



Type at Work Report

Type Dynamics Indicator

Simon Sample

21st May 2013





introduction

When you answered the questionnaire you were asked to indicate your preferences regarding a number of different pairs of words or phrases. From analysing your responses, certain themes can be identified. These themes can be used to suggest the style and approach that you are likely to find most comfortable - something that others may recognise as your 'personality'.

Your personality, together with your values and your motivation, are core components of your identity. Identity is something that continues to evolve throughout our lives, but taking stock of who we think we are can be really useful in helping us to recognise what we do and what we want to do – and to take responsibility for our own future.

What follows in this report is a description of your preferences. Remember though that your preferences alone do not fully define you; nor do they limit you. We are all complex and adaptable beings who respond to situations in a variety of ways which are not always defined by our personality. A knowledge of your 'personality' therefore can only suggest ways in which you might prefer to behave in a given situation. It does not determine what you actually do.

Your Results

The style which is suggested by your pattern of responses to the questionnaire is described in the following pages. Remember that the name assigned to this style is just a label to help you to remember this complex set of preferences. Such a label sometimes suggests things that were not intended so please remember that it is not a definition and it does not encapsulate the complexity of your personality.

In this report you will see some ideas and suggestions about the implications of your set of preferences.

When reading your results, do bear in mind that:

These are only suggestions and only define what you seem most comfortable with - not necessarily what you are good at.

Everyone can adapt his/her style to fit different circumstances - although some people find it easier to adapt than others.

Sometimes your answers do not give a clear-cut pattern and so the ideas and suggestions below may not always fit closely - so feel free to identify those that fit and to question those that don't.

If you find yourself questioning the accuracy of the report, before rejecting the suggestions it can be useful to imagine that they are true for some part of your life. Ask yourself where (specific situations) or when (perhaps when you were younger) they might be true - such an approach is generally more useful.



A pen portrait of **the Inspector**

People with this style tend to value dependability, responsibility and loyalty. Inspectors can be hard-working with a need for structure and order which helps them see things through to completion. They can have an eye for detail which helps them absorb, remember and use much factual information – something that can be extremely valuable when others are being too vague or fanciful.

They love results that are tangible and measurable, where traditions are safeguarded and where there is order and structure. Their need for order and certainty is what often propels them to take charge. They can come across as quiet, sober and serious but underneath they can have a droll and idiosyncratic sense of humour.

Inspectors are likely to:

- Enjoy activities where results are tangible and measurable
- Appreciate tradition, hierarchy, procedure and commitment
- Value efficiency and work to make order out of chaos
- Be consistent and can be relied on to see things through
- Think logically and bring an objective and 'grounded' approach to decision making

Inspectors may need to:

- Develop greater flexibility – and avoid being too procedural
- Allow situations to develop and be more tolerant of uncertainty and ambiguity
- Recognise that the creative process can be chaotic and non-linear
- Give a little more time to 'off-piste' activities
- Avoid being so immersed in the facts and details
- Show greater appreciation for others when things go well



what

is in this **report?**



The next few pages will now provide you with some food for thought - they give suggestions and possible implications of what your reported preferences could mean.

This can help you to think about how you manage work, home, your leisure and your relationships.

On the previous page, you read a pen-portrait of your preferred style. The remaining sections of this report describe the meaning and implications of this style in detail. They begin with a graphical representation of your profile and then further detail is provided under the following headings:

- **Your profile**
- **Why do you work?**
- **What kind of work do you want?**
- **What is your style of working?**
- **Who do you want to work with?**
- **How might others see you?**
- **Your main assets**
- **Areas to consider developing**
- **Differences between your 'IS' and 'WANT' preferences**
- **Summary descriptions of the 16 types**
- **Reflections and learning from this report**

As you read the report, make a note of what you agree with and what you disagree with. Where you disagree it may be because your answers were not reflecting your real style and motivation or it may be that the report has over-generalised from what is true of most people but which does not actually apply to you. You can use the 'Summary Descriptions of the 16 Types' and the 'Reflections and Learning' sections at the end of the report to consider alternatives that may fit you better. Remember that the report is to stimulate your thinking rather than to limit your choices.

Your profile



Your answers to the questionnaire are shown graphically below with a brief description of each of the eight preferences grouped into 4 pairs.



