

Type at Work Report

Type Dynamics Indicator

Version I

Krupal C

4th September 2019





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 Executive**

People with this style tend to be direct and focussed on results. They generally have a vision of the future and will work hard in order to gain the necessary influence required to have impact on the world around them. Executives like to understand, master and perfect their ideas. Their intellectual orientation can make these ideas quite abstract and theoretical - something which can come across as impersonal, analytical and campaigning.

They often show great determination to achieve results and their plans can be long-term and have wide scope. They show a great need to integrate what they do into a bigger picture which makes them great innovators and reformers. Their logical, energetic, decisive, clear-sighted approach often sees them in leadership roles but sometimes their directness causes problems with other people.

Executives are likely to:

- Show a readiness to lead, to take charge and be in control
- Work on developing systems that are both effective and efficient
- Enjoy meeting and greeting people and developing resourceful networks
- Be driven by a need for competence and mastery
- Prefer long horizons that involve change and be analytical and strategic in their presentation

Executives may need to:

- Be more personal, more reflective and less critical
- Slow down and explain their ideas more simply
- Learn that they are not always right and give others more praise
- Learn that they cannot be competent at everything
- Be less directive and more understanding and compassionate towards others - and perhaps towards themselves



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:

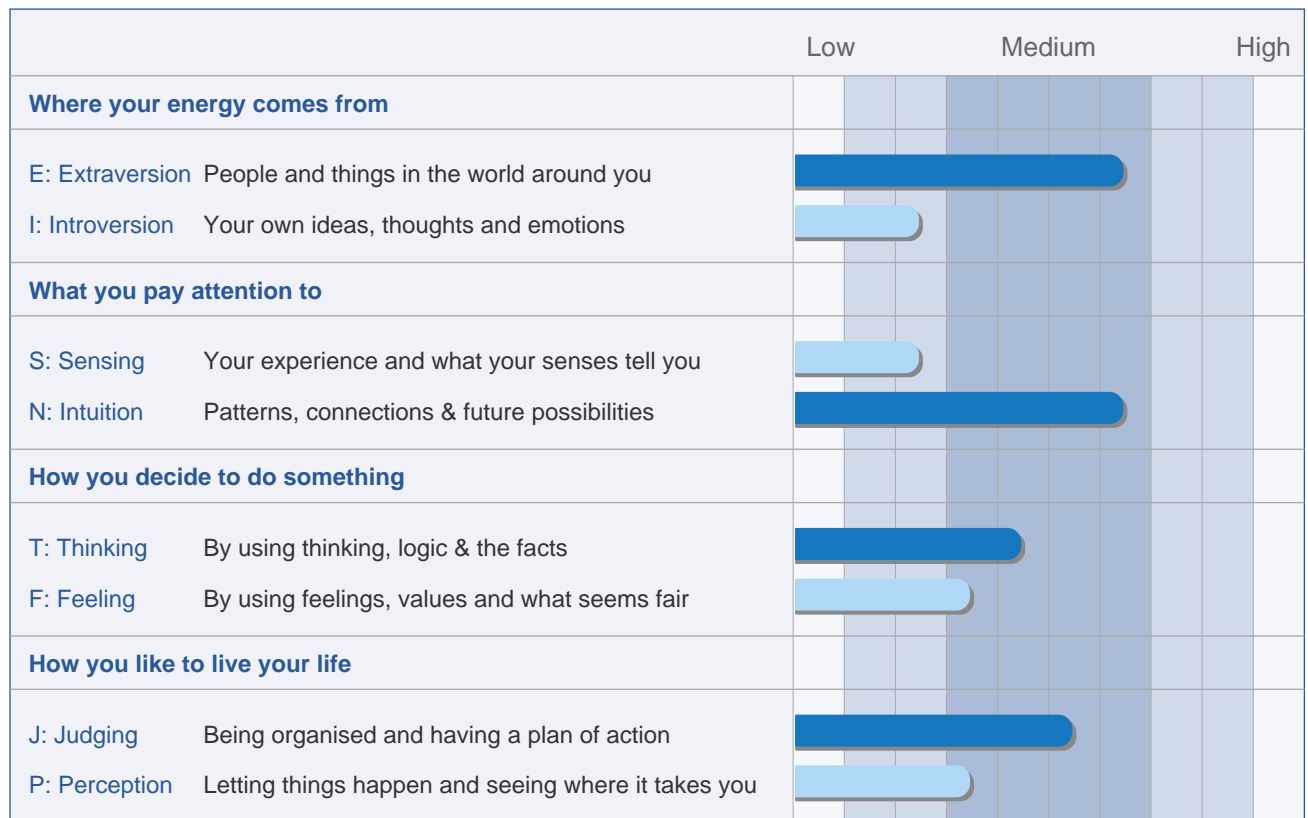
- **Your profile**
- **Why do you work?**
- **What kind of work do you want?**
- **What is your style of working?**
- **Who do you want to work with?**
- **How might others see you?**
- **Your main assets**
- **Areas to consider developing**
- **Exploring your profile**
- **Summary descriptions of the 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

