

**Sandy Sample**

**Sample Customer**

**09/03/2004**

*This is a confidential report intended for use by, or under the guidance of, a trained professional or psychologist. For a full understanding of the analysis other relevant data such as ability, aptitudes, motivation, interests and work experience need to be considered.*

## JUNG TYPE INDICATOR

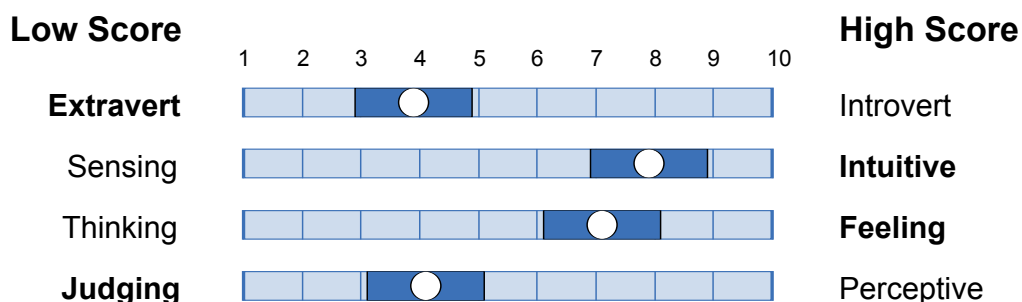
### INTRODUCTION

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

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



## THE FOUR MAIN DIMENSIONS OF THE JTI

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### **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.

Sandy Sample's score on this dimension falls within the middle band but still tends somewhat towards the direction of Extraversion. On the whole therefore, she will enjoy mixing and working with other people and would probably prefer time spent with others than time spent entirely alone. She will enjoy working with other people and will enjoy meeting people and making new contacts in her work.

Sandy Sample will enjoy getting involved in discussion and conversation at work, whether in formal situations such as meetings or in more informal settings. She will like to make an active contribution to any discussion and will not be one of those who merely sits back and listens. She will tend to be fairly spontaneous in what she says, not necessarily planning her input carefully beforehand, but preferring instead to say what she thinks and then letting herself be influenced by the discussion as it proceeds.

She tends to be more of a practically-minded person rather than a 'thinker'. She will want to get involved in doing things rather than merely talking about things and would get frustrated if her work did not involve a fair amount of practical activity. Although she is probably able to concentrate on non-practical tasks reasonably well, she will probably find it difficult to concentrate on an entirely non-practical activity for an extended period of time. She will therefore appreciate a fair amount of variety in her work.

## **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.

On this dimension, Sandy Sample falls fairly strongly in the direction of 'Intuition'. Her focus will therefore tend towards the abstract features of a situation rather than the concrete. She will focus on the patterns rather more than on the details and will be concerned to read between the lines of the situation in order to develop an overall perspective.

Generally speaking, her interest will be to consider what is possible in a situation rather than what presently exists. She will value change in an organisation and her perspective will usually be towards the future. She will value experimentation and will want to see new methods incorporated wherever these would lead to genuine progress. Tradition, both in terms of methods and values, will probably not have a great deal of importance to her and she would be reluctant to see it used as an obstacle to change.

Sandy Sample will see the importance of evidence and hard facts, but her inclination will generally be to experiment first, rather than to delay implementation simply because evidence is lacking. More generally, she will enjoy working with abstract ideas and concepts rather than purely concrete notions. She will enjoy thinking creatively and innovatively and will like to work with hypothetical ideas which are oriented towards the future needs rather than the present needs of the organisation.

## **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 herself be guided by her feelings and by the feelings of others.

Sandy Sample'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 her rather more than logic and her initial appraisal of a situation will tend to be based on her spontaneous, intuitive feelings. She will apply logic where necessary though will be unlikely to sacrifice her intuitive feelings unless the opposing logical arguments are compelling.

When dealing with other people, she will want to know how they react to an idea or a proposed course of action. She will pay attention to their intuitive feelings and these will be the principal source of feedback for her. Nevertheless, she will still consider what is fair and reasonable given the requirements of a situation and will not make her decisions only on the basis of what other people feel. She 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 she does decide to act, she will do so in an unstructured and flexible manner without detailed prior planning.

Sandy Sample's score on this dimension falls within the central band of the scale but somewhat towards the Judging side of the dimension. She will therefore consider that planning in detail is of importance if she is to achieve her objectives. When taking on a project she will ensure that each stage has been carefully considered and that intermediary targets have been set for herself or others to achieve as part of the overall project schedule.

During the project itself, she will want to keep a careful eye on progress to ensure that targets are being met and all is going ahead as it should. If the circumstances change, she will prefer to think carefully about alternative courses of action rather than be rushed into a decision. If the situation changes greatly, she will be prepared to take immediate action but she will prefer to cover in advance for such eventualities by prior planning wherever possible.

## **WORK STYLE THEMES**

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

### **WORKING RELATIONSHIPS**

Sandy Sample's natural extraversion and her tendency towards 'feeling' suggests that relationships at work will be very important to her. She is likely to seek a lot of contact with other people and will place a high value on this contact. She is likely to be very sociable and friendly and will show concern and caring for others around her.

