



Communication Style Self-Assessment

Thinker, Feeler, Sensor and Intuitor

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On each line, read the 4 choices, and circle the word or phrase that is most descriptive of you. Choose one per line working from left to right, going across. The highest scores will be your primary and secondary communication styles.

This is a self-assessment that can be taken by both the supervisor and the caseworker. It is used to identify communication styles, learn about them, and utilize that information to better communicate with others. When you understand how and why someone communicates, compared to you, it will be easier to build rapport and avoid any miscommunication. This is important for a supervisor and their team members.

	<i>Thinker</i>	<i>Feeler</i>	<i>Sensor</i>	<i>Intuitior</i>
1.	Like to Analyze	Like to Interact	Like to Decide	Like to Explore
2.	Objective	Emotional	Practical	Visionary
3.	Logical	Encouraging	To the Point	Creative
4.	Consistency	Spontaneity	Determination	Insight
5.	Order	Cooperation	Results	Concepts
6.	Value Details	Bored w/ Detail	Value Facts	Value Ideas
7.	Controlled	Personable	Action-Oriented	Dreamer
8.	Composed	Empathetic	Quick	Intellectual
9.	Cautious	Enthusiastic	Sensible	Original
10.	Formal	Informal	Motivating	Inspiring
11.	Detached	Sentimental	Impatient	Preoccupied
12.	Problem-Solver	Supporter	Implementer	Developer
13.	Data	Feelings	Plain Talk	Possibilities
14.	Critical	Moody	Driven	Distant
15.	Truth	Harmony	Reality	Change
16.	Precise	Tactful	Direct	Complex
17.	Values Time Tables/Achievements	Values Past Events	Values Present Events	Values Future
Total:				



Characteristics of the Four Styles of Communication

Positives: Thinkers <ul style="list-style-type: none"> Are good at putting things in order. Have a talent for analyzing a problem or situation Make objective decisions based on logic Tend to be brief and businesslike Value accuracy and preciseness Treat people fairly Follow policies and rules Are sought out for problem solving abilities 	Negatives: Thinkers <ul style="list-style-type: none"> Can be overly cautious or too slow Might miss the forest for the trees Can hurt other's feelings Might not give enough positive feedback Their knack for remembering policy, adhering to policy and attention to detail can cause a Feeler to think the Thinker is looking for things to criticize
Positives: Feelers <ul style="list-style-type: none"> Are good at building rapport and communicating tactfully Consider the impact on other people when making decisions Have a talent for empathizing and creating harmony Are naturally friendly and have a good sense of humor Take interest in the person behind the job Treat each person uniquely 	Negatives: Feelers <ul style="list-style-type: none"> Overly personalize situations Relationships can cloud judgment Might overlook important details Lack of planning can cause disorganization May spend too much time socializing Ask a feeler "how are you" and they will tell you more than you ever wanted to know
Positives: Sensors <ul style="list-style-type: none"> Are resourceful, determined, practical and down-to-earth Have a talent for getting things done Make decisions quickly based on facts and past experience Focus on actions, results and rewards Like to get to the "bottom line" or "cut to the chase" Enjoy the present moment Work steadily with a realistic idea of how long it will take. 	Negatives: Sensors <ul style="list-style-type: none"> Impulsive Competitive Aggressive Impatient Disregard long-term consequences of actions/decisions Under stress may alienate others May be poor listeners, often interrupt Might create 'messes' for others to 'clean up'
Positives: Intuitors <ul style="list-style-type: none"> Are visionary, seem to see into the future and are good, long-range planners Love to learn new skills Have great imaginations Focus on how things can be improved Can identify creative solutions and fresh and novel approaches 	Negatives: Intuitors <ul style="list-style-type: none"> "Absent-minded", scattered Long on vision, short on action Avoid nitty-gritty, hates phone coverage Hard to read May come across as 'superior', arrogant, or condescending May not follow-through on tasks May procrastinate



Four Major Styles of Communication

Everyone has their own major and minor communication style they can use in their work and personal life based upon four primary styles. Also, there are behavior patterns associated with each style:

