



Jung Type Indicator

Sam Sample

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N.B. This is a confidential report, containing personal information to be used under the guidance of a trained professional. For a full understanding of the analysis other relevant data such as ability, aptitudes, motivation, interests and work experience need to be considered.

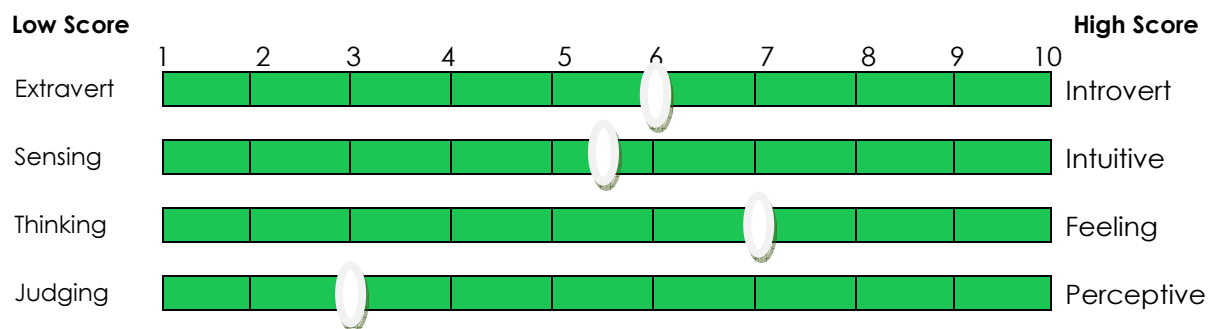
Introduction

The Jung Type Indicator (JTI) is a questionnaire designed to assess a person's preferences along the four dimensions of Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling and Judging-Perception. From knowing these preferences, it is possible to anticipate how a person will normally prefer to act in a variety of different situations. It is also possible to anticipate how a person will typically prefer to approach many aspects of his work.

It is important to emphasise that the Jung Type Indicator only assesses preferences and does not directly assess actual skills. However, people often develop greater skills in those things that they prefer doing than in those which they enjoy less. It follows therefore that to know a person's preferences can provide useful insights into the range of skills that they may have developed.

Before turning to Sam's results, it should also be pointed out that the scores which he has obtained on each of the four dimensions represent his most typical set of preferences across a wide variety of situations and circumstances. However, there may be specific circumstances where his behaviour and approach may differ from what would be predicted from his JTI scores. The extent to which this will be the case will depend on the extent to which he has already made the effort to develop skills in those areas and approaches which are not his naturally preferred ones.

The report below is presented firstly in terms of Sam's scores on the four main dimensions of the Jung Type Indicator. The report then considers a number of different aspects of Sam's approach to tasks and situations at work. Sam's special strengths are next considered and finally, the report concludes with a consideration of the areas which he might wish to explore in relation to self-development.



The Four Main Dimensions of the JTI

Extraversion - Introversion

The dimension of Extraversion - Introversion describes a person's preference either for the outer world of things and people (Extraversion) or for the inner world of thoughts and ideas (Introversion). Extraverts are people who enjoy interacting with the outside world. They like doing things at a practical level, they enjoy expending energy by being active and they enjoy interacting with others. In contrast, the Introvert prefers thought and imagination to action and interaction. Introverts enjoy time spent by themselves. The inner world of their thoughts is important to them and they need time alone to reflect upon their ideas.

It is important to emphasise that introverts are not necessarily shy people, just as extraverts are not necessarily socially confident people. Many introverts have considerable self-confidence when with others and conversely, many extraverts can feel quite shy when with others.

Sam's score on the Extraversion-Introversion dimension falls within the middle band showing more or less equal tendencies in each direction. He will therefore strike a balance between his interest in and enjoyment of people and his need for time spent alone with his own thoughts and ideas. He will enjoy meeting and working with other people and will probably have a reasonably wide circle of contacts and associates. At the same time, he will look for opportunities for time spent by himself where he can concentrate and reflect upon the task at hand.

