



Type Dynamics Indicator Feedback Report – Version I

Sally Sample

Report Date: 7/18/2007 10:58:47 PM

Introduction

This report gives an indication of your style and preferences based on the answers you gave when completing the Type Dynamics Indicator. The questionnaire is designed to identify fundamental differences in the way people interact, become energised, absorb information, think, make decisions, communicate and learn.

Your Results

Your answers to the questionnaire have been scored and the result suggests that your most likely preferred style is the Inspector – the white box with a number "1" printed in it below.

Inspector ISTJ (1)	Protector ISFJ	Guide INFJ	Investigator INTJ
Analysar ISTP	Supporter ISFP	Idealist INFP	Architect INTP
Trouble-Shooter ESTP	Energiser ESFP	Improviser ENFP	Catalyst ENTP
Co-ordinator ESTJ	Harmoniser ESFJ	Adviser ENFJ	Executive ENTJ

The Inspector is your most likely preferred style based on the questionnaire. Whilst this may be your most natural or characteristic style, it does not mean it is the only style you use. Everyone shows some variety and flexibility. To understand the result consider an analogy with sport where some people are very good at several sports and others are more specialist. This questionnaire did not measure your flexibility and range in style but only your most likely preferred style. How flexible you are is a separate question for you to consider.

If there are no other numbers in the boxes on previous page, then your answers indicate a relatively clear preference for the style indicated. Such clarity can still mean that you use other styles flexibly. If the numbers 2, 3 and 4 appear in other boxes, this means that your scores were near the borderline between the different styles and so your preference is less clear cut. The box with a "2" indicates the second most likely preference – and similarly for a "3" and a "4". Unclear or borderline scores occur for a number of possible reasons :

- Perhaps you do not have any real preference and you can adopt different styles for different occasions
- You may have conflicting pressures in your life which make it hard to decide which style you really prefer
- You may be in the process of changing or your real preferences may still be developing
- You are a bit unsure about your natural style and identity

Whatever the results and whatever the reasons, there is neither good nor bad. The results can be used to consider whether they truly reflect how you see yourself or how others see you. If your most likely style is clear, you can read the full description on the attached pages. This may help you with some insights and suggestions. You may also find it useful to discuss your results with someone who can help you clarify what you do, why you do it, how you might come across to others and what might be the most natural and enjoyable way to be. People often find that this helps them in many aspects of their lives – in relationships, at work, at home.

If you have some borderline preferences, turn to the page headed "Summary Description of the 16 Types" and begin by reading the style which corresponds to the number 1 style as indicated above. Then read the other styles which correspond to the numbers 2, 3 and 4 (whichever are indicated above). See if you can identify the style which seems to fit best. The fuller narrative report for your most likely preference then follows. If you are unsure whether it fits, consider discussing the results with the person who introduced you to the questionnaire. They should be able to refer you to people who are trained in understanding Psychological Type who could discuss the issues in more depth.

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 they enjoy 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 but they 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 with their work they can become extremely persistent but 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 but perhaps lacking the personal touch.</p>
<p>ANALYSERS (ISTP)</p> <p>Analysers enjoy roles requiring action and expertise. Socially reserved but loving action, they can be highly energetic when their interest is aroused. They work towards tangible goals in a logical and practical way. They deal well with the unexpected but can become 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 but 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, curious and prone to 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 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, but 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>

The Inspector

General Style

Inspectors are often the most dependable, realistic and practical of all the types with a great respect for what is real and tangible over what is intangible and abstract. They show an extraordinary capacity for detail with a preference for absorbing, remembering and using an immense number of facts. They tend to reflect and gather facts systematically before making judgements and they often come across as quiet and serious. It is not until you get to know them will you discover that they are seeing the world from an intensely individual, often humorous point of view.

