

Type at Work Report

Type Dynamics Indicator - Version IW

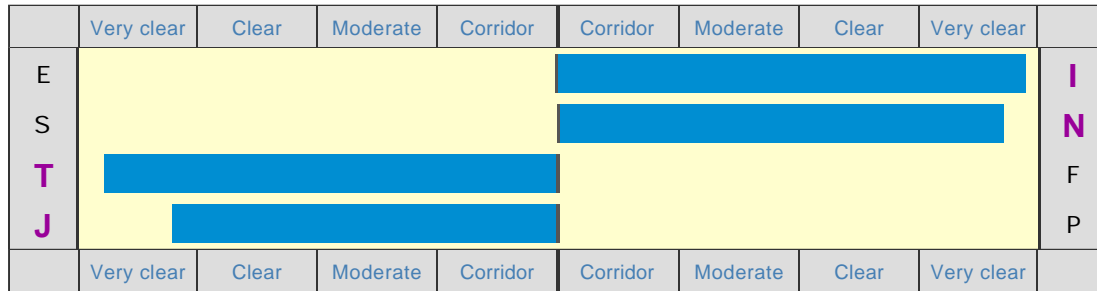
Susan Sample

Introduction

This report gives an indication of your style and preferences based on your responses to the Type Dynamics Indicator. The questionnaire is designed to identify some fundamental ways in which you differ from other people, and has implications for your career development by helping you understand more about the way you approach your work and your relationships. It is important, however, not to see your results in a limiting way, as there are many jobs you may find satisfying whatever your preferences. Sometimes people like doing things outside of their preferred style as this offers new challenges which introduce a sense of balance into their lives. This report can help you explore the implications that follow from the preferences you have indicated. If these are accurate, the report can give you ideas about your style, values, motivations and talents which, combined with your experience and circumstances, can help you to make better short- and long-term career decisions.

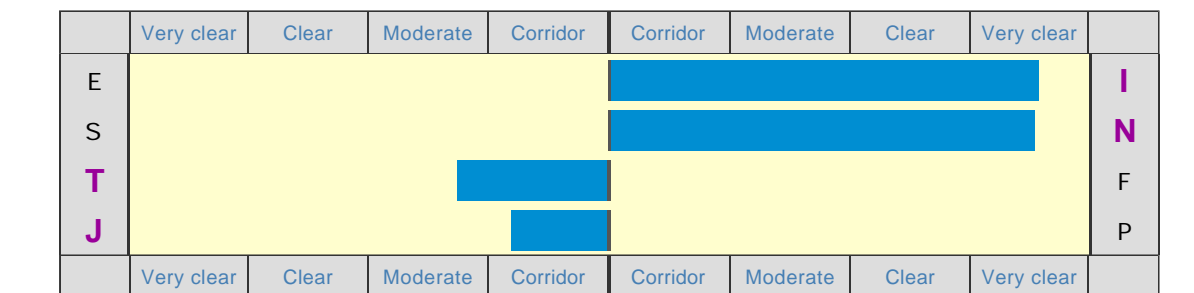
Your Profile

Below is a graphic representation of your profile as indicated from your the way it is responses. You have reported as an INTJ – a style otherwise known as the Investigator.



It is important to remember that this profile only represents the way you answered the questions. It is possible for this to change as you develop your ideas about what is most important, natural and rewarding for you. Scores which are Corridor are ones where you have been less clear and hence are more likely to have resulted in a misclassification. You can use the detailed description below to help you consider some of the implications of the reported style and its accuracy. If the profile does not seem accurate consider alternatives using the pen-portraits in section describing the 16 personality types towards the end of this report.

Below is a graphic representation of your profile as indicated from your 'the way I want' responses. You have reported as an INTJ which is the same as your 'the way it is' profile. However, it can be useful to explore any differences in the clarity of the scores by using sections 10 and 11 of this report and the pen portrait summaries that follow.



Your most likely preferred style, based on your responses to the questionnaire, has been given the name Investigator. The following section describes the meaning and implications of this style in detail under the following headings:

1. A brief summary of your preferences
2. Why do you work?
3. What kind of work do you want?
4. What is your style of working?
5. Who do you want to work with?
6. How might others see you?
7. Your main assets
8. Areas to consider developing
9. Career ideas to explore
10. Differences between your 'IS' and 'WANT' preferences
11. Exploring the differences between your 'IS' and your 'WANT' profiles

As you read the report, make a note of what you agree with and where you disagree. Where you disagree it may be because your answers were not reflecting your real style and motivation or it may be that it has over-generalised from what is true of most people but which does not apply to you. Remember that the report is to stimulate your thinking rather than to limit your choices.