He will enjoy communicating with others, both in formal and informal situations. At a social level, he will enjoy conversation with his colleagues, though not to the extent where this might distract him from his work. At meetings, he should feel confident to make a contribution to the discussion and will not be content to merely sit back and listen. He will also be content to communicate to others in writing if he feels that detailed discussion of an issue is not especially necessary.

Sam will want to see results in terms of practical outcomes, both in terms of his own work and also others'. However, he will also want to devote time to the consideration of ideas wherever he feels this is necessary. He will enjoy staying active in his work but will also be capable of concentrating on non-practical tasks where required. However, he would not particularly enjoy tasks which require undisturbed concentration for very long periods without a break.

Sensing - Intuition

The dimension of Sensing - Intuition primarily describes a person's inclination either to focus upon raw information and data as presented to the senses or to focus on the underlying patterns in that data and information. People who have a preference for Sensing prefer to look at situations as they are presented to them, examining the details with care and not wishing to go beyond the obvious and the immediate. Those with a preference for Intuition pay less attention to detail and evidence and are more concerned to absorb the general pattern and to read between the lines.

They enjoy dealing with the hypothetical and are less concerned about the precise realities of the immediate situation.

Sam's score on this dimension falls within the middle band, showing more or less equal tendencies towards sensing and intuition. He is likely therefore to show a good balance between attention to detail on the one hand and concern with the abstract and underlying features of a situation on the other. He will want to look for patterns in a situation and try to interpret the situation in an abstract way but will also be keen to ensure that he has made an accurate appraisal of the facts of the situation in the first place.

He will be concerned to see that any proposed innovations are well supported by evidence, and if evidence is lacking, then he will want to see a program of careful evaluation put in place. At the same time however, he will encourage innovation and change wherever he believes this is called for. In considering any course of action, he will be concerned with the future needs of the organisation but not at the expense of the immediate needs. Solutions which will only work in the long term will not be satisfactory to him if they do not also deal with the present realities.

Where innovation is called for, Sam will be happy to join in the innovation process himself and will probably feel that he has at least some capability for creativity. He will feel reasonably content with working at the hypothetical / conceptual level but will also feel himself able to deal with concrete issues which require an accurate appraisal of the facts of a situation.

Thinking - Feeling

The dimension of Thinking - Feeling describes a person's preference either for the logical, analytic processes of thinking and decision making or the processes of subjectivity and the reliance upon feeling and emotion. The 'Thinking' person likes to analyse situations in terms of cause-effect relationships and likes to use reason and logic in order to reach a conclusion. The 'Feeling' person on the other hand, likes to reach a point of view in a much more subjective way, letting himself be guided by his feelings and by the feelings of others.

Sam's score on this scale falls roughly within the central band of the scale but somewhat more towards the feeling end. This means that feeling and subjectivity will influence him rather more than logic and his initial appraisal of a situation will tend to be based on his spontaneous, intuitive feelings. He will apply logic where necessary though will be unlikely to sacrifice his intuitive feelings unless the opposing logical arguments are compelling.

When dealing with other people, he will want to know how they react to an idea or a proposed course of action. He will pay attention to their intuitive feelings and these will be the principal source of feedback for him. Nevertheless, he will still consider what is fair and reasonable given the requirements of a situation and will not make his decisions only on the basis of what other people feel. He will also be concerned to know about peoples' emotions and will want to express sympathy and sensitivity if others are upset or unhappy.

Judging - Perception

The dimension of Judging - Perception describes a person's preference either for structure, order and planning or for spontaneity, adaptability and flexibility. The person who falls at the Judging end of this dimension likes to make decisions as soon as sufficient information has been gained and then sets about achieving an objective via a carefully thought out, structured sequence of stages. The person who falls at the Perception end of the dimension likes to put off decision-making in order to gain as much information as possible. When he does decide to act, he will do so in an unstructured and flexible manner without detailed prior planning.

Sam's score on this dimension falls fairly strongly in the direction of 'Judging'. It will therefore be very important to him that he achieves the objectives that he has set for himself or that others have set for him at work. In preparing a project, he will set out a detailed plan of action without delay and will ensure that targets are specified at each stage along the way. He will prepare an overall schedule for the project and will check to see that resources will be available when they are needed.