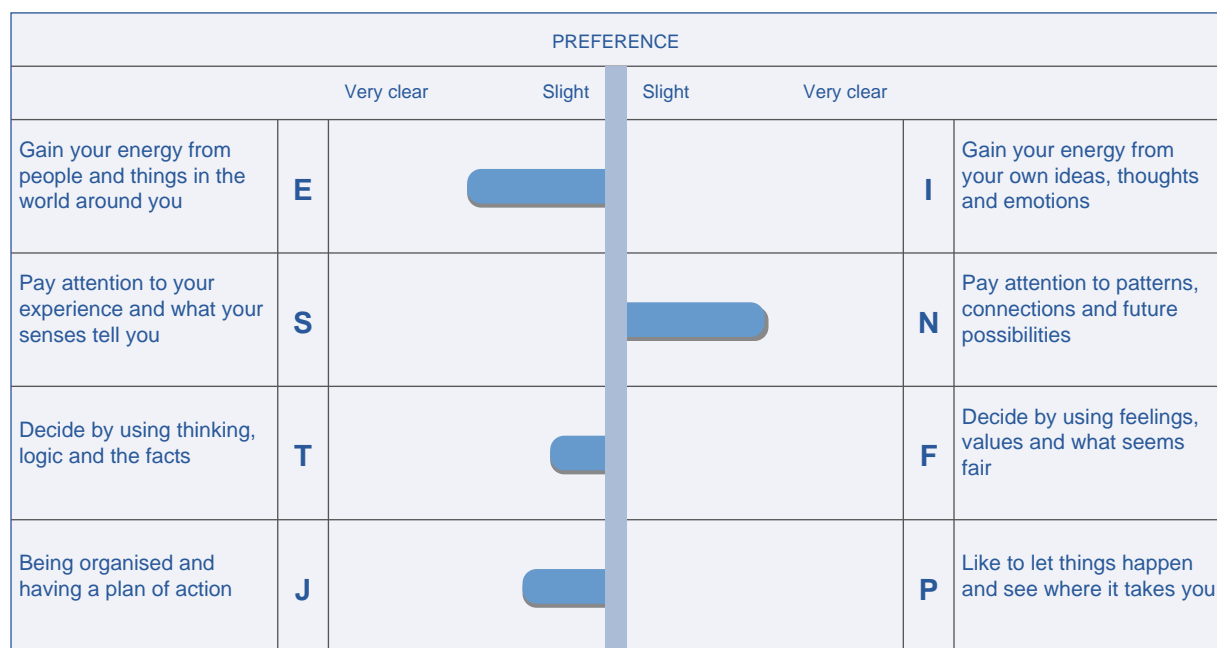
Thinking - Feeling (T vs F) which is about how you decide something

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 ENTJ. In other words, your preferences are for Extraversion, iNtuition, Thinking and Judging. This 4-letter code is nicknamed 'the Executive' 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 Executive' are discussed in more detail under a number of separate headings.

Why do you work?

The purpose of work

Executives need a career which sets them a significant challenge - one that feels worthwhile and builds a different future. What excites them is being able to develop logical models of the way things work, and then apply them to the improvement either of the world, or of the organisation and the people in it. They need to feel that their work makes a difference - that it is contributing to making the world a clearer, saner, fairer or more productive place.

Executives like to be in charge, and if they cannot be in charge, they like to be in a position where their ideas are listened to, taken seriously, and applied. Work is hugely important to them and absorbs much of their time, energy and imagination. They express themselves clearly and directly, and like to work with like-minded people of similar style. They have little time for emotional displays or for self-pity.

In summary:

- To find challenges to be overcome and to have impact
- To make a difference by contributing towards building something better
- To develop an ordered, logical model of the world (or of human behaviour) - and then change the world (or the people) to fit that model
- Need to be set a big challenge, preferably on a big stage
- To exercise responsibility - preferably by leading others.