<u>STYLE</u>	<u>FUNCTION</u>
Thinker	Analyzing, ordering in logical fashion
Feeler	Relating to and understanding experience through emotional reactions and response to feelings
Sensor	Experiencing mainly based on personal sensory perceptions... 'just do it' style
Intuitor	Conceiving, projecting, inducing



Feeler

How primary feelers typically function:

Primary feelers are likely to be perceived as being dynamic and stimulating. They are likely to be “warm” and closely in touch with others. They usually can demonstrate the ability to be sensitive to the needs and wants of others. They can note discrepancies between speech and expression or between outward behavior and inner feeling. They are sensitive to their own motives and those of others. They are often seen as perceptive and insightful. Others will seek them out for their abilities to sort out complex emotional problems and situations, to interpret the meanings of behavior or to assess the climate or morale of a group. They are likely to be effective in anticipating or predicting the way others may respond or react to a projected change or action.

Primary feelers at their best:

At their best, they are likely to be truly perceptive and aware – skilled in communication and a patient, empathetic listener, and observer. They can often read and assess organizational politics with accuracy and insight. They are people who can promote change in ways that will reduce resisting forces “before the fact” and thus increase the likelihood of cooperation, teamwork, and progress.

Primary feelers at their least effective:

They may be seen as people who are more concerned with the process of interaction than with the content or action that people are interacting about. They may be seen as having much less interest in developing concepts, plans or programs (or in systematically getting them to function) than they do in analyzing, communicating, and interpreting whatever is taking place. Many will see them as people who rely less on logic and thought than on “gut feel” or the way people and things emotionally “strike” them. They may seem more preoccupied with making an emotional impact on others or persuading them to move, than being concerned as to whether such movements have been thought out or carefully planned. They seem to take their own emotional reactions and what they infer that others feel, as representing “fact.” Consequently, they frequently act based on their feelings about things. Some may see them as defensive and over-reactive, and others may criticize them for their subjectivity.

How primary feelers function under stress:

Under stress, they run the risk of being perceived by others as subjective, impulsive, and insufficiently deliberate. They may also be seen as somewhat cavalier about details or prudent measures valued by others. Under pressure, often they may be seen as being thin-skinned or over-reactive. They may overstep their desire to be bold and outspoken or dramatic and play to the gallery – possibly lacking humility or good sense. Under stress their moods may fluctuate quite widely and react to the feelings of the moment causing somewhat uneven or possibly erratic behavior. Sometimes this causes others to question their credibility.



Intuitior

How primary intuitors typically function:

Primary intuitors typically function and are often perceived as fast and deep thinkers. They often reveal very excellent imaginations. They tend to question themselves and others. They are not accustomed to taking things for granted. They often seem to have an uncanny ability to anticipate or to project – to “know” prior to many others’ knowing. Thus, they function as people who seem to have good vision and ability to see relationships between things that many others do not understand or are unable to comprehend. Sometimes people say they seem to be in a world of their own. They usually resent being placed in a situation where they are, in any sense, “hemmed in” or required to think or operate in a structured, well-defined manner. Primary Intuitors enjoy creating their own structure out of disorder; they excel with imaginative tasks and situations demanding a long-term view.

Primary intuitors at their best:

When they are at their best, they will be seen as leaders and as visionaries – people who can cut through the smoke screens of tradition or past practices and focus on the crux of the situation. They usually can see profitable new directions or solutions of great value that others have missed. They frequently bring up fresh and novel approaches and ideas.

Primary Intuitors at their least effective:

At their least effective, primary intuitors may be seen as “too long on vision; too short on action” They are individuals who may avoid some of the tedious nitty-gritty. They may often be so convinced of the power and value of their insights and contributions that they may not see the necessity of documenting or proving them to the satisfaction of others. Indeed, at times they may seem quite impatient and irritated with others who demand detailed evidence or do not see the value of their ideas as they do. Often, they may be criticized for being overly abstract or theoretical. Sometimes people see Primary Intuitors as acting “superior” or being condescending in their communications.

Primary intuitors often function under stress:

When primary intuitors are under stress, they run the risk of being seen by others as detached or overly intellectualized. They will be seen as quite indifferent to the reality of the situation and may even be seen as ego-centered or being in an “ivory tower.” At times, under stress, Primary Intuitors can become quite rigid, uncompromising, and impractical. In the last instance, they may seem to be more concerned with the development and defense of their ideas than in translating them into more usable forms or trying to adapt them to the inputs made by others. They are apt to feel more satisfied if their approach is conceptually sound than testing it or helping others to gain from it in a utilitarian fashion.