Interpersonal Style

Inspectors tend to have very clear views about how things should be which they bring to their relationships. This can make them very loyal with a deep sense of honour and commitment. Not the greatest at expressing their thoughts and feelings, they seldom show their private reactions and they let their actions “do the talking”. This often takes the form of being practical rather than romantic and Inspectors can fail to understand the need for more frivolous actions and gestures. They can therefore come across as serious and aloof.

Inspectors are not particularly sociable types, being quite comfortable in their own company and usually doing activities of their own choosing. In fact, they can find it hard to relax since they like to be productive and so they are more likely to be found tinkering with something practical than socialising and engaging in small talk. An Inspector's style, clothing and household furnishings all tend to be practical and durable and they are not generally attracted to the exotic.

Workstyle

Inspectors are the most thorough of all types. They can be painstaking in their approach and tend to be organised, hardworking and patient with detail and routine. This makes them one of the most systematic and persevering of all the types. They may not enter into things impulsively, but once committed, they are very hard to distract, discourage or stop. It takes direct personal experience or irrefutable logic to convince them that they are wrong. Not usually the champions of change, they need clear reasons and demonstrable facts before they feel comfortable accepting new ideas and approaches.

Inspectors perform their duties without flourish or fanfare and as a result their dedication can go unnoticed and unappreciated. They prefer a neat and orderly environment and abhor most things that are “loose and sloppy” or “flamboyant and ostentatious”. They perform best in situations involving personal responsibility for finding solutions to challenging problems, especially those that they can follow from beginning to end. They impose their own personal standards of excellence without competition or prodding from others. They tend to be very realistic in terms of setting their goals which may not be the most challenging but which are likely to be met. Their attitude to risk is to examine the situation in considerable detail before they take a calculated, if somewhat cautious decision. This makes them an extremely safe pair of hands – conservative but consistent.

As team players they can be very supportive. This generally comes from their commitment to get things done and do a good job than from being sensitive to people's needs. They try to understand using rationality and logic which doesn't always work and they may fail to use their intuition which means that they can miss some of the more subtle signals concerning people's needs. At times it can be hard for them to understand people whose needs differ widely from their own.

Work Preferences

There are several themes which attract Inspectors but their underlying satisfaction comes from taking a goal, developing a plan for implementation and seeing it delivered. They are therefore attracted to jobs with clear goals and the authority to deliver. Inspectors are at their best in roles which require energy, planning and efficiency and they will generally have clear milestones and performance criteria. They are best at focussing on short and medium term objectives which are not full of ambiguity and which require efficiency, structure and organisation. They are often found enjoying a variety of roles such as operations manager, dentist, engineer, auditor, lawyer, military personnel, computer programmer.

Organisational Contribution

Inspectors are the great finishers. Their respect for systems and procedures makes them steady and organised. They bring clear, logical thought to situations and will question anything that doesn't fit or seems irrational. If a job needs to be done on time with great attention to detail, Inspectors can be the best people to deliver.

Leadership Style

As leaders, Inspectors tend to be traditional, building on established approaches and respecting systems and hierarchies. They accept responsibility when it is expected rather than grabbing it when they can. This makes them willing to give orders when it is expected of them but also to be quite comfortable accepting orders or leads given by others in more senior positions. Their willingness to work in a structured way with clearly defined guidelines means that they also expect others to follow the same rules and principles. They are less likely to lead by vision and inspiration than by introducing stability, order and paying attention to the immediate practical needs of the organisation. They can sometimes be criticised for being too procedural and of not giving enough attention to the interpersonal needs of their team.

Suggestions for Development

In their desire to get things clear, Inspectors may need to learn to handle less tangible and more ambiguous situations and concepts. This can be particularly true during times of change where the future is unknown – and possibly unknowable.

Inspectors can learn to suspend their logical and rational approach and to listen more carefully to their hunches and intuition – especially in trying to understand the feelings of others. This may also help them develop trust and enable them to delegate better than they usually do.

Sometimes procedures and systems provide great structure and support but an Inspector may need to learn when it is acceptable to bend the rules and to go with the flow. They need to beware of becoming rigidly perfectionist.