He will try to monitor progress wherever possible during the course of the project in order to ensure that deadlines and targets are being met. If the circumstances change, he will not be rushed into immediate action but will take his time to carefully consider the changed situation and to plan an alternative course of action. If the situation changes dramatically, he may not find it particularly easy to adapt his original plans since his preference is for planned rather than unplanned action. He will instead try instead to anticipate all such eventualities at the outset to ensure that as many contingencies as possible are covered in advance.

Work Style Themes

The following section of the report discusses Sam's results on the Jung Type Indicator in terms of five different work style themes.

Working Relationships

Sam's tendency towards 'Feeling' rather than 'Thinking' and his balance between extraversion and introversion suggest that relationships at work will be important to him at a personal level. Although he will not be the most socially outgoing of people, he will nevertheless value his relationships highly, especially wherever the relationships are friendly and supportive in nature. He will also enjoy the social side of his working relationships and will value being able to get to know his colleagues better.

He will enjoy working with others, especially because of the opportunity it will give him both to develop relationships he has already established and because of the opportunity of offering help and assistance to other people. In general, he will take an accepting and non-critical approach to the work of other people and if he does have to express negative views, he will do so with reluctance and will try to show consideration and sensitivity wherever possible.

Management Style

Sam's management style will be characterised by a fair amount of involvement in the work of his subordinates. He will want to be involved in the planning and organisation of their work and will also want to maintain a reasonable amount of direct contact with them, both in terms of discussing their work with them and in actually taking an active part himself.

His approach to project management will be to plan in a fair amount of detail at the outset and then to expect his subordinates to keep him fully informed at all stages until project completion. He will keep a careful eye on progress, getting involved in the project himself where he considers it necessary. He will also maintain clear deadlines for completion of each phase and will expect his subordinates to adhere to these.

On the whole, Sam will want to see a balance between formality and informality in his relationships with his subordinates. On the one hand, he will expect them to show at least some regard for his position as their manager and will expect a reasonable degree of conscientiousness from them, but on the other hand he will want them to feel that status should not get in the way of an effective working relationship and so will therefore encourage his subordinates to be reasonably informal with him.

He will want to see innovation and a forward looking orientation from his subordinates but will also emphasise to them the importance of a firm foundation of traditional skills and approaches. At the same time, he will also discourage either extreme adherence to traditional methods or overly radical ideas which do not

have at least some basis in terms of current realities.

Sam will want to demonstrate a fair amount of sensitivity to his subordinates in his role as their manager. He will not readily criticise an individual if his work is not up to scratch and will tend rather to look for reasons, either personal or work related, which could explain the person's lowered performance.

He will see it as important to establish harmony amongst team members and will do what he can to establish effective working relationships. If there are difficulties between team members he will try to deal with them by understanding each individual's point of view and encouraging those involved to do the same.

Thinking Style

Sam's tendency towards 'feeling' rather than 'thinking' suggests that his thinking style will tend to be somewhat subjective rather than analytical in nature. He is unlikely to be very impressed by highly analytic approaches to the evaluation of ideas and his own tendency will be to operate at rather more of a 'gut feeling' level. He will be open to the ideas and opinions of others, especially wherever these ideas are expressed in a subjective and non-analytic way, and he will usually try to incorporate the opinions of others into his own thinking. He should be able to be innovative and creative when necessary, yet still maintain his thinking within the bounds of what is practical and of relevance to current realities.

Sam's balance between introversion and extraversion suggests that his thinking is likely to be a partially internalised and partially externalised process. He will need to have at least some time for reflection and quiet contemplation if his thinking is to be at its best, though will also value discussion with others as a means of helping him shape his own ideas. He will want to be able to express the results of his thinking in written form though should also feel reasonably able to communicate his ideas to others by means of a verbal presentation.

Decisions and Actions

Sam will want to see decisions taken fairly quickly and will not feel it especially necessary to ensure that all possible information has been obtained before moving forwards. He will feel content as long as he feels that sufficient information has been obtained in order to provide a reasonably firm basis for a decision to be taken.