The work environment

Executives need an environment where they can interact and have influence. They want to work for some higher goal and get frustrated by having to deal with the day-to-day. They like to be surrounded by people who will both stimulate and challenge them and who will work towards their vision of the future. They also need people who will attend to the day-to-day practicalities and details, which they are prone to neglect.

In summary:

- Involve interaction and opportunities to communicate widely
- Involve responsibility and authority, want to be where the decisions are made
- Have people who challenge, argue, debate and stimulate.

What kind of work do you want?

Types of activity

Executives love to be able to engage in discussion and debate. They enjoy learning, proposing and creating intellectual models, which reduce the random, messy nature of reality to a simple pattern. They also love contact and influence. This means that they want a role which allows them to think big and yet to be sufficiently involved with the action to be able to contribute suggestions and solutions that are likely to be implemented. For that reason, they are often to be found, not so much in expert roles, but rather in organising roles - preferably where they are able to design the systems they use, rather than inherit and apply someone else's. Thus they end up in managerial roles or in the role of 'consultant' where they can give advice they know will be listened to.

In summary:

- Problems needing ingenious solutions rather than detail and thoroughness
- Opportunities to speak, resolve, organise and act rather than spend too much time listening, reflecting and following procedures
- Responsibility and a chance to organise others
- Using their logical analysis rather than subjective impression
- Contributing to a strategy - leading somewhere new
- Pioneering the new rather than implementing the old.

Types of contribution

Whilst Executives can work with detail, this is only a way for them to seek the underlying patterns. They like to use their rich and complex thinking, often expressed in pictures or diagrams, to provide clarity and vision for themselves and those around them. Their style can be seen as cool and detached since they prefer to stand clear from the individual issues and see things in terms of roles and systems. They make their best contributions when they are sufficiently detached from the day-to-day to be able to stand back, take the long view and analyse the flow of events. Whilst their interest is in what might be rather than what is, they do like to get results - theory for theory's sake is not of interest for long. Accordingly they need a role in which there is an opportunity to make a difference and put their ideas into practice.

In summary:

- Seeing the pattern beyond the detail and complexity
- Developing plans, models and systems for long term solutions
- Thinking strategy and seeing the big picture rather than analysing the detail
- Imagining how it could be, rather than describing how it is
- Bringing logical analysis rather than subjective impression.

What is your style of working?

Managing time

Executives are highly organised and driven in the way they manage time. Every second is accounted for. They tend to be great list-makers, often well-equipped with the latest technology - e.g. the latest mobile or tablet app - to keep them in touch and on top. Being so organised, they are not always happy with interruptions and can give others the impression that now is not quite the right moment for an unplanned intrusion - the Executive is busy with something much more important. (Curiously, their own restless energy often translates itself into walking around and interrupting others!). However, as long as Executives are in control of their own time they can switch rapidly and effortlessly from one task to another, and mentally 'boot up' for the new task in an impressive and apparently effortless way. Their urge to fill their time can result in over-filling, and they seldom achieve everything they set out to do; they value punctuality, but do not always achieve it. They frequently resolve to do less tomorrow - but when tomorrow comes, their optimism and faith in the future makes them sure that this time, everything will be fine.

In summary:

- Great planners and users of scheduling apps and devices
- Fill their time, never a moment unused, highly organised
- Pack more into a day than a day can accommodate
- Not necessarily punctual - but wish they could be
- Work-life balance can suffer from belief that they'll get it right tomorrow
- Dislike interruptions, prefer to stick to schedule.

Getting results

Executives love goals, objectives and measures. Their goals tend to be wide and strategic, focussing firmly on the big picture. In fact, goals and objectives are their natural language. Executives do not let practicalities constrain them - reality is never a hindrance. They start with whatever possibilities they can construct and then work backwards from there. Goals provide Executives with order and structure to their lives - which means that they are in danger of neglecting the present. However, when you consider an Executive's keen motivation for achieving results and making a difference, it becomes clear how goals provide the rational criteria against which progress can be measured. Executives often operate in the commercial world and in a way that relates directly to results and balance sheets. As such they are highly results-focussed - ambitious, driving, energetic and determined. However, this should not be mistaken simply for a material interest in the financial side of things. Executives like financial success and the rewards of success as much as the next person, but those are in fact incidental. The real pleasure is in the achievement for its own sake - in the challenge successfully met.

In summary:

- Usually ambitious, driven and determined
- Need goals, 'big picture' objectives, measurement and targets
- Love organisation, lists, lists and more lists

- Keep highly focussed on results and switch efficiently between activities to keep an objective on track as events change
- Starters rather than finishers, love to hand projects over to others - as long as they feel they have achieved their goal.