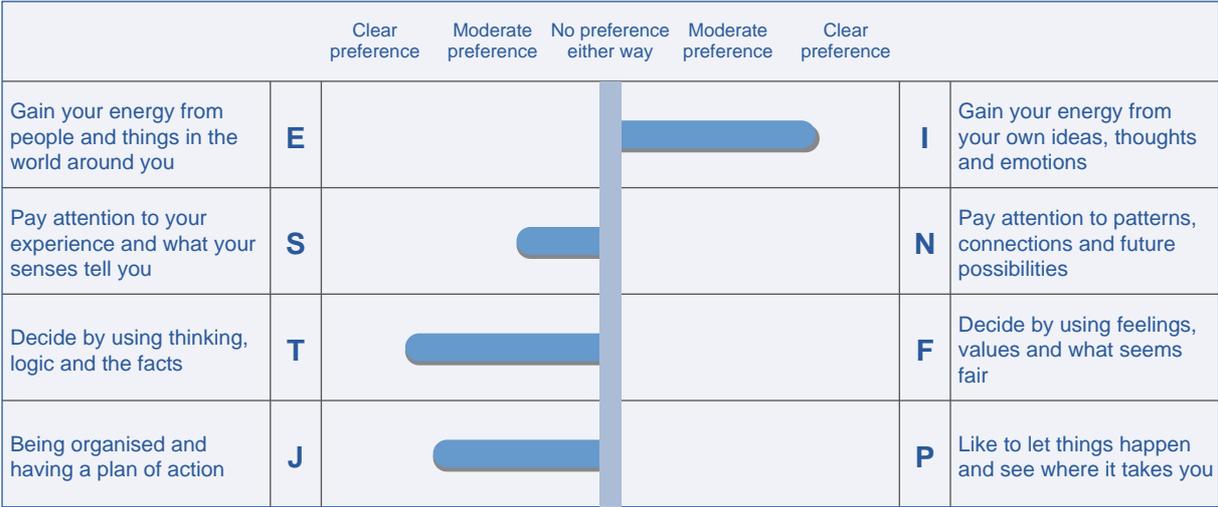
The diagram shows the four pairs of preference which are investigated by the Type Dynamics Indicator. These preference pairs are:

Extraversion - Introversion (E vs I)	which is about where your energy comes from
Sensing - iNtuition (S vs N)	which is about what you pay attention to
Thinking - Feeling (T vs F)	which is about how you decide something
Judging - Perception (J vs P)	which is about how you like to live your life

For each of the above pairs, you will probably prefer one side to the other. For example, if the diagram above shows that the bar for Introversion is longer than the bar for Extraversion, that would mean that you prefer to get your energy more from your own thoughts and ideas rather than from people and things and the world around you. If the bar for Extraversion is longer than the bar for Introversion, then the opposite would apply.

In your case, your preferences (as shown by the longer blue bars) can be summarised by the 4-letter code ISTJ. In other words, your preferences are for Introversion, iNtuition, Thinking and Perception. This 4-letter code is nicknamed 'the Inspector' and this name was used in the pen portrait shown earlier in this report.

We can also look at the size of the differences between your preferences for each pair. For some of the pairs, the difference might be very slight - in other cases, it might be much larger. The diagram below shows your results in terms of how clear the differences were for each pair.



If you have a very clear preference for any one of the above pairs, then you are likely to use your preferred style in the majority of circumstances. Though there are some people who show a very clear preference but who can also use the opposing style where circumstances require and so are still able to be flexible in how they approach particular situations.

If you have either no preference or just a very slight preference, this could mean that you use both styles in your everyday life, perhaps switching from one to the other by consciously adapting to circumstances. On the other hand, it could also indicate that you are unclear about which alternative you prefer. What may seem to others like flexibility could instead be your attempt to adapt to different circumstances, perhaps without sufficient regard for your own preferences. We refer to this as a 'corridor' preference. For example, imagine a room on one side of the corridor for people who have extraverted preferences and a room on the other side of the corridor for people with introverted preferences. Someone with just a slight preference may linger in the corridor, occasionally opening each door and sometimes stepping inside but never feeling committed to going fully inside and relaxing there.

On the following page, you can read a summary of 'clear' and 'corridor' preferences.

Summary of clear versus less clear (or 'corridor') preferences	
When your results are clear	When your results are less clear (or 'corridor')
<p>This suggests that you have very little uncertainty about your own preference. This makes it more likely that this preference will be obvious and recognised in the way you approach life. Such clarity can sometimes be helpful and distinctive but sometimes it can come across as a little rigid and unappreciative of the other preference (both in yourself and in your attitude to others). N.B. Being clear about a preference is a different question to that of how strong or weak the preference is.</p>	<p>This suggests that you recognise both preferences in yourself. This can make you flexible in the way you approach life and can help you appreciate other people with different styles. Alternatively it could mean that you are uncertain and this could make you waver between the two depending on circumstances or mood. If such wavering creates tension for you, it can be useful to try to clarify which of the two preferences is more fundamental for you.</p>

Each of us is constantly developing and updating how we think about ourselves and it is important therefore to realise that your profile of preferences, as depicted in the diagrams on the previous pages, represents the way you answered the questions at the time - and this, in turn, reflects how you are (or were) when you answered the questionnaire.

It is possible for your profile to change as you develop your ideas about what is most important, natural and rewarding for you. Not only the direction of your preferences may change over time but also the clarity of those preferences. Some preferences which are only slight may become stronger over time and others which are currently strong may become less clear. Please bear this in mind as you read the more detailed implications of your preferences in the next few pages.

Your preferences in detail



In the sections that follow, your preferences as 'an Inspector' are discussed in more detail under a number of separate headings.

Why do you work?

