

Psychological Type Indicator Self Full-Version Report



Name: Mary Sample
Date of Assessment: Friday, 12 July 2002
Email: jon_warner@msn.com.au





Psychological Type Indicator - Self Report

Table of Contents

Introduction

The background to Psychological type

Detailed type interpretation report

Main characteristics

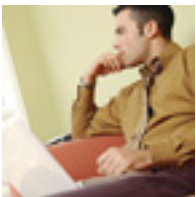
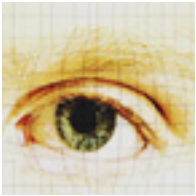
What make the type tick

Contributions the type makes to the team

Personal growth

Career

Stress recognition



General Type preference descriptions

Key descriptors of each preference

Summary descriptions of the 16 personality types

Understanding the Psychological Type Code

16 Types Links to Temperament theory

Action/Development planning



Psychological Type Indicator

Introduction

The earliest known theory of human typology is from the Greek philosopher Hippocrates who proposed four fundamental types of sanguine (happy), choleric (irritable), melancholic (sad) and phlegmatic (calm). Many other personality characteristics or behaviors have been further drawn out from these four temperaments, although the premise of four temperaments has been relatively enduring through the ages. Carl Jung, an early student of Sigmund Freud, was perhaps the greatest proponent of typological personality theory. He classified personality into eight types. Numerous other type theories have been proposed but none has been so successfully applied and scientifically accepted as Jungian type theory.

Psychological types and the development of the individual is one specific area of Jung's work. He regarded his model of typology as a tool for psychological orientation and a way of understanding self and the inter-personal difficulties, which arise between people. For Jung, typology was less a system of character analysis or labeling oneself or others, rather more a compass to determine where one is in the physical world.

"Classification does not explain the individual psyche. Nevertheless, an understanding of psychological types opens a way to a better understanding of human psychology in general." CG Jung

Psychological Type was just one component of Jung's model of the total personality.

Much of Jung's input to describing 'Psychological Types' is in terms of introversion and extraversion. He describes these as major 'attitudes' or orientations towards life:

Extraversion: attention and energy is drawn outward and there is a desire to act upon the environment. The extrovert is oriented toward the outer and external objective world.

Introversion: The introvert is oriented toward the inner subjective world. Energy is taken from the environment and related to internally. Their main interest is on the inner world of ideas and thoughts.

The two opposing attitudes are both present in the personality but ordinarily one of them is dominant and conscious whilst the other is subordinate and unconscious.

Jung also distinguished four fundamental 'orienting functions' which controls the conscious mind/ego. He defined a function as 'a particular form of psychic activity that remains the same in principle under varying condition'.

Through years of observation Jung concluded that there were four functions:

The first of these opposing functions describe one's preference for Perceiving, either through Sensing or Intuition, i.e. Taking in information from the world around us. Jung called these 'irrational functions' as they are not constrained by rational direction, but respond to the flow of events.

Sensing: Sensing is the perceptual or reality function. It yields facts or representations of the world through the human senses.

Intuition: Intuition goes beyond the facts, feelings and ideas to perceive reality via unconscious processes. The second set of opposing functions are two kinds of Judging, either Thinking or Feeling, i.e. How we draw conclusions and decide. Jung termed these 'rational functions', as their function is to draw together what has been perceived in order to make decision. Between them they bring harmony to life within the laws of reason and describe how we make judgments.

Thinking: thinking is intellectual and is used to comprehend the world and the Self in a cognitive analytical and objective manner.

Feeling: feeling is the evaluation of things whether positive or negative. It directs judgments according to subjective values and human concern.

Psychological Type Indicator

Introduction

Later work by Katherine Briggs and Isabel Myers developed the theory to include an additional attitude dimension of complementary lifestyle. These were Judging and Perceiving attitudes, until then only implicit in Jung's work.

Judging: preferring order and structure in how one lives ones life. A greater need for closure on decisions and preparedness in planning.

Perceiving: preferring flexibility and spontaneity in how one lives ones life. Liking to keep decisions open and responding to situations as they occur.

And so evolved a four tier model of personality type.