Thinker

How primary thinkers typically function:

Primary thinkers typically function in a steady, tenacious manner. They rely on their observations and rational principles while avoiding emotionalism and skepticism toward novel departures from what has been proven out in the past – at least until such ideas or plans or programs have been thoroughly analyzed, tested, and reviewed in the light of other possible alternatives. They are often quite skeptical of their own initial reactions and formulations as well as those of others. Therefore, they frequently would rather “sleep on” a new idea and review it carefully before taking a position or making a commitment. They consciously avoid going off “half-cocked” or being swept along by the needs of the moment. They very often are seen as consistent producers – logical result-getters as opposed to individuals who are primarily visionaries or idea people.

Primary thinkers at their best:

When they are at their best, they may be seen as consistent forces for progress and top-flight thinkers as well as doers. They will often be seen as people who can cut through the smokescreens of untested ideas and emotional fervor. They can very frequently be highly effective in organizing themselves and other to research and plan. Hence, they are of great help in executing a logical, painstaking, and profitable project.

Primary thinkers at their least effective:

At their least effective, they may be seen as overly cautious and conservative – individuals who at times may emphasize deliberation to the de-emphasis of action. They may become so involved in weighing, testing, researching, and checking, that others perceive them as indecisive. Sometimes they will be seen as stumbling blocks to actions that represent departures from tradition. When they try to deal with change, basing their actions on rational principles, they may sometimes be viewed as rigid or dogmatic. For these reasons, they may be criticized for being mechanistic or impersonal. Often, they are accused of being overly cautious, overly methodical, or overly logical. Sometimes people see them as non-spontaneous or “dry” or “cold”.

How primary thinkers function under stress:

When Primary Thinkers are under stress, they may rely too heavily on their style and can run the risk of being seen by others as rigid, overly cautious, and insecure. Others feel that they may be anxious to proceed but not at the expense of much risk. They may be seen as more concerned with the issue of their correct assessments than with the resourceful and timely exploitation of opportunities. When their associates feel under pressure, they may seem quite disinterested in the human feelings of those around them and “out of touch” in the sense that they may seem task-oriented and unwilling to depart from their established methods and routines.



Sensor

How primary sensors typically function:

Basically, primary sensors are doers. Sensors tend to move ahead resourcefully and determinedly. They thrive on working on a wide variety of projects and tasks at once. Primary sensors feel comfortable committing to undertakings or even to other preliminary steps only after they have been able to prove to themselves that the proposed action is likely to work. If they cannot understand a proposed action based on their direct experience (who will do what; how; for what purpose; how will we know it is accomplished...), they may find it difficult or undesirable to proceed further with the matter. This is because they tend to learn best from immediate, direct, personal experience. Quick decision-making is important because acting is one of their primary means of relieving anxiety or preventing wasted time from occurring.

Primary sensors at their best:

At their best, they are likely to be seen as dynamos – ‘Herculean’ workers who, once having committed themselves to a task, will move mountains to make the undertaking a success. They are seen as resourceful, well-organized, pragmatic, and hard driving. They usually impose high standards of utility on themselves and others. To this degree, they are probably likely to be seen as constructively impatient or tireless. Sometimes people see them as spirited and down-to-earth - able to convey a sense of mission and purpose to others.

Primary sensors at their least effective:

They may be seen as failing to consider sufficiently the long-range consequences of their action. They may be seen as so-action-oriented that they “short circuit” significant steps in the planning process. In a sense, sometimes they dispense with caution and analysis in a cavalier fashion as though they were saying, “It’s the game that counts, so why waste time talking about it or in considering alternatives to the game.” They can be criticized for imposing their expectations for drive, high-speed and zealotry onto others. They tend to over-emphasize short-term results and act impulsively – trying to drive others to their will – rather than adopting strategies based on the concepts, plans or feelings of others.