Summary

Inspectors are careful, thoughtful and thorough. 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.

Note

Inspector is a type which has been described by many different personality models. If you have come across these before you may find it useful to recognise your type in those terms, some of which are listed below :

ISTJ: This is the letter combination used by the MBTI® or Myers-Briggs which classifies people according to their preference for Extraversion or Introversion, **S**ensing or iNtuition, **T**hinking or Feeling, **J**udging or Perceiving. The letter in bold is taken to denote the person's preference from each pair. A way to remember these letters can be the phrase "**I** **S**eldom **T**ell **J**okes" which could be seen as this Type's signature phrase.

Clarifiers: This learning style is based on the model developed by Team Focus and which is derived from Jung's typology and Kolb's theory of learning.

Logistical/Administrator/Inspector: These are the labels given to people who use temperament theory as developed by David Kiersey.

Monitor Evaluator/Completer Finisher: These are the two Belbin Team Roles that are most likely to suit The Inspector.

Clarifier: This is the Type Team Role that is most likely to suit The Inspector.

Why use a Type Indicator

This questionnaire is usually used to help people to understand themselves and others better. The basis of the model on which it is based suggests that people have characteristic preferences which they sometimes use freely and naturally and sometimes are unclear or unconscious about their preferred style. Using this questionnaire is only one of many methods for clarifying those preferences. Some of the benefits of so doing can be that people learn :

- to understand themselves better – their preferences, strengths, potential biases and weaknesses.
- to become more sensitive to the styles and needs of others. By recognising the variety of different preferences which are valued, adopted and displayed by others, people understand each other better and have the opportunity to be more constructive in their interactions and more effective in building relationships.
- that communication depends on what is received as well as what is transmitted. Type differences can determine the best way to communicate with different groups.
- to use more varied approaches to problem solving rather than simply using their most natural and habitual style.
- to adapt their personal style in recognition of the needs of others.
- to recognise and resolve conflict more easily.
- that certain work and career options are more likely to suit them.

Interpretation Issues with Questionnaires

The questionnaire results in Type based on a four letter code. If your choices to the questionnaire have accurately identified your preferences then your type can be viewed as your natural self which, when fully appreciated, will enable you to develop your potential, your strengths and a general personal harmony. However, the questionnaire does not always identify your natural preferences. This may be because you marked preferences that were highly influenced by past or current experience.

It can be hard to separate natural preference from how you value yourself in your current circumstances. For example, there are many spontaneous individuals trying to be structured and organised because their boss or their environment seems to demand it. There are many introverts trying to be sociable or extrovert. Such pressure from the environment can confuse us in the identification of our natural preference. Type Indicators cannot by-pass your own perception. However, it can start you thinking about what you really prefer.

As you develop your ideas about what is really your preference and what brings you most satisfaction in life you may find that your type changes. This is, in type terms, a process of clarification and validation. Once you have clarified your type it becomes easier to understand what it is you enjoy and might become good at. It helps you to understand why certain things are harder and less enjoyable. You may then find it easier to choose whether you wish to develop your less preferred side – your potential weaknesses – or whether you are happy to delegate or enlist the help of others.

The report you received is based on the assumption that the Type Indicator has identified your natural preferences. In the end you must decide whether it has or not. If your Type has not come out the way you expect, please give yourself time to consider why you think it is inaccurate. Entertain the idea that it may be right. Think carefully about what it is that you do and what it is that you enjoy. Talk to friends, colleagues and relations to try to get other views about the way you come across, about the way you behave and, crucially, about the things that give you most fun and energy in life. After that, if you still think it is different from that presented here then there is no reason to believe that the Type Questionnaire is more accurate than your considered opinion – but at least the process has helped you to consider these issues more fully.

Finally, if you would like to find out more about the Type classification, you can read 'The Essential Guide to Type' available from Team Focus (e-mail: teamfocus@teamfocus.co.uk).