The purpose of work

Inspectors have a strong need to fulfil their sense of duty and loyalty. They combine this with a strong preference for structure, efficiency and tangible results. This means that they seek roles that are well defined and form part of a well-organised system designed to make steady and tangible progress. Seeing something done well is usually more motivating than being spectacular or different. They value tradition and loyalty and are the ones most likely to remain loyal to the established order. They abhor 'change for changes sake' and, when chaos reigns, they endeavour to create order and structure taking charge if necessary to achieve this goal.

In summary:

- Need to fulfil their sense of duty - to an organisation or to society as a whole
- Want to take responsibility and create order out of chaos
- Contribute to a valuable tradition in a stable, respected organisation
- Bring efficiency to processes which produce tangible outputs.

The work environment

Inspectors enjoy a purposeful atmosphere where people know what they need to do and get on with it. They do not need the limelight and, in fact, may well shun it. They prefer an environment where they can get on with things in a quiet and efficient way and can get very frustrated by inefficiency or where people talk too much in vague and abstract language without focussing on the more immediate and practical aspects of the job in hand.

In summary:

- Prefer clear purposes and roles
- Want to achieve but do not want the limelight or 'publicity'
- Prefer structure, clear roles, proper rewards and orderly career progression
- Like systems and agreed operating procedures.

What kind of work do you want?

Types of activity

Inspectors are more inclined to fix than invent things. They enjoy getting things done and are wary of generalisations, abstractions and theory. They are not usually drawn to academic or artistic activities, preferring practical tasks with measurable outcomes - situations that can play to such strengths as patience, thoroughness, checking and verifying. They like their work to be clearly set out, well structured and sequenced, following a known order and with clear outcomes. Their patience and eye for detail means that they are well represented in quality control and quality assurance roles - it is not for nothing that they are called Inspectors! They prefer an organisation with a defined management structure and hierarchy; they are capable both of giving and taking orders and operate happily within a tight chain of command. They like to be in charge and run their own show - but always within the limits set for them.

In summary:

- Practical rather than theoretical; fix rather than create
- Monitoring the known rather than creating the unknown
- Tangible and quantitative rather than abstract and qualitative
- Predictable - not at their best with uncertainty and may avoid spontaneity
- Clear rules and chain of command rather than free-for-all.

Types of contribution

Inspectors are amongst the most diligent, practical and persevering of types. They tend to be thorough, down to earth, organised, hard working, painstaking and patient with detail and routine. Rarely impulsive, once committed to doing something they follow it through from beginning to end with a minimum of supervision. Then they are hard to distract, discourage or stop. They do not quit unless experience, logic or the facts of a situation convince them that they are on the wrong path.

In summary:

- Attend to the practical and procedural
- Bring structure, organisation, hard work and determination
- Finishers who attend to the detail.

What is your style of working?

Managing time

Inspectors are happiest when time is carefully planned and structured. When committed they work long hours in order to fulfil their duty and deliver their results. They are usually good judges of time and very punctual - and they expect others to be the same, which can make them quite hard taskmasters at times. They value completeness in all things and leave as

little as possible to chance or the imagination and so are likely to have a clear schedule for activities and delivery.

In summary:

- Time managers who are orderly, self-disciplined and planned
- Concentrate deeply; should not be interrupted without warning
- Value punctuality, judge time required and are seldom late
- Respect schedules and delivery.

Getting results

In goal-setting, Inspectors are very thorough both in laying out what is expected and in checking to see that it has been completed. They never give up until the facts and the logic show that their task is unachievable. This can mean that, when they misjudge the situation, they persevere too long or they get over involved in the detail. However, they usually have a well-developed eye for what is practical and their depth of concentration and eye for detail mean that they can be very focussed on results. Inspectors can be relied on more than most other types to persevere and achieve what they set out to do. The danger is that, in their determination, they do not always notice when things have changed around them.

In summary:

- Hard-working, will stay until the job is done
- Serious, thorough and enjoy positions of responsibility for delivery
- Loyal: put organisational goals ahead of personal goals
- Prefer finishing to starting (and can be relied on to carry things through)
- Masters of detail; find it hard to let go, can be perfectionists
- Like to get things nailed down, delivered and ticked off the list.

Managing change

Inspectors are the great implementers. They may be slow to see the need for change and uncomfortable with uncertainty but they are the masters at seeing the practical implications. Those contemplating change would do well to consult with an Inspector to ensure that the necessary details and processes have been considered.

In summary:

- Implementers and finishers rather than creators and starters
- May need considerable convincing before accepting the need for change
- Attend to the practical elements that change agents often pass over
- Variety rather than change and evidence rather than intuition.

Who do you want to work with?

Interaction needs

Inspectors tend to be quite self-contained and able to get on with things on their own. They do not have a high need for interaction and socialising and sometimes need to get away from busy or noisy environments so that they can "hear themselves think". They are usually good at making clear boundaries such as between work and leisure or between the needs of people and the needs of the task. They are more comfortable with people who share their tastes, values and moral attitudes which tend to be more old-fashioned than most. One of these values is often loyalty in relationships, and when someone has shown himself or herself to be worthy, Inspectors can be outstandingly loyal, almost to a fault.

