundation more than two million people are assessed using the MBTI personal inventory instrument around the world every year. It's a big business...

The MBTI model (along with other personality theories and psychometrics models) is particularly useful for:

## So what are all those letters, anyway?

preference for the outer world and one's own action and effect on it	(E) Extraversion	or	Introversion (I)	preference for inner self and ideas to understand and protect or nurture it
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gathers information by focusing on facts within information	(S) Sensing	or	Intuition (N)	gathers information by interpreting patterns, possibilities and meaning from information received
decides by using logic, consistency, objective analysis, process-driven conclusions	(T) Thinking	or	Feeling (F)	decides according to what matters to self and others, and personal values
in dealing with the world organises, plans, controls, and decides clear firm actions and responses - relatively quick to decide	(J) Judging	or	Perceiving (P)	in dealing with the world responds and acts with flexibility, spontaneity, adaptability and understanding - relatively slow to decide

## The Code

- After taking the test a four letter code is generated based on your answers.
- There are 16 possible combinations of letters and each combination defines the individual's personality.
- Taking your combination of letters into consideration determines your personality preferences.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP

<b>ESTP</b>	<b>ESFP</b>	<b>ENFP</b>	<b>ENTP</b>
<b>ESTJ</b>	<b>ESFJ</b>	<b>ENFJ</b>	<b>ENTJ</b>

The Myers-Briggs indicator is a useful tool for managers to utilize in determining the placement of an individual within an organization. By blending the right personality types effective team performance and work place harmony can occur. With the MBTI in a manager's tool bag one could tailor a team's design to net the results desired for the appointed task.

#### ➤ **ISTJ**

Quiet, serious, earn success by thoroughness And dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized – their work, their home, their life. Value traditions and loyalty. For example:- Amir Khan.

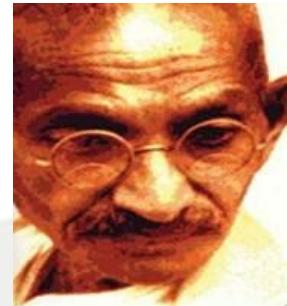


#### ➤ **ISFJ**

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel.



Strive to create an orderly and harmonious environment at work and at home. For example:- Mother Teresa(Charity Worker)

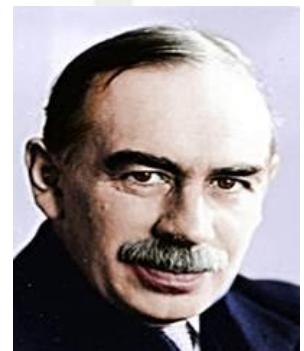


➤ INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision. For example:- Mahatma Gandhi.

➤ INTJ

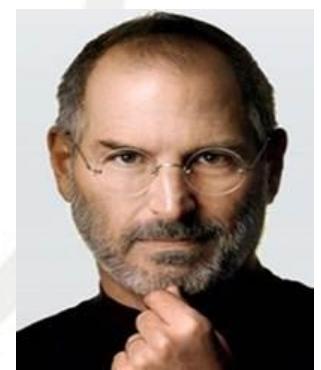
Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance – for themselves and other. For example:- John Maynard Keynes



➤ ISTP

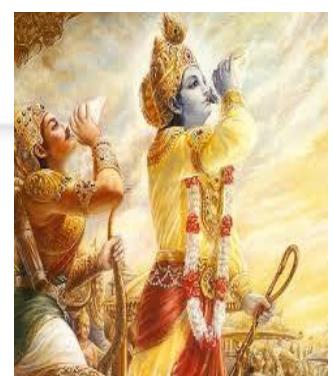
Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

For example:- Steve Jobs (Founder Of Apple)



➤ ISFP

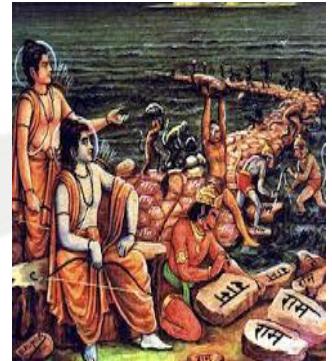
Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are



important to them. Dislike disagreements and conflicts, do not force their opinions or values on others. For example:- Karan (Mahabharat)