1. A brief summary of your preferences

You have indicated a preference for the Investigator style. This style is one of the most focussed on change and achievement. Investigators can be relentless in their quest for perfection and they combine a high need for independence with a strong change orientation. This makes them restless reorganisers with a determination to get results. They have an analytical orientation which makes them research, brainstorm and synthesise to solve problems always keeping the longer-term in mind. They approach problems in a logical and systematic way and are particularly effective when they can follow a personal vision of the future. They impose their own high personal standards of quality and accuracy on themselves and may have little need for outside influence. They trust their insights and personal vision in the face of opposition to a much higher degree than most other types.

2. Why do you work?

The purpose of work: Investigators need a challenge and this generally means taking on a job where there is room for improvement. They get little satisfaction from maintaining an existing system. They want the freedom to question and challenge, to introduce their own view of what needs to be improved and the authority to see it implemented. If there is one over-riding motivation, it is to do things differently and better. When they are blocked in this pursuit of change and improvement, or are forced to work with existing methods or procedures (especially if they feel they are illogical or inefficient), they become frustrated and unhappy. Give them problems to solve, especially where they can apply theories and models and they will get stuck in and move mountains.

In summary

- To overcome challenges - work needs to be demanding and fulfilling
- To create difference and improvement

- To create better understanding - especially using theories and models.

The work environment: Investigators need an environment where they can apply their sharp analytical mind, their visionary ideas and their all-encompassing theories. They abhor routine and repetition and they crave opportunities to demonstrate their independence, creativity and competence. Given their love of theories and their willingness to communicate their ideas it is not surprising that they are often found in academic teaching, where they can convey their insights to others who have a similar appetite for learning. Other environments where this appetite can be satisfied are in areas such as law, publishing, psychology, HR, computing and management consulting - all of which have aspects which require clear analysis and sharp judgement. Relatively low on an Investigator's list of priorities is the need for a friendly and personal work atmosphere. This does not mean they don't want it - it simply doesn't feature as highly.

In summary

- Engage their analytical mind and critical faculties
- Aspire to high standards, cutting edge thinking and constant learning
- Involve more than practical activities and routine procedures
- Independence rather than following orders.

3. What kind of work do you want?

Types of activity: Investigators like to solve problems. They enjoy probing, questioning and challenging to get beyond the superficial. They flourish in roles where they are called on to work independently and they react strongly against working within a tight straitjacket of instructions and procedures. They work best alone and on a few manageable topics rather than being pulled out of their deep concentration to focus on the messy reality around them. They hate reacting to the demands of the moment, preferring to deal with long-term, strategic issues where they can develop their ideas. They want work which demands a big canvas and they don't do miniatures!

In summary

- Opportunities to solve problems with creativity and insight
- Challenges which enable them to demonstrate or expand their skills
- Working towards a longer-term goal or objective.

Types of contribution: Investigators have clarity of vision and analysis, which helps people to look forward and separate the 'wood from the trees'. Their fierce independence together with a passionate inner vision often combines to produce new and original insight. This leads to them often developing a reputation for cutting through complexity. They see everything strategically, with a great gift for simplifying and picking out patterns and trends. At best this is a great positive, at worst it can make them ignorant or even naive in navigating the choppy seas of day-to-day office politics or the emotional roller-coaster of interpersonal relationships.

In summary

- Strategy, big picture and high level concepts rather than facts and detail
- New thinking which challenges the status quo
- An ability to see patterns which often cuts through the confusion and creates clarity and simplicity
- An ability to be succinct in the spirit of 'less is always more'.

4. What is your style of working?

Managing time: Investigators always want to pack more into an hour than it can hold - which often puts them under a lot of pressure. They enjoy being structured and organised and their time management is at its best when they are left to get on with things independently. However, when trying to co-ordinate with other people, they sometimes find it hard to accommodate different needs, skills and pace of working. They are great makers of lists - listing goals and targets rather than actions - but they usually list more than can actually be achieved and this optimism sometimes makes them appear poor time managers.

In summary

- Like plans, schedules and structure but principally as tools to aid thinking - and they want to set them all themselves
- Hate time wasting, irrelevance and (perceived) inefficiency
- Put pressure on themselves by trying to pack more into the time available than can fit.