The basis upon which type indicator questionnaires have been designed is to measure the attitudes and the functions of the individual's personality so as to locate their personality type around these four dimensions.

The most well known questionnaire measure of Personality Type is the Myers Briggs Type Indicator (TM). The Psychological Type Indicator (PTI) is a more recent questionnaire designed also to elicit the same four tiers or dimensions of personality, which are:

Preferences		Process
Extroversion (E)	Introversion (I)	Attitude
Sensing (S)	Intuition (N)	Function
Thinking (T)	Feeling (F)	Function
Judging (J)	Perceiving (P)	Attitude

Each of the four preferences is symbolized by its first letter (except for iNtuition to avoid confusing it with Introversion). The combination of the four preferences give a possible 16 combinations of personality type, e.g. ESTP, INFJ, ENTP etc.



Psychological Type Indicator

Mary Sample's PTI Preference Result

The PTI measures personality by asking questions in paired sets, designed to identify behavioral preferences. When answering questions of this nature, respondents will generally express these preferences by drawing upon past experiences and reference points, thereby giving an indication about what prevailing preferences might be. As a result, we can begin to draw conclusions about overall personality itself.

The other key aspect of the PTI questionnaire is its ability to offer guidance on the range of particular behaviors with which an individual is likely to be comfortable. The questionnaire achieves this by containing questions which are designed to evoke a response about behavior in a variety of different situations. From this, it is possible to see how influences have impacted behavior in the past and therefore will almost certainly continue to impact behavior in the future (in similar and related circumstances as and when they arise).

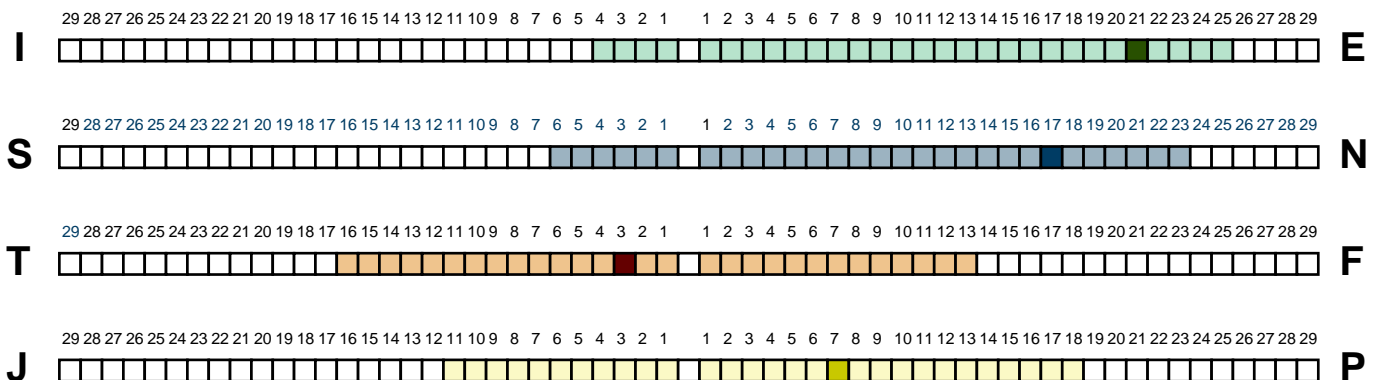
Your PTI Profile Chart (shown below)

There are 116 question items in the PTI – 29 covering each of the 4 domains measured by the questionnaire. Each of the 4 domains is bi-polar. That is to say, at each end of the domain there is a positive/tangibly specific aspect of that domain (described by the labels “E” and “I” or “T” and “F” for example). Each question required you to choose one end of each domain scale or the other (with no middle option). Consequently, each question answered scored a single raw score point for one domain scale preference or its opposite. The scoring mechanism gives two scores for each side of each domain—one for each of its two behaviors. The shaded area therefore always adds up to 29.