He will feel it important to gain a global picture of the situation before making a decision but will also want to make sure that he has paid attention to the specific details. In any decision he takes, he will try to achieve a balance between consideration of the longer-term needs of the organisation and the more immediate and pressing needs of the situation.

Dependability and Structure

Sam's responses to the JTI suggest that he will show a regard for basic organisational values and will fit in quite well with traditional hierarchical structures. He will show a reasonable independence of mind but will still feel a sense of duty in his work. His high level of structure and organisation and his orientation towards task completion should mean that he will be seen as a dependable individual who can be relied on to do what is asked of him by the organisation and by his managers.

Special Strengths

Sam's special strengths will lie in the combination of his insight with his interest in and valuing of people. He will look for ways to increase the well being of others, to establish people-oriented values in the organisation and to develop harmony among those he works with.

Possible Self-Development Areas

The following are areas which may possibly be of value for Sam to look into in relation to his future self-development. Since the JTI assesses only a person's preferences rather than their actual skills or behaviour, it may be that Sam has already developed his capabilities in some of the areas mentioned below:

- He may need to introduce rather more objectivity into his thinking and be less swayed by his own feelings or those of others.
- He may need to learn to be tougher in his outlook with people where this is necessary for the good of the organisation or for others who may be involved.
- He may need to learn to be more flexible when preparing for a major project and not plan everything in such fine detail.
- He may need to learn to trust his own ability to cope in a crisis where things do not go as he had expected or planned
- He may need to delay decision making and implementation for a little longer until he is sure he has gathered all information which will be relevant to his final decision.

The 16 JTI Types

Sam's scores on the JTI dimensions did not place him clearly into any one of the 16 JTI types. His profile rather shows features of each of the type categories: ISFJ and INFJ.

Type ISFJ

Introverted, sensing with extraverted feeling

Strengths

Sensitive to others' needs, ISFJs are kind, considerate and thoughtful. Having a strong sense of duty and responsibility, they are committed and loyal to their colleagues and friends. Pragmatic and detail-conscious, they approach problems in a systematic, methodical way. Having an Introverted focus of attention they will actively seek time on their own so that they can complete their tasks free from the distraction of other people. Although they tend to focus on hard facts and practical realities, they do not view life from a cool, detached or overly analytical point of view. Rather, having a deep respect for others' feelings, they are supportive, co-operative and altruistic. Realistic and down-to-earth, they respect established systems and procedures. Loyal and committed, they focus on the practical, detailed requirements of the task at hand, which they will be motivated to complete on schedule and to the required standard. Willing to offer help, they are usually happy to listen to others' points of view.

Interpersonal Relationships

With their emphasis on Feeling, ISFJs are helpful, co-operative and keen to work for the common good. Due to their inner directed nature, they have a tendency to observe those around them in a quiet, thoughtful manner. While not in the least cool or distant, they may nonetheless on occasion need to be drawn out in social settings. Not inclined to force their own views on others, they will be valued for their quiet, thoughtful comments and observations. When working in teams they will wish to have a clearly defined role, and to be set well defined, practical and achievable goals. When managing others they will try to do so by seeking consensus, as they dislike discord, disagreement and disharmony. Dependable and reliable, they will focus on getting things done in ways that maintain good working relationships. They are likely to be at their best when communicating on a one-to-one basis with colleagues who value their practical realism and structured approach to problems.

Thinking Style

Using their Sensing function directly to perceive the known facts in a given situation, ISFJs recognise the importance of attending to the important details that others may sometimes overlook. Pragmatic and realistic, they will be concerned to find practical, achievable solutions to real-world problems. Considerate and thoughtful, their decisions will take into account the personal needs of their colleagues and friends. Orderly and methodical in their work, they may become frustrated with colleagues whose work does not meet their own high standards. Dependable and reliable, they do not seek change for change's sake. Rather, they will carefully examine new systems and procedures to consider whether they offer clear benefits

over tried-and-tested methods. Marshalling facts in an orderly and systematic manner to support their arguments, they like to take things one step at a time. Thus, they may prefer to work through their ideas on paper, rather than brainstorming them with colleagues.