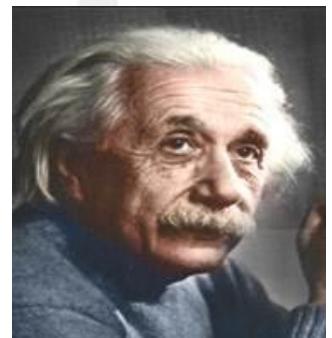
➤ INFP

Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened. For example:-Lord Rama



➤ INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical. For example:- Albert Einstein (physicist)



➤ ESTP

Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them – they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing. For example:- Alexander The Great (Greek Emperor & general)



➤ ESFP

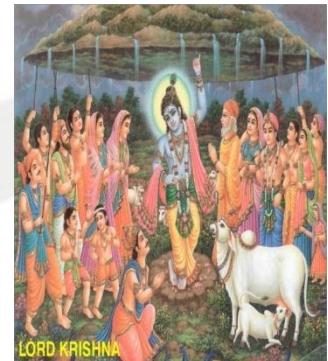
Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic



approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people. For example:- Larry Ellison (Founder Of Oracle)

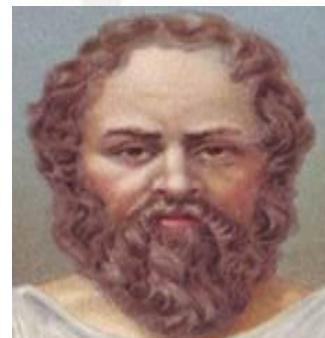
➤ **ENFP**

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency. For example:- Lord Krishna



➤ **ENTP**

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another For example:- Socrates



➤ **ESTJ**

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans. For example:- Industrialist & founder of Ford Motors



➤ **ESFJ**

Warmhearted, conscientious, and cooperative. Want



harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute. For example:- Daniel Goleman (Psychologist)

➤ **ENFJ**

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership. For example:- Barack Obama.



➤ **ENTJ**

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas. For example:- Bill Gates (Founder of Microsoft)



# Population Distribution

## Frequency of Personality Types

Below are the estimated frequencies of each of the Jungian-based [personality types](#) (and of each temperament) by total population and by gender.

Protectors (SJ)	Population	Male	Female
ESTJ - Overseer	11%	13.5%	8.5%
ESFJ - Supporter	10%	6%	14%
ISTJ - Examiner	12%	15.5%	8.5%
ISFJ - Defender	10%	5%	15%
All SJs	43%	40%	46%

Creators (SP)	Population	Male	Female
ESTP - Persuader	8%	9%	7%
ESFP - Entertainer	9.5%	8%	11%
ISTP - Craftsman	9%	11.5%	6.5%
ISFP - Artist	9%	8%	10%
All SPs	35.5%	36.5%	34.5%

Intellectuals (NT)	Population	Male	Female
ENTJ - Chief	3%	4.5%	1.5%
ENTP - Originator	3%	4.5%	1.5%
INTJ - Strategist	1.5%	2.5%	0.5%
INTP - Engineer	2.5%	4%	1%
All NTs	10%	15.5%	4.5%

Visionaries (NF)	Population	Male	Female
ENFJ - Mentor	3%	1.5%	4.5%
ENFP - Advocate	5.5%	4.5%	6.5%
INFJ - Confidant	1%	0.5%	1.5%
INFP - Dreamer	2%	1.5%	2.5%
All NFs	11.5%	8%	15%

Note that these are estimates and are not necessarily correct.

# QUESTION PAPER SET (A)

## Personality Test

Answering these questions accurately requires honest reflection on how you really think, feel, and act in general and maybe taking the test on more than one occasion. Some of the questions on this test measure personality traits differently than you might guess so trying to answer the test in a way you think would be ideal is just going to screw up your results, so just focus on being honest if you want the most accurate results.

**PLEASE NOTE: SELECTING THE MIDDLE ANSWER MEANS A STATEMENT IS  
AROUND 50% ACCURATE**



1) I greatly appreciate strangeness.



2) I rely mostly on my feelings to guide my decision-making.



3) I am somewhat disorganized.



4) I favor the surreal.



5) I tend to prefer actual examples to theoretical ones.



6) I tend to pay more attention to my thoughts than my feelings.