General interpretation of the result can now follow, but interpreting the PTI is not restricted just to understanding the behavioral preferences associated with a particular “type”. The area for each domain that is bounded by the shaded bars indicates two things:

First, it shows the range of behaviors with which you are likely to be comfortable. The greater the shading towards each type letter at the end of the domain, the more likely you are to use this behavior most of the time. The closer the shaded bar is to the extreme end of the scale, the more uncomfortable that you are likely to be in adapting your behavior to the opposite side, when there may be a requirement to do so.

Second, with a single “dark” shaded square, the profile indicates not the overall shaded area midpoint but the single point at which the individual has indicated that he or she operates most of the time. This is derived from both the average midpoint and 6 key questions in each domain which are treated as being significant preference distinguishers within the overall profile.



Psychological Type Indicator

Mary Sample's PTI Preference Result

Your answers to the PTI questionnaire indicate that your psychological type is **ENTP**

The strength of the preferences you have expressed is indicated by the position of the vertical line on each of the four scales above. Whilst this is likely to represent your personality and therefore the behavioral style which those close to you will most often observe, different situations and your need to adapt to these are likely to cause temporary shifts in your behavior pattern. The horizontal representation of your scores indicates a range of behaviors that you may use as the situation demands.

The following is a rank ordering of your PTI preferences based upon your responses to the survey.

Dominant type: **ENTP**
(Paired adjectives only result: ENTP)

Likely secondary type: **ENFP**
This is derived by looking at the preference result closest to the mid point and assuming that it may move in the future to the opposite scale.

Dominant type summary

ENTP

ENTPs take their energy from the outer world of actions and spoken words. They prefer dealing with patterns and possibilities, and making decisions on a logical basis. They are adaptable, tending to focus on new ideas and interests as and when they arise, particularly if they involve increasing their competence or skill. They are often ingenious problem solvers, constantly trying new ideas out, which can make it seem as if they enjoy a good argument. They are interested in instigating change, and operate best in overcoming new difficulties where the solution requires the application of creative effort.

Possible secondary type summary

ENFP

ENFPs take their energy from the outer world of actions and spoken words. They prefer dealing with patterns and possibilities, particularly for people, and make decisions on the basis of personal values. Their lives are flexible, following new insights and possibilities as they arise. They are creative and insightful, often seeking to try new ideas that can be of benefit to people. They may sometimes neglect details and planning, but they enjoy work that involves experimentation and variety, working towards a general goal.

ENTP

Energetic, brash, often witty, original, ENTPs want to be where the action is, but on their terms. ENTPs may need to beware of unintentionally bruising the feelings of others through their love of argument and of having the last word.

Overriding need	to be right and to be first
Seen by others	articulate, funny, forceful; can be abrasive and competitive
Sees self	as ruthlessly honest; always ready to mock own absurdities
Works best	with intelligent people willing to have a go; with other experts in their field who need little day to day direction
Works least well	with people who like the traditional ways of doing things or who need to have everything spelt out and shown what to do
As team member	contributes best at initial stage of a project; offers analytical insights, enthusiasm, energy

Leads by	challenging conventional wisdom; believing that the impossible is within reach; persuading, bullying, cajoling; ignoring 'silly' bureaucratic rules; generous with praise for good work; assuming they are merely first among equals; needs the support of others to cope with practical detail
Ideal organization	gives maximum independence with emphasis on novelty, creative experiment and the exchange of ideas.
Ideal boss	has similar background; trusts the ENTP's judgment; willing to have lively exchange of ideas on equal footing; gets the resources needed and copes with the bureaucracy
Relating to others	offers fun, surprise and drama; knows he or she needs people, sensitive to being ignored, but also needs to guard the inner, private person; finds it hard to express vulnerability - may cover up with humor
Makes mistakes	when sharp tongue gets out of hand; when having to cope with routine
Decides	quickly on the basis of future possibilities; may change his or her mind equally rapidly if a new idea catches the fancy, so may sometimes seem inconsistent

Regards change	as what life is all about; welcomes it; may sometimes overlook the need for practical implementation
Thinks	broadly and strategically; attracted to grand ideas and theoretical models
Communicates	by thinking out loud; discussion and debate are prime tools; confident, racy performer in public; may not be so good at listening - may interrupt unwisely
Relaxes	work is play and play is work: juggling the two is in itself enjoyable
Under stress	may step up the workload; get argumentative; succumb to hypochondria; have tantrums; feel unloved and unlovable