Managing change

Executives are great drivers for change. They look ahead, they enjoy novelty and they desperately need results. They tend to see beyond the detail and to keep their eye firmly on the bigger picture. It is their logical analysis and clarity combined with their enthusiasm for new ideas that makes them more inclined to be visionary - but unlike many visionaries who can remain content to dream, Executives have a strong desire to make it happen.

In summary:

- See change as another exciting challenge
- Convert ideas for change into goals to be achieved
- Always forward-looking: 'the most interesting project is the next one'
- Thrive on new ideas for which they can take responsibility.

Who do you want to work with?

Interaction needs

Executives are very social and love company. They thrive on contact with others whom they see as a source of stimulation and ideas. Their energy goes up, rather than down, as the pressure rises, and they can keep going when others flag. They like to have a wide circle of contacts and friendships and enjoy adding to it, particularly by meeting people from whom they can learn. They love interesting conversations about innovative ideas and will take people as they find them, picking their brains to see what they can offer.

In summary:

- To have colleagues who can keep up with their high energy
- People with whom they can express their competitive streak
- Forums for debate and the cut and thrust of a good argument
- Networks of contacts to keep them stimulated and challenged.

Relationship style

Executives come across as enthusiastic, cheerful, optimistic, easy company, good performers in public, uncomplicated about the niceties and subtleties of social interaction and ready to 'cut to the chase' of the business at hand. Direct rather than warm, that is how they like to be - and that is how they like others to be with them. They do not always appear to be sensitive of their impact on others. Sometimes their confidence, plain speaking and executive drive can jar. With deeper and more long-lasting relationships, they are likely to use their head, rather than their heart, to tell them what is going on and what they should do. This

does not always serve them well. They can miss out on the softer and more intimate aspects of relationships. Their apparent confidence sometimes acts as a barrier to building close relationships and others are not always aware that behind this confident exterior can be a mercilessly self-critiquing voice inside their heads. Because of this constant inner criticism, they are seldom good at taking criticism from others.

In summary:

- Hearty, cheerful, direct, optimistic
- Tough, direct and not particularly sensitive
- Intense and serious, focussed and objective but not always insightful
- Sometimes blunt and need to develop tact and diplomacy
- Drive themselves hard and can seem critical to others.

How might others see you?

As a leader

Executives love to lead. Leading gives them authority and a chance to put their ideas into practice. It enables them to "paint on a big canvas" and puts them into the sphere where interesting ideas and powerful people move. Above all, leading appeals to their need for challenge since they often see leadership as the biggest challenge there is. Their leadership style tends to be organised, confident and focussed on the big results. The greater the challenge the more they are likely to enjoy it. This confidence and drive, this openness to new ideas and innovative solutions, can be infectious and reassuring. However, they sometimes fail to see and feel for the concerns of those they are leading - either the practical worries about whether the cash will last till the end of the month, or the emotional worries that always hover around change and uncertainty.

In summary:

- Happiest when leading with big ideas and grand strategy
- Need a big challenge which they can attack with drive and determination
- Directive rather than facilitative
- Display confidence, optimism and a can-do attitude.

As a manager

Executives think big and focus on results. This means that they are unlikely to 'micro-manage'. They like to set the framework - in which they need a relatively free hand - and then to let people get on with achieving the objectives. They work best when they have either to set the strategy, or at least to input into it. If they don't get that, they can become sullen or rebellious, turning their positive outward-facing energy into negative carping and resistance. When committed to the goals and objectives they provide drive and clarity using their objective approach and ability to see other ways of doing. They need to beware that their ability to see alternatives ("Why don't you try it that way?") does not come across as unintentional criticism.

In summary:

- Do not give or expect detailed supervision
- Expect people to show independence and autonomy
- May suggest people set their own targets and goals - but have clear views as to what these should be and may tend to keep control
- Can come across as critical.

As a decision-maker

Executives rely on logic and are objective, detached and firm. They take human needs and feelings into account, but as a rational calculation rather than an instinct. They enjoy exploring possibilities but they are usually seeking to close things down and get them settled. They are unhappy with leaving things hanging which is why they tend to be good, clear and quick decision-makers.

In summary:

- Decisions based on rationality - assumes that others think like they do
- Decision-making is usually objective, detached and firm
- Enjoy exploring possibilities but then move to a decision quickly - sometimes too quickly.