She will enjoy co-operating with other people at work, both because she enjoys the company of other people and also because she will welcome the opportunity to be of assistance to others in their work. She will enjoy helping people with practical things, whether by co-operating with them at work tasks or by trying to help them sort out their problems and difficulties. She will also show sensitivity and tact towards others, being careful not to express her opinions in ways that could be hurtful or de-motivating to the other person.

### **MANAGEMENT STYLE**

Sandy Sample's management style could firstly be described as active and participative. She will want to maintain an involvement with her subordinates, both in terms of the detailed organisation and monitoring of their work and also in terms of getting involved in the work herself. She will place an emphasis on results, wanting to see tangible outputs and wanting to see deadlines being met without fail.

She will take very much of a 'hands-on' approach in organising her subordinates' work, keeping an eye on what they are doing, and checking their overall progress. She will want to maintain a sense of organisation within the project as a whole and will set each person specific tasks in line with her overall plan to co-ordinate the work of the team.

Sandy Sample will prefer to have informal rather than traditional relationships with her subordinates. She will not wish to emphasise her 'status' as their manager and she will tend herself to be fairly relaxed and easy going with them.

She will encourage her subordinates in the direction of innovation and creativity, and will reward such qualities rather more than the display only of traditional methods and skills. She will want them to have an orientation towards the future and will encourage them to work on new ideas for how established practices can be improved.

Sandy Sample will want to demonstrate a fair amount of sensitivity to her subordinates in her role as their manager. She will not readily criticise an individual if her 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.

She will see it as important to establish harmony amongst team members and will do what

she can to establish effective working relationships. If there are difficulties between team members she will try to deal with them by understanding each individual's point of view and encouraging those involved to do the same.

## **THINKING STYLE**

Sandy Sample's orientations towards 'intuition' rather than 'sensing' and towards 'feeling' rather than 'thinking' suggest that her thinking style will tend to be non-analytical, leaning towards the hypothetical and the creative and also somewhat subjective in nature. She will enjoy working with ideas, which may occasionally be somewhat detached from reality and focused towards 'the possible' rather than 'the actual'. She will probably enjoy creative thinking in which her task is to develop new ideas, perhaps for products or services or for ways of working.

Although she is likely to be a source of new ideas, some of her ideas could be somewhat impractical or unrealistic. However, as long as she is surrounded by colleagues who are more pragmatically minded than she, her creativity could be a source of inspiration for the team.

Sandy Sample's tendency towards extraversion suggests that her thinking will be more of an externalised than internalised process. She will enjoy discussion with others and she will like to use this as a means of developing her own thinking on a set of issues. She will generally prefer not to have to work on ideas entirely in isolation and will sometime need the stimulus of others around her to feed her thinking. On balance, she will prefer to communicate her ideas orally to her colleagues rather than only in written form.

## **DECISIONS AND ACTIONS**

Sandy Sample is likely to be 'action-oriented' in her approach. She will enjoy seeing ideas turned into action and will want to move fairly quickly to ensure that this happens. She will therefore want to make decisions without excessive delay, being prepared to take action as soon as she feels she has sufficient information for a decision to be made and not wanting to devote a great deal of time to detailed evaluation or consultation.

In reaching her decisions, she will not place a great emphasis upon the precise details of the situation but will tend to take rather more of a global picture, making use of her intuitive appraisal of the situation. She will focus mostly on the long-term needs of the organisation and her decisions will tend to place relatively emphasis on the more immediate needs.

## **DEPENDABILITY AND STRUCTURE**

Sandy Sample's responses to the JTI suggest that she will be somewhat unconventional in her ideas and independent-minded by nature. She will be motivated principally by her desire to bring about change in an organisation and her ideals will be a force which will determine her actions. She will be seen as someone who can be depended upon to achieve the goals that she sets for herself though also as someone whose path will sometimes be of her own choosing. Where her ideals do not match those of the organisation, then she will be inclined to want the organisation to change its direction rather than changing to fit the organisation herself.

## **Special Strengths**

Sandy Sample's special strengths will come from her ability to bring others together and enhance co-operation within a team or within an organisation. She will also place a particular emphasis in her work on getting others to accept people-oriented values. Above all, she will bring a special quality to all that she does because of the strength of feeling which she will bring to each aspect of her work.

## **Possible Self-Development Areas**

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

- She may need to reflect on her ideas a little more before communicating them to others or taking action.
- She may need to spend more time in more focused concentration on certain aspects of her work
- She may need to focus rather more on details and ensure she has made an accurate appraisal of facts before acting.
- She may need to consider rather more the value of traditional, but tried-and-tested methods where appropriate.
- She may need to focus rather more on current realities and short-term needs rather than focusing mainly on the long-term needs.
- She may need to introduce rather more objectivity into her thinking and be less swayed by her own feelings or those of others.
- She may need to learn to be tougher in her outlook with people where this is necessary for the good of the organisation or for others who may be involved.

## **The 16 JTI Type Categories**

A person's JTI profile can often be categorised within one of the 16 basic JTI 'types'. A description of each of these 16 types is provided on the booklet "Jung Type Indicator: The Sixteen Types" or on the website: [www.jungtype.com](http://www.jungtype.com).

Sandy Sample's scores on the JTI place her within the type category **ENFJ**.

End of report.