Getting results: Achieving at work is very important to Investigators. They are known to show withdrawal symptoms when they are not productive or busy - suffering 'Friday afternoon blues' rather than the better-known Monday morning equivalent. Investigators also have a strong drive to win. This can make them very goal-directed and focussed, though material rewards are seldom of primary importance to them. They think very long-term and strategically: the cut-and-thrust of tactics and the messy reality of compromise are not so interesting to them and they prefer to leave that side of things to others, so that they can keep their gaze focussed on what is looming over the horizon. This means that they steer towards longer-term results rather than getting the 'bums on seats' or 'package out of the door' or whatever is the appropriate delivery target in the short-term. However, their strong independence means that they need to have been involved in helping to develop a strategy - and then they become single-minded, selfless and dedicated to implementing it. Where a strategy has been imposed on them, they find it very hard to develop a similar commitment.

In summary

- Results-focussed, driven, set priorities, want to win
- Think long-term, big picture and strategy rather than short-term delivery and targets
- Better when focussing on one thing at a time
- Deliver best when able to work alone without being distracted
- Use structure to deliver - but want to set the parameters themselves
- Want to be involved in setting goals as well as achieving them.

Managing change: Investigators often see the need for change before their colleagues - usually because they have the future vision, originality and a deep desire to make things better. This approach can make them better starters than finishers. However, their liking for order and structure means that they also drive, promote, support and monitor change. This can sometimes be done to excess and they can be criticised of adopting the motto "If it ain't broke, fix it anyway!". They can also be accused of having the right vision but failing to appreciate the impact and reactions of others.

In summary

- Often have a future vision and see the need for change before others
- Welcome change - especially if they originated it
- Starter rather than finisher; better at strategy than tactics
- Often motivated to drive and implement change - to bring in the structure which will make

it work

- Champion change (but may not appreciate impact of change on others).

5. Who do you want to work with?

Interaction needs: Investigators do not have a high need for social interaction. They do not usually need to get close and personal with many people. Instead, they prefer to interact with other similar individuals who are determined, intelligent, ambitious and who don't need to be prodded in order to work. Their relationships need to provide elements of being developed, stretched and challenged. Being respected is usually far more important than being liked and they prefer others who are fair-minded and objective rather than warm and intimate.

In summary

- People who will challenge them rather than people they feel close to
- Not driven to have lots of social contact
- Independent, don't need approval, prepared to work alone
- Prefer people who are fair-minded and objective
- Tolerate anything except lack of commitment and incompetence
- A sense of respect rather than a need to be liked.

Relationship style: People often see Investigators as reserved and even intimidating - they sometimes seem to 'look straight through you'. Not particularly expressive or generous with praise, they do not become close or intimate easily. From an Investigator's point of view, they see themselves as fair-minded and objective which, combined with their high standards and need for competence, can mean they come across as distant, aloof and critical. They can be tough and prepared to ruffle a few feathers if necessary. Investigators work harder than other types to create a sense of closeness and warmth - and in fairness this is often because they do not value it as greatly. They have less need for approval than most and would rather surround themselves with highly competent people than with people who are warm and friendly but second-rate. As supporters and coaches they tend to focus on those they see as having high potential.

In summary

- Reserved about themselves; can find intimacy challenging
- Can come across as fair but somewhat distant, critical and aloof
- Focus their support and coaching on those with high potential
- Tough, firm-minded, prepared if necessary to ruffle feathers
- Want to work on interesting projects with people who will stretch them.

6. How might others see you?

As a leader: Investigators can make excellent leaders. Their strong independence, their ability to visualise a different future and their single-minded determination help create direction and respect. However, to succeed they need to overcome two main barriers. The first is to accept some of the compromises it takes to rise up to leadership positions - something that they can find hard to do. The second is to learn to appreciate the personal and emotional issues involved in building relationships with a good team. Once they have done this they can apply their focus and strategic vision as long as they surround themselves with colleagues who will take care of the more tactical and personal issues.

In summary

- Inspire through their independent, focussed ideas and the setting of high standards rather than through their care and sensitivity
- Create respect by their unwillingness to accept less or to compromise - but this is also their weakness
- Expect independence from others but find it hard to let go of what they know is best
- Rise to leadership positions in times requiring change - can be brilliant at asking 'why' and at challenging assumptions.