ENTPs may become more effective through

- *prioritizing time; realizing it is not an infinitely stretchable resource*
- *learning to conserve energy; getting enough rest and exercise*
- *completing one project before sprinting off on to another*
- *practicing and improving listening skills*
- *being sensitive to impact on others; holding back from comments that may seem abrasive*
- *learning techniques which offer a middle path between capitulation and confrontation*
- *getting in closer touch with feelings and learning to express them*
- *asking for help before something becomes a crisis*
- *realizing that competence at absolutely everything is impossible.*

Psychological Type Indicator

Mary Sample's detailed type interpretation report

One of the reasons for the popularity of Jung's type model is its simplicity. There are only four dimensions to remember and each is an either-or preference. Through discussion with some people it can be fairly easy to establish their type and having done so to make predictions of behavior.

The most basic interpretation of type is to describe each of the four preferences. The most complex interpretation of type is to balance all four preferences while considering the influence of non-preferred dimensions.

There are certain combinations of preferences, which can assist in developing an interpretation.

By examining the functions (ST, SF, NT, NF), there is particular focus on how and what information is perceived and used to make decisions. Differences in terms of communication values, thinking style and decision-making are likely to be relevant here.

In their book, 'Please Understand Me', Kiersey and Bates explain Jungian type in terms of Temperaments (SJ, SP, NF, NT) which describe external behaviors and core values. Temperaments are clearly defining differences between how people operate or are seen to behave. Another approach to interpreting type is to explore the dynamic order of preferences, from the dominant, auxiliary, tertiary and least preferred functions. This is particularly relevant to explain how we operate under pressure, make important decisions, behave out of type, and self-development. A fourth approach to examining type is combining the introversion / extroversion preference with the perceiving function (Sensing and iNtuition). The psychologist Lawrence relates these two preferences to the work environment that people are most suited to, how people like to work and how individuals cope with changes in the workplace.

The PTI has been designed for the purpose of helping to identify personality type and the likely comfort zones of behavior. Jungian typology has seen an ever growing popularization and expansion in application; its popularity has grown as the model has become more recognized by various disciplines and schools of thinking.

Typical reasons for using the type indicators include:

- To understand oneself
- To become more self aware
- To understand others
- To identify reasons for why others behave differently
- To understand why others perceive things differently
- To understand why people make decisions differently
- To learn to appreciate others

You will find a detailed output report based upon your primary type as it emerged from the questionnaire dealing with many of the above issues.



Psychological Type Indicator

Mary Sample's PTI dominant preference detailed report: ENTP

Extraverted Intuition Aided By Introverted Thinking (Inferring aided by analyzing)

Main Characteristics

ENTP's wish to exercise their ingenuity in the world of people and things. Found in about five out of every hundred people, ENTP's extravert intuition; thus they often deal imaginatively with social relationships as well as physical and mechanical relations. They are very alert to what is apt to occur next, and always sensitive to possibilities.

ENTP's are usually good at analysis, especially functional analysis, and have both a tolerance for and enjoyment of the complex. Usually enthusiastic, ENTP's are apt to express interest in everything, and thus can be a source of inspiration to others, who find themselves caught up by the ENTP's enthusiasm. This type is delighted over many things and so is easy to please, often showing the effervescence of their NF counterpart, the ENFP.

The ENTP is the most reluctant of all the types to do things in a particular manner just because that is the way things always have been done. They characteristically have an eye out for a better way, always on the lookout for new projects, new activities, new procedures.

The ENTP can be an entrepreneur and makes do with whatever or whoever is at hand, counting on ingenuity to solve problems as they arise, rather than carefully generating a detailed blueprint in advance. A rough draft is all that an ENTP needs to feel confident and ready to proceed into action, counting on the ability to improvise as a situation develops.

What makes an ENTP tick?