In summary:

- Self-contained and do not need high levels of interaction
- Peace and quiet and a chance to get away from the noise and bustle
- Like to keep boundaries between home, work and different groups of people
- Give and expect tremendous loyalty from those they get close to
- Give respect to seniors - and expect it from juniors.

Relationship style

People tend to see Inspectors as quiet, self-contained and private. They dislike the limelight and can be slow in making new contacts and friendships. This natural reserve sometimes means that they are seen as distant or aloof and not likely to be described as 'a bundle of fun'. However, Inspectors often surprise people who bother to get to know them because underneath the more sober exterior can be a strong and often idiosyncratic sense of humour (though not one that others always share). Their reserve and patience in developing their relationships is combined with a strong sense that people need to earn trust. This caution means that once you have befriended an Inspector you will find a true and loyal friend. Do not expect to get very close in a short time with Inspectors. They are wary of new ideas, and this applies to new people as well. Anything too 'touchy-feely' too early can drive them away. They need more time than most to become assimilated into a new team and they often prefer to be onlookers rather than the centre of attention.

In summary:

- Appear sociable, but keep inner self well hidden
- Listen rather than talk and avoid the limelight
- Distrust weakness and emotion - but can be very supportive if they understand why support is needed
- Want things clearly spelled out: can have fun, but prefer it to be scheduled
- Prefer order to excitement and can be slow to get to know
- Reserved, self-controlled - can be a team player but works well alone.

How might others see you?

As a leader

Inspectors often rise to senior positions in organisations and are respected and looked up to for their calmness and stability. Their leadership style involves clarity and a focus on delivery. This works well in short-term, operational roles but may lack inspiration when longer-term vision is required. They are generally seen as a 'safe pair of hands' - courageous at re-establishing order and preserving the past, though less secure when it comes to strategic decisions about the future.

In summary:

- Respected for their calmness and stability
- Provide structure and reliability rather than vision
- Communicate carefully and thoroughly rather than inspirationally.

As a manager

Inspectors are seen by others as highly reliable and trustworthy and as a result frequently gravitate to positions of responsibility. Consequently they are very numerous in management. Although often quiet and reserved, they enjoy responsibility for people as well as for tasks and find it fulfilling to do it well. They are usually hard-working, conscientious managers - the first in and last to leave the office - but they are also very clear that work is work and play is play and each has a definite time and place. Their style tends to be structured and thorough. They usually have clear goals and ensure that everything is going according to plan. They will delegate with clear details and people rarely feel abandoned. Whilst this can feel very supportive, Inspectors must beware of over-managing - of getting over involved in the details and not giving staff sufficient autonomy and freedom.

In summary:

- More often confident when managing rather than leading
- Introduce clarity in the managing of performance and can be tough when people do not measure up or deliver on their promises
- Delegate with clear details and expectations
- Safe pair of hands, keep the show on the road, broad shoulders.

As a decision-maker

Inspectors prefer to decide logically, coolly, without hurry and often with reference to their own experience "I'll believe it when I see it, but not before". They make their best decisions only after they have been able to gather the facts and had the opportunity for careful reflection. They will then exercise their judgement and commit to a course of action. Once a decision is reached in this way the idea of failing to honour or follow through is unthinkable. This can make them extremely firm, determined and effective in tough situations. They may sometimes benefit from loosening up and considering issues outside their own logic and values - some decisions need more than cold logic.

In summary:

- Happy to take responsibility and decisions when faced with logic, facts and precedent
- Need time to absorb - react badly to being pressured or 'bounced' into a decision
- Can be too impartial, neglecting personal needs and feelings
- See things in black and white - they don't do grey.

In resolving conflict

Inspectors approach conflict in a matter-of-fact way, applying a combination of logic and procedure. They will point out the ground rules and appeal to clear, impartial criteria. However, they may find it hard to handle emotion and subjectivity. They appeal to principles of fairness and use tactics such as calling for cooling off periods and arranging side meetings - which help to avoid the intensity of the moment. They can be a little inflexible when dealing with the variety of people issues and may sometimes fail to see other people's points of view. This dogged determination, whilst of course a great strength, needs to be used with care because when misused, it can become highly entrenched and adversarial, causing them to miss alternative options and creative solutions which could provide a fresh approach to the problem.

In summary:

- Matter-of-fact: they tend not to be drawn into the emotions of the issue
- Emphasise fairness and appeal to logic
- Solid, reliable, dependable - but not always tolerant!

Your main assets

At their best

Inspectors are focussed, thorough, responsible, reliable, just, fair and self-motivated, drawing on a huge fund of experience and sticking to the task through thick and thin. The things they bring are:

In summary:

- Reliability and consistency of performance
- Consciousness and competence in managing details and facts
- Respect for tradition, hierarchy, procedure and commitment
- The ability to get things done in accord with agreed timescales and standards
- An ability to work effectively and efficiently within organisational structures
- Effective use of logic and questioning attitude when things appear irrational or do not seem to fit.