7) I am more of a planner than an improviser.



8) I am a private person.



9) I value solitude immensely.



10) I tend to make decisions based on logic and facts.



11) I am extremely outgoing.



12) I tend to make specific plans before taking action.



13) I talk a lot.



14) I feel very comfortable around people.



15) I am far more casual than orderly.



16) I focus far more on possibilities than present reality.



17) I frequently come up with ideas/solutions out of nowhere.



18) I am very introspective.



19) I tend to value fairness more than feelings.



20) I tend to value competence more than compassion.



21) I am very open.



22) I am weird.



23) I am extremely sentimental.



24) I tend to trust the mind more than the heart.



25) I prefer to keep my spaces clean.



26) I tend to be more comfortable with the known than the unknown.



27) An argument with feeling has more effect on me than a cold rational one.



28) I tend to analyze things objectively and critically.



29) I often start/do things at the last minute.



30) I frequently do things without a specific schedule or plan.



31) I tend to be more practical than abstract.



32) I prefer structured environments to unstructured ones.



33) I tend to be spontaneous.



34) I base my goals in life on inspiration, rather than logic.



35) I require lots of time alone to recharge.



36) I am extremely interested in abstract ideas.



37) I avoid unnecessary interaction.



38) I tend to prefer the specific to the general.



39) I am very social.



40) I tend to be more down-to-earth than head-in-the-clouds.



41) I make friends easily.



42) I value compassion over analytical reasoning.



43) I prefer to keep things open and flexible.



44) I find it difficult to approach others.



45) I am extremely passionate.



46) I tend to be organized.



47) I think rules and regulations are necessary.



48) I tend to be more realistic than conceptual.



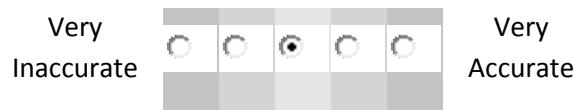
[SUBMIT RESULTS](#)

# QUESTION PAPER SET (B)

## Personality Test

**Answering these questions accurately requires honest reflection on how you really think, feel, and act in general and maybe taking the test on more than one occasion.** Some of the questions on this test measure personality traits differently than you might guess so trying to answer the test in a way you think would be ideal is just going to screw up your results, so just focus on being honest if you want the most accurate results.

**PLEASE NOTE: SELECTING THE MIDDLE ANSWER MEANS A STATEMENT IS  
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3) An argument with feeling has more effect on me than a cold rational one.



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5) I tend to make specific plans before taking action.



6) I greatly appreciate strangeness.



7) I rely mostly on my feelings to guide my decision-making.



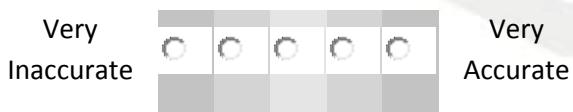
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10) I am somewhat disorganized.



11) I value solitude immensely.



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14) I tend to prefer the specific to the general.



15) I require lots of time alone to recharge.



16) I am extremely passionate.



17) I tend to be organized.



18) I frequently do things without a specific schedule or plan.



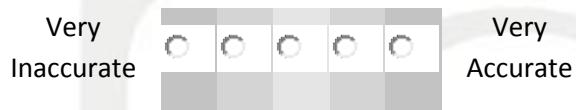
19) I prefer to keep things open and flexible.



20) I am a private person.



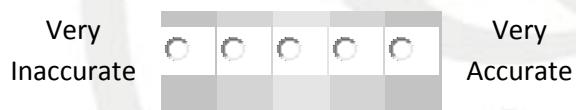
21) I tend to analyze things objectively and critically.



22) I tend to be more practical than abstract.



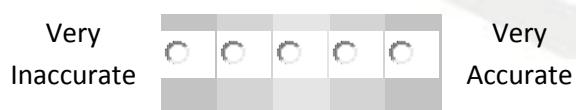
23) I am extremely outgoing.



24) I frequently come up with ideas/solutions out of nowhere.



25) I am very social.



26) I tend to prefer actual examples to theoretical ones.



27) I prefer structured environments to unstructured ones.



28) I am more of a planner than an improviser.



29) I tend to be more realistic than conceptual.



30) I tend to value competence more than compassion.



31) I feel very comfortable around people.