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is extroverted. That is, iNtuition is used primarily to govern the outer world of actions and spoken words. The ENTP will therefore:

- Try ideas out, to explore new possibilities and discover, by experience, which ones work
- Change procedures to see if any improvement can be made, rather than just operate them
- Be interested primarily in evolutionary development, perhaps with an eye on the strategy.
- Be more interested in exploring ideas than bringing them to closure

The iNtuition function is primarily supported by introverted Thinking judgment. That is, Thinking judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the iNtuition is directed, by:

- focusing the (outer world) iNtuition on ideas and possibilities that relate to systems and concepts
- inwardly tending to spot the flaws in situations, people or ideas. Rather than expressing criticism directly, it may surface in the form of contradictory ideas and possibilities.
- applying logical analysis to perceived patterns and possibilities, enabling the ENTP to quickly see the underlying principles in a situation

The classic temperament of an ENTP is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

Psychological Type Indicator

Mary Sample's PTI dominant preference detailed report: ENTP

Extraverted Intuition Aided By Introverted Thinking (Inferring aided by analyzing)

How to communicate with 'ENTPs'

To communicate most effectively with ENTPs consider the following as the most useful influencing strategies:

- Be prepared to talk about your idea and especially to answer a myriad of questions that may occur to the ENTP spontaneously.
- Emphasize the way your idea/proposal/suggestion is new and different. The more innovative, the more appealing it will be to the ENTP.
- Don't overwhelm them with details. It's the big picture that is important to them. They have innate confidence that if the idea is good, the bugs can be worked out later.
- Be flexible and solicit their suggestions. They will likely see ways of improving the idea and may want to put their own thumbprint on it as well. Be prepared for the possibility they will want to share any credit derived from the project's success.
- If feasible, always present them with several different options to consider, rather than just one.
- Don't force them to make decisions before they are ready. However, you may well have to nudge them into ultimately making a decision, and lobby convincingly for letting some decisions stand once made, since their natural inclination might be to revisit it repeatedly as new information becomes available.

Contributions to the team of an ENTP

In a team environment, the ENTP can contribute by:

- challenging the status quo, and encouraging other team members to achieve more than they thought they could
- leading other team members to a greater understanding of the concepts and principles involved
- involving people who are competent in relevant skills
- contributing creative ideas on how the task can be achieved or quality improved
- creating new ideas out of confrontational discussion
- finding ways to overcome apparently insurmountable difficulties
- generating team spirit through the ENTP's own energy and enthusiasm

The potential ways in which an ENTP can irritate others include:

- initiating too many projects, and not being able to deliver on all of them
- introducing too much change, and not leaving well-established, workable routines alone
- not taking sufficient account of current realities
- appearing competitive and unappreciative of the contribution of others
- leaving someone else to do the routine work
- making errors of fact



Psychological Type Indicator

Mary Sample's PTI dominant preference detailed report: ENTP

Extraverted Intuition Aided By Introverted Thinking (Inferring aided by analyzing)

Personal Growth

As with all types, the ENTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being selective about the initiation of projects
- pausing and thinking, and recognizing that others will accept the ENTP and his/her ideas more if their own contributions are accepted and valued
- appreciating the value of existing routines that work well
- investigating the facts, and documenting them, before interpreting what they mean
- taking time to consider the impact of the ENTP's approach and ideas on people's feelings
- expressing appreciation towards others

Career preferences

ENTP's can succeed in a variety of occupations, as long as the job does not involve too much humdrum routine. At this point, they become restless. If a project in which they are engaged is no longer challenging, they tend to lose interest in that project and fail to follow through - often to the discomfort of colleagues.

Seldom are ENTP's conformists. ENTP's enjoy outwitting the system and use rules and regulations within the system to win the game - whatever it may be. They understand well the politics of organizations and typically deal with these realities well, always aiming to understand the people within the system rather than to judge them. ENTP's are good at innovative projects and can administer them well if dull routine is not involved. They usually are very good teachers, continuously devising new participative ways to make learning exciting for the students. As an employee, an ENTP may work against the system just for the joy of being one-up. ENTP's are the natural engineers of human relationships and human systems. Their good humor and optimistic outlook tend to be contagious, and people may often seek out their company.