How primary sensors function under stress:

Under stress, primary sensors run the risk of being seen by others as anti-intellectual – as demonstrating “tunnel vision” or being defensively overreactive to the difference of opinions that represent resistance for action and movement. Under stress, there is a tendency on their part to ride rough-shod over the feelings of others. Sometimes they fail to assess this impact upon others and are seen as being opinionated or biased. They are likely to construe loyalty as a degree to which others agree with them and help them (even though they think they are wrong). Under the stress of failures, they may see the lack of success not as a negative reflection of their own style, but as evidence that others are not sufficiently loyal or industrious to make their project work.



Characteristics Associated with the Styles

FEELER

Effective Application	Ineffective Application
Spontaneous Persuasive Empathetic Probing Introspective Loyal Grasps traditional values Draws out feelings of others	Impulsive Manipulative Over-Personalizes Sentimental Postponing Guilt-ridden Stirs up conflict Subjective

INTUITOR

Effective Application	Ineffective Application
Original Imaginative Creative Broad-gauged Charismatic Idealistic Ideological Intellectually tenacious	Unrealistic “Far-Out” Fantasy-bound Scattered Devious Out-of-touch Dogmatic Impractical

THINKER

Effective Application	Ineffective Application
Effective Communicator Deliberative Prudent Weighs alternatives Stabilizing Objective Rational Analytical	Verbose Indecisive Over-cautious Over-analyzes Unemotional Non-dynamic Over-serious, rigid Controlled and controlling

SENSOR

Effective Application	Ineffective Application
Pragmatic Assertive, directional Results-oriented Competitive Confident Objective	Doesn't see long-range Acts first, then thinks Lacks trust in others Domineering Arrogant Status-seeking, self-involved



Motivating and Rewarding the Four Primary Styles

Feelers:

Motivate	Reward
Enjoy personal attention	Praising a good effort
Like being helpful to others	Allowing opportunities for them to help
Like hearing about and expressing feelings	Permitting creative and expressive activities
	Sharing the personal part of your reactions

Intuitors:

Motivate	Reward
Love to respond to an intellectual change	Valuing their creativity by encouraging it in discussions; allowing thinking time
Like to think about important goals and issues	Allowing them to design their own goals/objectives
Need time and breathing space	Putting them with people who will value their skills
	Taking the time to talk with them about things that are interesting to them

Thinkers:

Motivate	Reward
Love to be right and hate to be wrong	Praising neatness
Like to take their time to get things done	Praising completion of work
Like working with others who appreciate their capabilities	Praising thoroughness and detail
	Allowing them to set their own learning and testing schedule
	Grouping them with people who appreciate them

Sensors:

Motivate	Reward
Love to take action	Permitting activities after completion of quiet work
Enjoy taking a leadership role	Praising completion of successful projects
Like to start new projects	Providing opportunities for leadership roles



	Giving Specific, active responsibilities
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Identifying Communication Styles in Others

Feelers:

Telephone Behavior	Doesn't seem to distinguish between business and personal calls in the sense that they are likely to be quite informal. Interject humor, personal associations, questions about other's well-being, etc. Like to "gossip."
Oral and Written Communication	In writing, favor the personal note over other forms. Do not like to write at-length, prefer face-to-face or phone contact. Tend to be more effective in oral than written communication as they convey much inflection, interest, enthusiasm, and impact
Dress	Dress is more according to own mood than to suit others' expectations. Like colorful, informal clothes.
Office Decor	Tends to personalize their surroundings, make their offices informal and somewhat "homey." They like warm colors, antiques, big live plants, mementos, snapshots rather than formal photographs of family. Papers and files etc. are likely to be messy on the surface, "organized" underneath in a personal way only they can understand.

Intuitors

Telephone Behavior	Wordy, sometimes aloof. Impersonal. May wonder off on tangents. Not mindful of time.
Oral and Written Communication	Letters and memos are idea-oriented, verbose, technically oriented, and often complex. In conversation often seem erratic, switching from long silences to "lecture" mode.
Dress	Hard to predict. May be like the absent-minded professor," May be too wrapped up in future goals to think about daily appearance.
Office Decor	Likely to demonstrate their imagination in their selection of the newest furnishings and décor. Those in "think" occupations and professions have offices resembling mini think-tanks; round conference tables, inspiration-pads on walls. Off-beat periodicals. Add citations for idealistic work, community service and pet causes.