32) I am extremely sentimental.



33) I focus far more on possibilities than present reality.



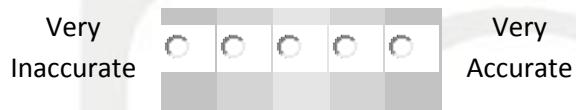
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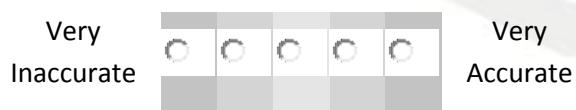
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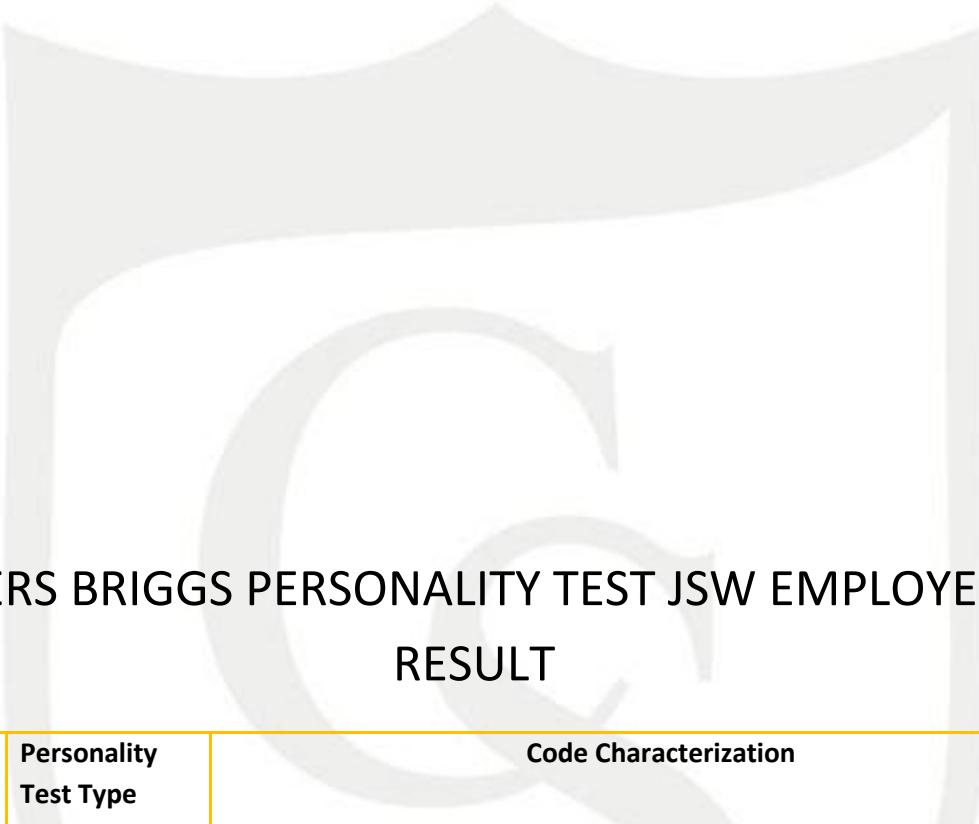


48) I tend to be more comfortable with the known than the unknown.



[SUBMIT RESULTS](#)

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## MYERS BRIGGS PERSONALITY TEST JSW EMPLOYEE'S RESULT

Employee No.	Personality Test Type	Code Characterization
1	ISFJ	<b>ISFJ :- The Defender</b>  ISFJ's are traditional, Loyal, Quiet & Kind. They are Very Sensitive to other people's needs because they are very observant. They have rich inner thoughts & emotions. They Value stability & Cultural Norm's. They do not Seek Position Of Authority.
2	ESFJ	<b>ESFJ :- The Supporter</b>  ESFJ's Are social Butterflies that Value relationship, Supporting & Nurturing Others. Never one to shy away from social event's, they are often the host. They are great encouraged of teamwork. ESFJ's are Responsible, Dutiful, Observe Traditions & follow riles. ESFJ's have a deep concern for other & often & up as Caretakers. They are Sensitive to criticism & have needed to be Appreciated for the good they do for other. ESFJ's are Understanding, Generous, have a quick wit & a knack