As a manager: Investigators normally have a great understanding of what needs to be done to be successful as a manager. Their natural focus on the bigger picture usually means they let people get on with what needs to be done. This looks like good delegation. However, their strong drive for competence means that they can question the ability of those around them - they fear that people will not deliver to a sufficient standard. This can lead to them becoming over-critical and prone to lose trust in others too easily. Investigators have been known to take back delegated tasks and to end up doing it themselves. This can lead to confusion in terms of delegation - they don't want to be involved in the details but they need to check that things are being carried out to standard. When they are working well they set and demonstrate high standards and provide a focus on the essentials that gives the organisation an essential sense of priorities. When they are not working well they drive too hard, lose trust and become hard taskmasters.

In summary

- Provide general direction rather than detailed guidance
- Appear to delegate - but rarely leave people to proceed in a direction with which they don't agree
- Bored by routine and may neglect the day-to-day aspects of managing
- Set high standards and are relentless in maintaining them - but don't get over involved in the detail
- Can fall over when it comes to the tactical side of implementing strategy.

As a decision-maker: Investigators make decisions logically, clearly and in a fair-minded way - at least according to their own logic. To be persuaded they need an equivalent style and logic - and little else will work! They like to be presented with (or asked to find out for themselves) the main facts (not over-detailed) and after sufficient time to absorb and reflect, they will generally come to a clear and firm conclusion. Procrastination is not part of their style - although reflection is but the two should not be confused.

In summary

- Decide firmly and dispassionately, applying their dispassionate logic
- Do not generally procrastinate but want time to consider what is fair and best
- Present decisions in a clear and succinct way
- Base decisions on a few facts and a vision of what might be, rather than gathering all the details about what is.

In resolving conflict: Investigators are more often respected than liked. They are seldom afraid to tackle conflict and handle it objectively and fairly - but not always with great skill or sensitivity. (Investigators are heavily represented in the legal profession).

In summary

- Handle conflict objectively and fairly - but can seem a bit clinical

- Approach conflict legalistically looking for a clear rationale and justification
- May under-emphasise the personal issues and sensitivities of the situation.

7. Your main assets

At their best: Investigators are single-minded, insightful, organised and determined, with a rare ability to detect the underlying patterns, make complex things simple, and identify and carry through strategic choices. The things they bring are:

- An ability to organise ideas into action plans
- A strategic view which provides a vision for an organisation's future
- A willingness to work tirelessly in order to remove obstacles and improve efficiency
- A logical and systematic approach
- A clarity of thought and problem-solving ability
- Originality and long-range vision.

8. Areas to consider developing

At their worst: They can be impatient, stubborn, rebellious and out-of-touch with reality. The things to consider are:

- Giving more praise and less criticism
- Listening and acting on others' suggestions
- Asking for more feedback - and being ready to receive it
- Letting go of impractical ideas sooner
- Being more consistent in applying standards and expectations
- Placing greater reliance on other people and asking for their help
- Learning to manage using cooperation more than position.

9. Career ideas to explore

Investigators look for challenge, development and growth through their work. When these requirements are fulfilled, the organisation will get the full benefit of their insight, energy and vision. Otherwise, that drive and commitment can turn to challenge and even rebellion. They are often found where society's principles and values are radically called into question, for example in groups and movements that promote rational alternatives to the status quo. Investigators don't usually stay long in a job which doesn't fulfil them. They usually give of their best when:

The Role - allows the opportunity to think deeply, challenge the status quo and see their ideas and concepts turned into reality

The Environment - is interesting and allows the freedom to question

The People - are talented, stimulating and open to new ideas

The work purpose - extends knowledge and serves some rational goal.

There are 16 types which means that, if they were all equally common, there would be about 6.25% of each type in the existing population. In fact, Investigators represent about 2% of the general population and about 6-10% of managers in medium to large organisations. Such information can be useful when considering the types of occupations Investigators seem to choose. From the research it is possible to show which jobs Investigators seem to gravitate towards and which they gravitate away from. This can be a starting point in considering which jobs Investigators may feel attracted towards - and some of these findings have been summarised in the table below.

The left-hand column in the table shows occupations where there are **more** Investigators than you would expect by chance - and so we can infer that such occupations are more popular and satisfying. In the right-hand column are occupations where there are **fewer** Investigators than you would expect by chance - and so we can infer that such occupations are less popular and satisfying.