Areas to consider developing

At their worst

They can be stuck in the past, allowing their determination and single-mindedness to become narrow-mindedness or tunnel vision. Sometimes they are obdurately closed to new options and alternative ways of doing things beyond the tried-and-tested. They must beware of getting stuck in the detail and remember that the past is not always a guide to the future! The things to consider are:

In summary:

- Developing greater flexibility and preparedness to adapt existing goals and procedures
- Learning to appreciate the need to challenge the existing system rather than dismissing people who do so
- Being more comfortable with abstractions and ambiguous situations
- Learning to suspend logical and critical judgement at times
- Learning to tolerate hunches and intuitive insights
- Being more demonstrative in showing appreciation when people do well
- Bending the rules, going with the flow and suspending the desire to get decisions finalised and implemented.

Differences between 'The way it is' and 'The Way I want'

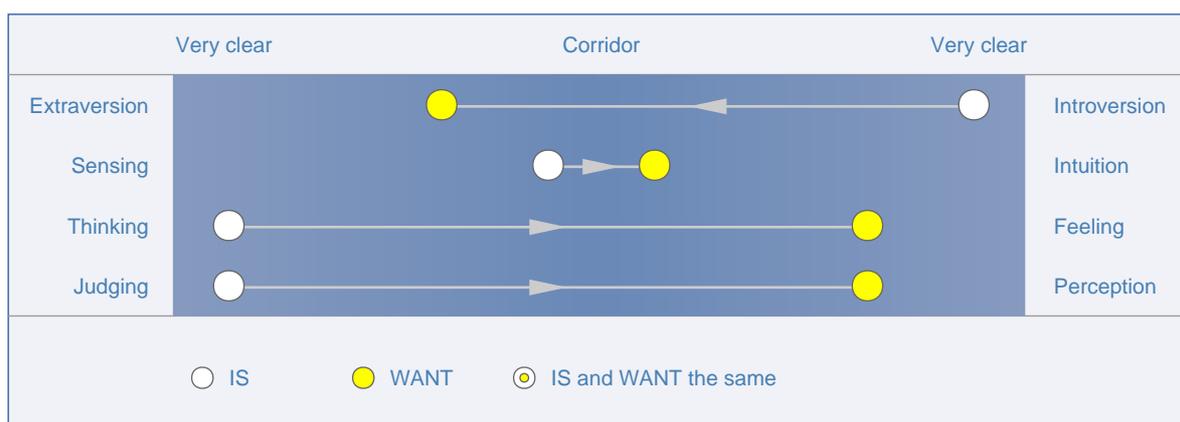


When answering the questionnaire, you were firstly asked to answer in relation to what feels most natural ("the way it is"). The profile described in the previous pages is based on those answers and is referred to as your 'IS' profile. However, you were also asked to answer the questionnaire in relation to "The way I want." The results from this are shown in your 'Want' profile below:



You can see that your WANT profile is different to the IS profile shown earlier in the report. Your IS profile (which describes how you see yourself currently) is that of the Inspector (ISTJ) whereas your WANT profile (which describes how you would like to see yourself) is that of the Improviser (ENFP). This means that the direction of your preferences has changed on three of the four dimensions. You can see this in the diagram on the next page which compares your IS and WANT profiles.

Differences between your IS and WANT profiles



In the diagram above, the white circles show your results from your IS profile (i.e. "the way it is") and the yellow circles show the results from your WANT profile (i.e. "the way you would like it to be"). If a circle is close to the centre of the diagram, this indicates only a slight (or 'corridor') preference. If the circle is closest to the right or left-hand edges of the diagram, this indicates a very strong preference in one direction of the other. You might want to refer back to the earlier explanation of clear and less clear preferences on Page 5 of this report to remind yourself of these ideas.

For each of the four pairs of opposites (Extravert versus Introvert; Sensing versus iNtuition, Thinking versus Feeling, Judging versus Perception), you can see the difference between your IS result (white circle) and your WANT result (yellow circle). If the yellow circle is placed on top of the white circle, this means that your preferences are the same for both IS and WANT. If your preferences for IS and WANT are different, this is shown by an arrow connecting the white IS circle to the yellow WANT circle.

Sometimes the arrow may show that you want to become less extreme on a particular preference - for instance, moving closer to the centre of the diagram. Other times the arrow may show that you want to become more extreme on a particular preference, moving out from the centre to the extremes. In other cases, the arrow may indicate that you would like to switch your preferences completely, from one side of the diagram right over to the other side.

It can be useful to ask yourself why you might want these changes – and whether you really want them. Sometimes people discover that the things they say they 'want' actually arise from some kind of pressure from life, either past or present, and in reality do not correspond with what they really want.

The two diagrams below show an alternative way of portraying your IS and WANT profiles.