		for Composition & Beautification.
<b>3</b>	ESTJ	<b>ESTJ :- The Overseer</b>  ESTJ's are Responsible, Logical, and Norm-Following hard workers. Their Efforts are Carried out in a Practical, Structured Manner ESTJ's Trust facts & Experiences more than theories. They Are Decisive, Loyal, Traditions Observing Individual. They Enjoy being the Person in charge & often make good Supervisors
<b>4</b>	ESFJ	<b>ESFJ :- The Supporter</b>  ESFJ's Are social Butterflies that Value relationship, Supporting & Nurturing Others. Never one to shy away from social event's, they are often the host. They are great encouraged of teamwork. ESFJ's are Responsible, Dutiful, Observe Traditions & follow riles. ESFJ's have a deep concern for other & often & up as Caretakers. They are Sensitive to criticism & have needed to be Appreciated for the good they do for other. ESFJ's are Understanding, Generous, have a quick wit & a knack for Composition & Beautification.
<b>5</b>		
<b>6</b>	INFP	<b>INFP :- The Dreamer</b>  INFP's are Introspective, Private, Creative & Highly idealistic individual that have a constant desire to be on a meaningful path they are driven by their Values & Seek peace Empathetic & Compassionate they want to help other & Humanity as a whole. INFP's are Imaginative, Artistic & writing. They can also be described as easygoing selfless, guarded, Adaptable, Patient & Loyal.
<b>7</b>	ESTJ	<b>ESTJ :- The Overseer</b>  ESTJ's are Responsible, Logical, and Norm-Following hard workers. Their Efforts are Carried out in a Practical, Structured Manner ESTJ's Trust facts & Experiences more than theories. They Are Decisive, Loyal, Traditions Observing Individual. They Enjoy being the Person in charge & often make good Supervisors
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		Observing Individual. They Enjoy being the Person in charge & often make good Supervisors
9	INTJ	<p><b>INTJ :- The Strategist</b></p> <p>INTJ's are Introspective, Analytical, Determined persons with natural Leadership Ability, Being reserved, they prefer to stay in the background while Leading, strategic, Knowledgeable &amp; Adaptable, INTJ's are Talented in bringing ideas from conception to reality. They expect perfection from themselves as well as others &amp; are comfortable with the leadership of another so long as they are competent. INTJ's can also be Described as decisive, Open-minded, self-confident, attentive, theoretical &amp; Pragmatic.</p>
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14	ENTJ	<p><b>ENTJ :- The Chief</b></p>

		ENTJ's are Strategic, Organized & Possess natural Leadership qualities. They are master Coordinators that can they are able to understand Complicated Organization Situation & quick to Develop intelligent Solution. ENTJ's are outspoken & will not hesitate to speak of their plans for improvement. They are decisive & Value Knowledge, Efficiency & Competence.
15	ENFJ	<b>ENFJ :- The Mentor</b>  ENFJ's are Externally Focused, Introspective, Altruistic, Positive & have Excellent people skills they place utmost important on helping other grow. They are warm & have a natural desire to be supportive & encouraging. Being charismatic & possessing Excellent language Skills, they do well in leadership roles. ENFJ's strive to Enhance the lives of those around them.
16	ESTP	<b>ESTP :- The Persuader</b>  ESTP's are action-loving, "here & now" realists with Excellent people skills. Information, risk-taking, fast paced & adaptable, they are not always in agreeance with rules & regulation they are tactical problem, solvers that desire quick result. ESTP's, who present a friendly & Enthusiastic face, are straight-shooters that are able to handle criticism.
17		
18	ESTJ	<b>ESTJ :- The Overseer</b>  ESTJ's are Responsible, Logical, and Norm-Following hard workers. Their Efforts are Carried out in a Practical, Structured Manner ESTJ's Trust facts & Experiences more than theories. They Are Decisive, Loyal, Traditions Observing Individual. They Enjoy being the Person in charge & often make good Supervisors
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20	ISTJ	<b>ISTJ :- The Examiner</b>  ISTJ's are responsible, Loyal & Hard working. They have an acute sense of right & wrong & work hard at preserving established norms & traditions.

		Because of their deep sense of duty they are dedicated to everything they do & are Very dependable. ISTJ's care deeply for those closest them.
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