In resolving conflict

Handling conflict is seldom a major concern to Executives. They do not seek it out for its own sake, but they tend to recognise disagreement, challenge and the free play of ideas as part of the give and take of business life. They learn by trying things out and are not afraid to contradict or be contradicted. Indeed they are naturally critical - not with the intent to hurt, but with the intent to test and explore. For this reason they handle disagreements robustly and firmly and then move on. Where others are of like mind, all is fine. Where others are not made of such stern stuff, Executives can leave a trail of damage behind them. They can neglect the deeper, more personal sensitivities of others and are often quite unaware of how or why people have over-reacted.

In summary:

- Handle conflict directly, openly and fearlessly then move on
- Do not linger or procrastinate nor do they usually avoid the issues
- Sometimes a 'bull in a china shop' - but doesn't bear a grudge
- Not always the most sensitive and may need to learn facilitation skills.

Your main assets

At their best

Executives are organised, forward-thinking, self-disciplined and focussed on clear goals and objectives. They divide their attention crisply and appropriately between them, packing an incredible amount into each day. When they think people deserve it they can also become dedicated coaches and people developers. The things they bring are:

In summary:

- Strategic and analytical thinking combined with application to the job and a need to achieve results
- Development of well thought out plans and structure to achieve broad goals
- A readiness to lead, to take charge and be in control
- An ability to develop effective and efficient systems
- Meeting and greeting people and developing resourceful networks
- An ability to present complex ideas effectively
- An energy and drive for competence and mastery.

Areas to consider developing

At their worst

An Executive's drive and urgency degenerate into a self-important busy-ness in which, like the White Rabbit in Alice in Wonderland ("Oh my ears and whiskers - is that the time?"), they develop plans and schedules at a high rate, but with little concern for reality. The things to consider are:

In summary:

- Slowing down so people have a chance to understand plans and insights
- Listening more carefully and factoring in other people's needs
- Checking the practicality, factual content and completeness of their proposals before pressing ahead with them
- Learning to reflect more before doing something or deciding
- Praising the positive and minimising the critical
- Dropping the drive for perfection - they cannot be competent at everything
- Being less self-critical
- Acknowledging their own feelings and others need for more tenderness and compassion.



exploring

your profile



Your profile shows the set of preferences that you have developed and which you are currently expressing.

It sometimes helps to ask why we have developed particular preferences. Do they reflect values we have absorbed from our experiences or from others around us? Do they result from some sort of pressure we may have experienced in the past? Do they reflect how we really want to be or do we perhaps sometimes wish we were different?

To help you understand more, 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'. In your case:</p> <ol style="list-style-type: none"> 1. is this comfort zone a positive choice? 2. is this comfort zone a way of avoiding something less comfortable? 	<p>How we are is not always how we want to be. What changes in your preferences would be needed to make your profile:</p> <ol style="list-style-type: none"> 1. represent your 'ideal' of the person you want to be? 2. reflect the potential you feel is within you? 3. reflect the person you would like to see described in your epitaph?
<p>Our preferences often change as we grow and develop. How different would you say the preferences you now have are to those you had:</p> <ol style="list-style-type: none"> 1. when you were growing up at home? 2. when you were at school? 3. in your early adulthood? 	<p>Sometimes, the person we say we would prefer to be is based on the expectations of others. Thinking in terms of the four preference pairs (or using the 16 summary profiles on the next page), consider how the following might like you to be:</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. Think about how your preferences might be different:</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. Thinking in terms of the four preference pairs (or using the 16 summary profiles on the next page), do you think there are elements in your profile which might:</p> <ol style="list-style-type: none"> 1. be under-used or not be 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.

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

Inspectors (ISTJ) <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>	Protectors (ISFJ) <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>	Guides (INFJ) <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>	Investigators (INTJ) <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>
Surveyors (ISTP) <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>	Supporters (ISFP) <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>	Idealists (INFP) <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>	Architects (INTP) <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>
Trouble-shooters (ESTP) <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>	Energisers (ESFP) <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>	Improvisers (ENFP) <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>	Catalysts (ENTP) <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>
Co-ordinators (ESTJ) <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>	Harmonisers (ESFJ) <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>	Advisers (ENFJ) <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>	Executives (ENTJ) <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. If your are finding it hard to identify what is core, please instead list below those pen-portraits from the previous page that you most easily identify with. For each pen-portrait you mention, give an example of the sort of situation in which you feel it comes to the fore and in which it would be an appropriate description of your preferences

.....
.....
.....

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

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

If you would like to answer a few short questions to give us your opinion of this report, please click on the link below:

[Feedback questionnaire](#)