More Popular Occupations	Less Popular Occupations
Architects Dentistry Engineering IT Professionals Lawyers and Judges Management Management Consultancy Research/Investigation Teacher of sciences	Accountancy and Book-keeping Engineers Farmers Librarians and Archivists Mechanics Nurses

An examination of the above lists together with the descriptions earlier in this report can help an Investigator to consider the extent to which their current job/role or future anticipated job/role fits their style and motivation. However, it is important to remember that there are always exceptions to the rule. Some Investigators are perfectly happy in roles that, on the face of it, would not be their preferred environment. Sometimes the fact that they are different from the other people around them is a motivation in itself. This report is intended to stimulate ideas rather than prescribe solutions. Where an Investigator has a sense of dissatisfaction or is looking for ideas to explore, the above can serve as a useful stimulus for change, a prompt to explore occupations not previously considered or to ask searching questions about what the appeal of a particular occupation might be.

Summary of all the 16 types

Overleaf you will see a summary of each of the 16 personality styles. You can use this to compare your own preferred style with styles which other people may prefer and also, if you did the 'IW' version of the questionnaire, to compare your preferred style with your ideal style if the two are different.

<p>Inspector (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>Protector (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>Guide (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>Investigator (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>Analyser (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>Supporter (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>Idealist (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>Architect (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-Shooter (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>Energiser (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>Improviser (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>Catalyst (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-ordinator (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>Harmoniser (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>Adviser (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>Executive (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>

Notes on interpreting this report

Your most likely preferred style, based on the questionnaire, has been given the name Investigator. This is an Introvert, Intuitive, Thinking, and Judging type (INTJ). To understand more about this letter classification, you can read 'The Essential Guide to Type' available from Team Focus Ltd (email: teamfocus@teamfocus.co.uk).

This report has explained the meaning and implications of this style in detail, but, do bear in mind that, whilst the Investigator may be your most natural, characteristic or preferred style, it does not mean it is the only style you use. Everyone has a need to play a variety of roles which demand different styles and we all show some variety and flexibility in doing so. Consider a sports analogy where a 100-metre runner is asked to run a Marathon. Of course they can do so and there is no doubt that practice and training will make it easier. However, a natural sprinter will probably never achieve as highly if they switch to long-distance events. The parallel is between finding your most natural sporting event and finding your most natural personal style. The prize is to be able to maximise your potential.

Whilst this questionnaire did not claim to measure any innately preferred style, it did ask you to identify what comes most naturally to you. Hopefully the report will reflect things that you can identify with. However, if the results do not seem to fit, then it may be useful to consider why you answered the way you did and what pressures you may have which influence your stated preferences – perhaps work demands and aspirations, perhaps historical or parental values and wishes – all of which complicate the way in which we are or try to be. Also bear in mind that the questionnaire does not measure your range and flexibility. You may see yourself as exercising a wide variety of styles. This questionnaire is simply trying to identify the one which is most natural or more fundamental in creating your identity. It is intended as a starting point to help you think more carefully about who you are and what will bring you the most satisfaction in your life and your career.

Whatever your results remember that there is neither good nor bad in what comes out. The results are simply reflecting how you see yourself and drawing implications which may help you gain some insights and provide you with some suggestions. It is usually 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. This is especially useful if they are trained in understanding the depth behind this questionnaire since this can add much greater understanding to the results presented here. You may find that this helps beyond just the question of your career and could help you to consider other areas such as your relationships, your leisure and how you spend your time at home.

Finally, if you have any questions about this report or would like a consultation to discuss your results further, then please email us at info@teamfocus.co.uk.

Exploring how you feel about work

To help you think about work and your career development, you can write down below the name of either your current or a previous job and then the name of a future job you are considering. Then, list below these all the things you like about each.

My current/previous job is called	My next/future job I would describe as
What I like is:	What I would like is:

Now rate the overall level of satisfaction you feel or imagine you would feel for each of the following.

• **In my current/previous work experiences I have been satisfied**

Not at all	1	2	3	4	5	6	7	8	9	10	Fully
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Write down what prevents the above score from being lower!

• **In my next work experiences I expect to be satisfied**

Not at all	1	2	3	4	5	6	7	8	9	10	Fully
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Write down what prevents the above score from being lower!

Thinking about your current / previous work experiences and a future job you are considering may give you an idea of how much you want to change, and how much you feel change is or is not possible within your current role. Use the suggestions about your preference, needs and styles given in this report to help you consider your career development and potential need for change in more detail.