Thinkers:

Telephone Behavior	"Business-like" but lack-luster. Little voice inflection. List specifics. Ordered, measured manner. Sometimes suggest ground rules for phone conversation, i.e., "Shall we begin with your agenda or mine?"
Oral and Written Communication	Letters and memos are logical, easy to follow, well thought through. Often more effective in writing than speaking because tone and inflection may be stripped of feeling, monotonal and "flat"
Dress	Usually more conservative, "proper" Unassuming, understated. Dress invariably appropriate to circumstances. Business-like in office; well-tailored, "correct" in non-work atmosphere...
Office Decor	Thinkers like their work surroundings to be practical and non-distracting. They select furnishings that are tasteful but conventional. Likely to have charts for



	business use, reports and reference works nearby. Few touches of informality and color.
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Sensors:

Telephone Behavior	Abrupt. Staccato. Get to the point, expect others to do the same. Interrupt. Need to control the conversation.
Oral and Written Communication	Resent having to write, see it as a “waste of time” or “unnecessary evil” rather than as action. Very brief, sometimes careless in notes and memos they dash off. Written communication is action-oriented, urgent. Handle several phone calls simultaneously.
Dress	Informal, simple, functional clothes are the order of the day. Want to be neat, but not fancy.
Office Decor	Generate an atmosphere of hard-charging clutter. Mementos, if any, connote action: heads of animals hunted, tennis trophies, mounted fish, racing prints. The desk is likely to be big and messy. Sensors are too busy to be neat, too action-oriented to be concerned with image unless they have a strong Thinker back-up style.

Strategies for Increasing Productive Behavior

One of the main points we have been reinforcing in this training is that effective on-site inspection or assistance is not limited to one single style of dealing with people. Styles generally are more effective when varied with situations and people.

Effectiveness during on-site work is related to how well inspectors use their preferred style or styles. The emphasis here is on trying to identify your own style – rather than trying to change it – and then to blend it with others you work with, to get the work done more effectively.

To help with this effort, listed below are five basic strategies, ranked here in order of difficulty.

Capitalizing	This strategy involves finding new opportunities to use your preferred style more often. Rather than sweating about what you’re not, you should pat yourself on the back for what you do well and try to do it more.
Augmenting	Finding people in your facility upon whom you can call to augment your style, which will provide checks and balances to it, is the second strategy.
Extending	This strategy entails finding low-risk opportunities to practice your least preferred style, the one you may be the weakest in. You’re still not trying to change yourself; you’re just exercising a less developed set of muscles.



Blending	This strategy involves selecting a key person whose style is different from yours and with whom you can develop a plan for better communication and compatibility.
Controlling	This strategy differs from the others in that it comes into play only under defensive conditions when there's stress or conflict. The other strategies are used in normal everyday situations; but when the screws tighten, the danger of over-doing your preferred style arises. Thus, the fifth strategy is to identify circumstances and people who trigger your excesses and develop personal plans to control the excesses and their causes.

Missing Skills

People with low Feeler scores may benefit from becoming:

- More conscious of other people's feelings.
- More helpful in translating other people's feelings into words that others can understand, instead of just criticizing.
- More helpful in making others feel comfortable.
- Freer to follow their own feelings and be spontaneous.

People with low Intuitors scores may benefit from becoming:

- More open to new ideas.
- More willing to say, "what would happen if," instead of "that won't work because."
- Better at talking and thinking at higher levels of abstraction.
- More creative and innovative.
- Better at finding new uses for old ideas.
- Better at seeing relationships between ideas.
- More interested in the future (ecology, next generation, issues of conscience) and today's actions' effects on it.

People with low Thinker scores may benefit from becoming:

- More structured and organized.
- More thoughtful in decision-making (less impulsive).
- More goal-oriented (get things done).
- More time-related and on time.
- More willing to check out their facts.

People with low Sensor scores may benefit from becoming:

- More action-oriented
- More concerned with finishing tasks than making them perfect.
- Freer at organizing other people (taking more leadership)



- More willing to help a group launch projects instead of explaining why it can't be done" or "won't work"
- More concerned with products, timeliness, and due dates than process and planning.
- More willing to compete even though they may lose.
- More willing to take risks.