

Feedback Report

Type Dynamics Indicator - Version IW

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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 Investigator - the white box with a number "1" printed in it below.

Inspector ISTJ	Protector ISFJ	Guide INFJ	Investigator INTJ (1)
Analyser 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 Investigator 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 above, then your answers indicate a relatively clear preferences 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

As well as asking how you see yourself now, each item in the questionnaire also asked you to indicate how you would like to be. Your responses indicated that the style you would most like to be was the Investigator. This was the same as your current style and this suggests that you do not feel any wish or pressure to be different.

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 Descriptions of the 16 Types

<p>INSPECTORS (ISTJ) 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) 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) 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) 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) 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) 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) 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) 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) 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) 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) 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) 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) 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) 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) 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) 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 Investigator

General Style

Investigators can appear to others as the most self-confident of all the types – in a quiet and authoritative way. This comes from their extraordinary belief in the correctness of their own view of reality. They are driven to understand the world around them and, being both intuitive and with a preference for using their logical minds, they will think things through inside their own head using their own models, frameworks and standards. This highly characteristic emphasis on their inner world of ideas and concepts means that they have less need to discuss and check things out with others. A confident Investigator can therefore be one of the hardest to persuade away from a position which they have had the chance to work out for themselves. This approach is what creates the characteristic long-sighted determination and focus of the Investigator.

Interpersonal Style

When an Investigator makes a commitment to someone you know they will keep it. They work out what they believe in and what they value and then stick to them as principles. This can make them very consistent and loyal. However, they are not the most expressive of people, especially when it comes to showing affection. This can make them appear reserved, aloof or cold until you manage to “get inside and thaw them out”. They get accused of being too serious and they may need to develop more small talk if they want to be more comfortable at events that require superficial social graces.

Investigators come across as serious and intellectual. Because they can be minimalist in their expressions of affection and consideration for others, they are not usually described as warm or empathic – sharp and insightful may fit better. They do not suffer fools gladly and can be extremely critical and they show a particularly low level of tolerance towards people who have neither the intellectual rigour or the emotional resilience to handle difficult situations.

Workstyle

Investigators like to have a clear conceptual framework for the work they do. If there isn't a focus or theory, then they will create one. More than any type, the Investigator needs a vision of the future which is clear, strategic and preferably innovative. They love the opportunity to put their own stamp on things and they generally find it easy to put forward original and well argued ideas. All this helps to make them natural decision makers and, once a decision is made, they can relax – as far as this type does relax because they probably have some other project or idea to work on.

Investigators look to the future rather than the past and a word which captures the essence of their style is “builder” – in the conceptual sense of building systems and theoretical models. They enjoy complexity, abstract concepts and intellectual challenges. They know no authority other than what is right and so, if an idea or opinion makes sense it will be adopted. If it does not make sense, it will be severely criticised regardless of who's opinion it is or who generated the idea. Investigators can, therefore be hard to manage if they do not respect the people around them.

As team players they can be very inspiring with their critical thinking and visionary purpose. However, they can be very hard on others who are not pulling their weight. They need a purpose, direction and challenge and people's sensitivities can too easily be overlooked.

Work Preferences

There are several themes which attract Investigators but, as the name suggests, being involved in projects which require understanding of some complexity and then ensuring they are delivered is the name of their game. They prefer a task-focussed environment where the work and effort is its own reward. They need space to reflect and consider matters deeply and so they do not enjoy busy environments with continuous interruptions. They are at their best in roles which require originality, clarity of analysis, decisiveness and which allow considerable autonomy. Thus Investigators are particularly well represented in occupations such as the scientific disciplines, research and development, IT and the legal profession. They also seek positions of influence and so are surprisingly well represented in managerial and director roles

Organisational Contribution

Investigators bring originality, clear-sighted and long-range vision which they pursue with determination and creativity. It is sometimes said that, for Investigators, “the impossible simply takes a little longer”. They may not be the best at communicating and getting others on board, but they are the best at conceptualising, designing and organising into action plans. Give them a challenge requiring new ideas and change and with plenty of obstacles and they will do all that is possible to deliver.

Leadership Style

As leaders, Investigators like to create a vision which contains their own mark of originality. They motivate by creating a challenging framework and by rewarding excellence. If people live up to expectations they will be rewarded. If they do not, they can expect a tough time and some sharp criticism. They are therefore drivers rather than facilitators, low on giving praise but high on showing recognition for success. The best examples are

seen as strong, principled, clear, tough, creative and determined.

Suggestions for Development

An Investigator's preference for long-term achievements, new ideas and a broad vision can make them the most effective change agents. However, to be fully effective they will need to manage through people. They must therefore learn to praise more and criticise less. They may also need to stop changing the goal posts – not in terms of the vision, but in terms of the standards they expect – since their commitment to continuous improvement means people become demotivated by ever increasing standards and never being good enough .

Investigators also need to learn to involve others, to be more patient, to consult and to listen to more opinions. They need to remember that being 100% right is not always essential and that someone else's 98% right is often quite adequate. Accepting someone's 98% can be very encouraging and motivating. Finally, Investigators need to learn to rely on others and to trust them more – and to be more able to ask for help themselves.

Summary

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.

Note

The Investigator 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 :

INTJ: This is the letter combination used by the MBTI® or Myers-Briggs which classifies people according to their preference for **E**xtraversion or **I**ntroversion, **S**ensing or **i**Ntuition, **T**hinking or **F**eeling, **J**udging or **P**erceiving. 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 "It's **N**ot **T**heoretically **J**ustified" which could be seen as this Type's signature phrase.

Creators: 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.

Strategist/Coordinator/Mastermind: These are the labels given to people who use temperament theory as developed by David Kiersey.

Shaper/Plant: These are the two Belbin Team Roles that are most likely to suit The Investigator.

Innovator: This is the Type Team Role that is most likely to suit The Investigator.

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).