Your IS profile (the Inspector):

		Clear preference	Moderate preference	No preference either way	Moderate preference	Clear preference		
Gain your energy from people and things in the world around you	E						I	Gain your energy from your own ideas, thoughts and emotions
Pay attention to your experience and what your senses tell you	S						N	Pay attention to patterns, connections and future possibilities
Decide by using thinking, logic and the facts	T						F	Decide by using feelings, values and what seems fair
Being organised and having a plan of action	J						P	Like to let things happen and see where it takes you

Your WANT profile (the Improviser):

		Clear preference	Moderate preference	No preference either way	Moderate preference	Clear preference		
Gain your energy from people and things in the world around you	E						I	Gain your energy from your own ideas, thoughts and emotions
Pay attention to your experience and what your senses tell you	S						N	Pay attention to patterns, connections and future possibilities
Decide by using thinking, logic and the facts	T						F	Decide by using feelings, values and what seems fair
Being organised and having a plan of action	J						P	Like to let things happen and see where it takes you

On the following page you can read a pen portrait of your WANT profile: the Improviser.



improviser

A pen portrait of **the Improviser**

People with this style are one of the hardest to pin down because they resist being ‘pigeonholed’ more than any other type. Improvisers generally see infinite possibilities in the world around them, often develop a wide range of interests and usually like to try their hand at anything. Such interest can however be short-lived since they then go on to find other new and exciting things.

They come across as warmly enthusiastic, spontaneous and flexible. Their energy and lively imagination means that they come across as active and intuitive, not needing to rely on the facts and details, which makes them able to respond and improvise in many situations.

Improvisers are likely to:

- Seek interaction, engage with warmth, show appreciation and bring a sense of fun
- Be flexible and constantly on the move - and constantly moving the goal posts
- Work with little need for guidelines, improvising as they go along
- Bring enthusiasm and new ideas with a willingness to discuss - sometimes endlessly!
- Focus on people - they abhor bureaucracy and systems that dehumanise

Improvisers may need to:

- Discipline themselves to finish things before moving on to something new
- Become more detailed and analytical rather than relying on their intuition and flair - in certain situations
- Consider developing a more disciplined and detailed plan of action
- Recognise that not all people are as flexible as they are - and some prefer more detailed information and timescales
- React a little less personally to criticism



exploring

the differences between the **IS** and the **WANT** profiles



Having a difference between the **IS** and **WANT** profiles is quite common - more than 70% of people do so. Our preferences can arise from variety of sources such as the desire to fit in better at work or the need to live up to our parents' aspirations. To help you understand differences between your **IS** and **WANT** profiles, try to answer the questions in each of the 6 boxes below.

<p>We can think of a person's preferences, as shown by their profile, as their 'comfort zone'.</p> <ol style="list-style-type: none"> 1. Which profile (if either) represents your comfort zone? 2. Is this comfort zone a positive choice? 3. Is this comfort zone a way of avoiding something less comfortable? 	<p>How we are is not always how we want to be. Which profile do you think is closest to:</p> <ol style="list-style-type: none"> 1. your 'ideal' of the person you want to be? 2. the potential you feel is within you? 3. the person you would like to see described on your epitaph?
<p>Our preferences often change as we grow and develop. Which profile is most like the person you were:</p> <ol style="list-style-type: none"> 1. when you were growing up at home? 2. at school? 3. in your early life? 	<p>Sometimes, the person we say we would prefer to be is based on the expectations of others. Which profile (if either) do you think reflects how you are seen by:</p> <ol style="list-style-type: none"> 1. your parents? 2. your teachers? 3. other people who are significant in your life
<p>Our preferences sometimes change according to where we are and what we are doing. Which profile do you think best represents you:</p> <ol style="list-style-type: none"> 1. at work? 2. at home? 3. in your hobbies or leisure activities? 	<p>There are always parts of ourselves that remain relatively hidden or unexpressed. Do you think there are elements in either of the two profiles which:</p> <ol style="list-style-type: none"> 1. are currently under-used or not expressed? 2. become exaggerated when you are under pressure?

The answers above will help you think more about where your reported preferences are coming from.

Each set of questions from the previous page may help you to consider which of the six hypotheses below provide the best explanation for your results:

Six hypotheses for exploring IS/WANT differences		
	IS	WANT
TRUE	<p>At Home</p> <p>Perhaps your reported “IS” profile is your true type. This can mean that you are relatively aware and comfortable. It can also mean that your circumstances do not put excessive pressure on you to be different. However, to be truly “At Home” you may like to consider the degree to which you are aware of other needs and motivations within you. Do you accept and express all aspects of your personality? Sometimes going “away from home” is necessary to truly appreciate who you are.</p>	<p>Inner Core</p> <p>Perhaps your reported ‘WANT’ profile is your true type. This can mean that you are aware of an ‘inner you’ that is ‘trying to get out’. Perhaps life has placed many demands on you and so you have adapted your style to fit. This could be reflected in your reported “IS” type. Consider whether your “IS” profile feels more sensible or dutiful and your “WANT” profile feels closer to what you would want to be in an ideal world. What would you lose or gain by becoming this person?</p>
ADOPTED	<p>Outdated Stereotype</p> <p>Perhaps your reported “IS” profile is the person you have become over many years of adapting to the world and its pressures. Perhaps you adapted to particular situations from your early life and it can take time to recognise that this adopted style is no longer necessary or useful. Think about how you would have been described when you were younger. Is this still accurate? If you feel that you have changed (and still are changing) consider whether your reported “IS” type may be an out-dated stereotype.</p>	<p>Historical Baggage</p> <p>Perhaps your reported ‘WANT’ profile reflects historical pressures and messages that were very powerful whilst you were growing up. Sometimes these messages become deep-seated and long-term wishes. Consider the degree to which you use words such as “should” and “must”. The roots may trace back to some early influences from parents, teachers, peers and others. Consider what it would really be like to become this supposed ‘ideal’ type.</p>
TEMPORARY	<p>Current Circumstances</p> <p>Perhaps your reported ‘IS’ profile is an expression of what you would prefer due to your current circumstances. For example, work may demand that you be organised and this influenced what you reported as your preference. Alternatively, you may be reacting against your current circumstances - like a rebellion. Consider whether your “IS” profile would be comfortable in the longer term as your underlying sense of identity or whether you see it as being more temporary.</p>	<p>Neglected Child</p> <p>Perhaps your “WANT” profile is not your deep ‘inner core’ but, instead, represents a part of you that gets neglected. Everyone has parts of their personality that do not get expressed due to the pressures of everyday life. For example, some very serious people occasionally feel the need to behave in silly and spontaneous ways. If we don’t play this part occasionally, then like a neglected child, it demands attention and can take centre stage for a while.</p>

Each set of questions from the previous page may help you to consider which of the six hypotheses below provide the best explanation for your results:

Six hypotheses for exploring IS/WANT differences		
	IS	WANT
TRUE	<p>At Home</p> <p>Perhaps your reported “IS” profile is your true type. This can mean that you are relatively aware and comfortable. It can also mean that your circumstances do not put excessive pressure on you to be different. However, to be truly “At Home” you may like to consider the degree to which you are aware of other needs and motivations within you. Do you accept and express all aspects of your personality? Sometimes going “away from home” is necessary to truly appreciate who you are.</p>	<p>Inner Core</p> <p>Perhaps your reported ‘WANT’ profile is your true type. This can mean that you are aware of an ‘inner you’ that is ‘trying to get out’. Perhaps life has placed many demands on you and so you have adapted your style to fit. This could be reflected in your reported “IS” type. Consider whether your “IS” profile feels more sensible or dutiful and your “WANT” profile feels closer to what you would want to be in an ideal world. What would you lose or gain by becoming this person?</p>
ADOPTED	<p>Outdated Stereotype</p> <p>Perhaps your reported “IS” profile is the person you have become over many years of adapting to the world and its pressures. Perhaps you adapted to particular situations from your early life and it can take time to recognise that this adopted style is no longer necessary or useful. Think about how you would have been described when you were younger. Is this still accurate? If you feel that you have changed (and still are changing) consider whether your reported “IS” type may be an out-dated stereotype.</p>	<p>Historical Baggage</p> <p>Perhaps your reported ‘WANT’ profile reflects historical pressures and messages that were very powerful whilst you were growing up. Sometimes these messages become deep-seated and long-term wishes. Consider the degree to which you use words such as “should” and “must”. The roots may trace back to some early influences from parents, teachers, peers and others. Consider what it would really be like to become this supposed ‘ideal’ type.</p>
TEMPORARY	<p>Current Circumstances</p> <p>Perhaps your reported ‘IS’ profile is an expression of what you would prefer due to your current circumstances. For example, work may demand that you be organised and this influenced what you reported as your preference. Alternatively, you may be reacting against your current circumstances - like a rebellion. Consider whether your “IS” profile would be comfortable in the longer term as your underlying sense of identity or whether you see it as being more temporary.</p>	<p>Neglected Child</p> <p>Perhaps your “WANT” profile is not your deep ‘inner core’ but, instead, represents a part of you that gets neglected. Everyone has parts of their personality that do not get expressed due to the pressures of everyday life. For example, some very serious people occasionally feel the need to behave in silly and spontaneous ways. If we don’t play this part occasionally, then like a neglected child, it demands attention and can take centre stage for a while.</p>

summary

description of the 16 types

The ideas in this report are based on your answers to the questionnaire. As you reflect more about who you are and how you behave, you may find that your ideas become clearer or change.

The theory of 'Psychological Type' tells us that there are elements of all types within each of us, but in different proportions. It can therefore be useful to think about each of the other types and to see if you recognise some of them as part of you - at least, perhaps for some of the time. Pen-portraits of each of the 16 Types are shown in the table below for you to consider.