How Others May See You

Well organised, dependable and reliable, they will be trusted to see jobs through to the end. Loyal and committed, they will be respected for their ability to persevere with tasks that require a structured, organised approach. However, some colleagues may on occasion misperceive their unassuming nature, and their detail-conscious, pragmatic realism, as indicating a lack of imagination. Helpful, courteous and co-operative, they will have a strong customer service orientation. Thoughtful, considerate and happy to oblige, others may on occasion try to take advantage of their kindness and good-will. Willing to listen, and sensitive to others' feelings, their colleagues will value the quiet support and encouragement they offer. Modest, and not inclined to be outspoken or opinionated, more assertive colleagues may at times mistakenly overlook their quiet, insightful observations. If colleagues take unfair advantage of their genuine offers of help, this may generate feelings of resentment or even anger.

Type INFJ

Introverted, Intuiting with Extraverted feeling

Strengths

With their preference for Feeling, INFJs are quietly perceptive, emotionally deep, individuals. However, being inner directed, and inclined to focus on their own abstract thoughts and ideas, they may keep their great interpersonal warmth hidden from those they do not know well. Idealistic and introspective, they focus on the deeper hidden patterns and meanings behind surface forms and structures. However, being sensitive to others' needs, they do not approach life in an unduly cool, analytical or distant way. Having a strong sense of duty and responsibility, they believe it is important to adhere closely to established methods and procedures. Inclined to focus on the fundamental principles underlying a task, they will attend closely to detail, and be committed to complete tasks on schedule and to the required standard. While they approach problems in a theoretical and abstract way, their empathic concern for others enables them to keep a human perspective on events.

Interpersonal Relationships

Orientated towards the Introverted world of abstract concepts and ideas, INFJs may sometimes need to be drawn out in social settings. Thoughtful and considerate, they may not be the first to put forward their own ideas, preferring instead to consider the deeper theoretical issues before contributing to a debate or discussion. Enjoying working with fundamental principles and theoretical concepts, they will be most comfortable when discussing their ideas with a small group of like minded colleagues. Averse to conflict and discord, they will work to resolve disagreements by actively seeking compromise and consensus. When working in teams they will wish to have a well defined role and clearly defined goals. Disinclined to discuss their deeply held values and ideals with people they do not know well, those around

them may not always fully appreciate the true depth of their feelings. Dependable, reliable and egalitarian in nature, they will be committed to working for the common good.

Thinking Style

Although they are inclined to approach problems from an abstract, theoretical perspective, their Feeling function means that INFJs maintain a strong awareness of the interpersonal dimensions of the task. More interested in understanding why things work, rather than simply perceiving how they work, they use their Intuition to look beyond the superficial facts in a given situation in search of deeper principles and truths. Thus, they approach real-world practical, problems by first attempting to understand the theoretical principles that govern the problem at hand. Approaching tasks in a clear, orderly and methodical way, they will not lose sight of the detailed aspects of the task. Attuned to the feelings of others, they will be sensitive to the impact their actions will have upon those around them. Organising abstract, logical arguments in an orderly, systematic manner, they may be at their best when communicating on a one-to-one basis, with supportive colleagues who value their methodical, structured approach.

How others may see you

Well organised, dependable and reliable, they will be trusted to see tasks through to the end. Known for their sound grasp of fundamental concepts and principles, colleagues will respect their ability to approach problems in a systematic, orderly and logical manner. However, more down-to-earth colleagues, who are less interested in the subtle nuances of a problem, may sometimes worry that they may lose sight of practical, day-to-day realities. Committed, co-operative, and happy to oblige, they will be respected for their ability to persevere with tasks that require attention to detail. However, if others take unfair advantage of their genuine offers of help, this may generate feelings of resentment. Perceptive and sensitive to others' needs, they will be viewed as thoughtful, considerate and understanding. However, their egalitarian style and desire to manage by consensus, may sometimes be misinterpreted as indicating an inability to take difficult, unpopular decisions.