

**University of Vaasa**  
**Department of Management and Organization**



**LEADEC TEAM**

**MBTI SERIES 21**

**TIINA HAUTALA & VESA ROUTAMAA:**

**Recognizing Subordinate's Expectations: The Characteristics Wanted by  
Different Cognitive Styles. 2001.**

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**Summary**

*The purpose of this study was to find out the ideals and lifestyle of each cognitive style. Groups representing different cognitive styles answered the question: Which animal would you like to be? Differences were found between all types, and the results support the theoretical descriptions of the Myers-Briggs Type Indicator. The results suggested that thinking (T) appreciated "hard" values most and feeling (F) appreciated "softer" values.*