Summary description of the 16 Types

<p>Inspectors (ISTJ)</p> <p>Inspectors are careful, thoughtful and systematic. Outwardly composed and matter-of-fact, they can be people of few words. However, they are dependable, loyal and precise making sure that responsibilities are taken seriously and that work is completed steadily and systematically.</p>	<p>Protectors (ISFJ)</p> <p>Protectors are patient, modest and diligent. They show great compassion and support for others - often by taking care of the day-to-day practical details. They are not particularly interested in logical or technical things, preferring a more personal touch and enjoying being helpful, persistent, organised and thorough.</p>	<p>Guides (INFJ)</p> <p>Guides are warm, imaginative and amiable. They can be guarded in expressing their own feelings though can show high levels of concern and support for others. They also like to get things organised and completed. In fact, when their values - often involving people and social improvement - are aligned they can become extremely persistent without losing the personal touch.</p>	<p>Investigators (INTJ)</p> <p>Investigators are innovative visionaries with a determination to achieve results. They can be highly independent, needing a great deal of autonomy. Their clear-sightedness and willingness to take decisions makes them conceptual, goal-focussed and visionary leaders. They come across as tough and incisive, sometimes lacking the personal touch.</p>
<p>Surveyors (ISTP)</p> <p>Surveyors are drawn to roles requiring action and expertise. Socially reserved and loving action, they can be highly energetic when interested. This makes them expedient, realistic, logical and practical. When uninterested they can become disorganised, impulsive and detached.</p>	<p>Supporters (ISFP)</p> <p>Supporters are quiet, friendly people who do not need to force themselves, or their views, on others. Caring and sensitive, they accept people and life's realities as they are. They do not need to over-analyse, they live for the present, being personable, adaptable and sometimes disorganised.</p>	<p>Idealists (INFP)</p> <p>Idealists are drawn towards others who share their values and who feel deeply about certain issues. These issues guide them in their life and relationships. When all is going well they are seen as warm and gracious individuals who care deeply and who contribute interesting ideas and values.</p>	<p>Architects (INTP)</p> <p>Architects are great thinkers and problem-solvers. Usually quiet and reflective, they like to be left to work things out at their own pace. They can be complex, theoretical and curious, seeking underlying principles and fundamental understanding.</p>
<p>Trouble-shooters (ESTP)</p> <p>Trouble-shooters are sociable, confident and adaptable pragmatists. They love action and happily use their experience to make things happen. Often charming, straightforward and energetic, they live on the edge treating life as an adventure.</p>	<p>Energisers (ESFP)</p> <p>Energisers are drawn towards others, living their life by engaging, interacting and bringing optimism, hope, warmth and fun to the situations they encounter. They seek people and action, are always ready to join in themselves and usually create a buzz which encourages others to also get involved.</p>	<p>Improvisers (ENFP)</p> <p>Improvisers are personable, imaginative and sociable types. Willing to turn their hand to anything, they enjoy exploring ideas and building relationships. Their style is generally enthusiastic, engaging and persuasive, tending to be spontaneous and flexible rather than structured and detailed.</p>	<p>Catalysts (ENTP)</p> <p>Catalysts are energetic change agents who are always looking for a new angle. Often pioneers and promoters of change, they look for active environments where they can discuss and debate new ideas. When with people they inject energy, innovation and fun into their activities.</p>
<p>Co-ordinators (ESTJ)</p> <p>Co-ordinators are systematic and delivery-focussed. They like to take charge and get results. Their style will generally be steady and organised and they are often described as tough and efficient leaders. Practical, rational and efficient they may neglect people's feelings and may not champion change.</p>	<p>Harmonisers (ESFJ)</p> <p>Harmonisers are sociable, friendly and persevering. They bring compassion and a focus on others which creates a warm and supportive environment. Generally organised and able to attend to practical issues, they are nurturing, loyal and sympathetic whilst keeping a clear focus on getting things done.</p>	<p>Advisers (ENFJ)</p> <p>Advisers are enthusiastic, personable and responsive types who place the highest value on building relationships and showing commitment to people. Generally comfortable in groups, they can be good with words, happy to express their feelings and strong in the promotion of their values.</p>	<p>Executives (ENTJ)</p> <p>Executives are direct, goal-focussed people who seek to influence and get results. They value good reasoning and intellectual challenges. They seek to achieve results and can be tough, visionary leaders who make things happen.</p>



reflections

and learning from this report



Firstly, think about your results as described in the report above and think about some possible explanations for why you answered the questionnaire the way you did. Then write some notes below about what you feel you have now learnt about yourself.

1. On reflection, the preferences that feel more 'core' to who I am are: *(circle one of the preferences in each pair)*

Extravert	Sensing	Thinking	Judging
Introvert	Intuition	Feeling	Perceiving

Use the table on the previous page and write down the name which is given to the combination of preferences you have indicated above:

The reasons these feel more 'core' are:

.....

2. To the best of my understanding, the reason why there is a difference between my IS profile and my WANT profile is:

.....

.....

3. What I feel I have learnt about myself is:

.....

.....

(If necessary, continue on the back of this sheet or on a separate sheet)