ENTP's at times engage in brinkmanship with their careers, placing them in jeopardy and behaving as if unaware of the consequences; they may thus offer unnecessary challenges to those who have power over their professional success.

Psychological Type Indicator

Mary Sample's PTI dominant preference detailed report: ENTP

Extraverted Intuition Aided By Introverted Thinking (Inferring aided by analyzing)

Recognizing Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ENTP will behave more according to type when under greater stress. For example, in a crisis, the ENTP might:

- spend time brainstorming ideas, and debating or critiquing what needs to be done
- provide a lot of drive, but try to do too much
- draft in people with proven skills to work on the problem
- make errors of fact, or ignore routine matters that might nevertheless be essential

Under extreme stress, fatigue or illness, the ENTP's shadow may appear - a negative form of ISFJ. Example characteristics are:

- being pedantic about unimportant details
- doing things to excess - e.g.: eating, drinking or exercising
- expressing emotions in an intensive and uncontrolled way
- being very sensitive to criticism

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENTP may therefore readily see these faults in others without recognizing it in him/her self.



Psychological Type Indicator

General Type Preference Descriptors

The four preferences:

Either Extroversion (E) or Introversion (I)

Our orientation towards the world around us (attitude).

Extroverts relate more easily to the world of people, things and events outside of themselves. They tend to be more outgoing, active and responsive to their environment.

Introverts relate more easily to the ideas and concepts in their mind. These are focused on subjective experiences that are viewed individually.

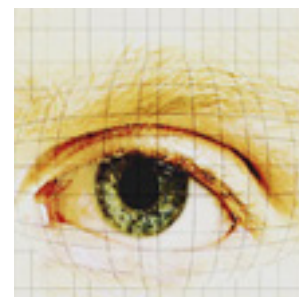


Either Sensing (S) or Intuition (N)

Two different ways in which we perceive and gather information.

When you are perceiving with your Sensing process, you are interested in what your five senses show you - what exists in the present. Information perceived is taken as given, and reality of experiences is appreciated.

When you are perceiving with your Intuition, you are using your imagination to see new possibilities and insights hidden from the senses. Intuition is an unconscious process that looks to explore and gain new insights.

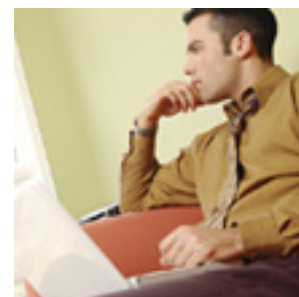


Either Thinking (T) or Feeling (F)

These are two ways in which we make judgments and decisions.

When you make judgments with your Thinking, you base your decisions on Impersonal analysis and logic. Thinking types focus on facts and are less concerned with feelings or ignore emotions.

When you make your judgments with your Feeling, you base your decisions on your values. Feeling types operate best when they can develop relationships and share feelings. They act according to values such as seeking harmony, satisfaction and emotional well-being.



Either Judging (J) or Perceiving (P)

These are two ways of living in the world around us (attitude).

When you are living by your Judgment, you like to have things decided; your life is likely to be planned and orderly. Life is more regulated and events prepared.

When you are living by your Perception, you do not want to miss anything; your way of life is likely to be spontaneous and flexible. Opportunity for new experience and to be able to adapt to changing circumstances are sources of stimulation to the perceiving type.



Psychological Type Indicator

Using The PTI

The background to Psychological type

The PTI has been designed to help firstly identify our personality type i.e. our inner, stable and natural personality as described by Jung's theory, and secondly to explore the boundaries (or situational conditions) within which we are likely to feel comfortable, or experience tension, as described by Lewin. Conditions that fall outside our natural preference boundaries will be less preferred and consequently are more likely to be avoided e.g. an individual with a naturally strong preference for introversion may find they can cope with one to one interpersonal contact but expresses anxiety about group social setting.

These are two approaches to scoring the PTI; one is normative the other ipsative.

1. The normative approach will indicate an individual's type preference as described by Jung. The preference is determined by corresponding an individual's responses to the PTI with a normative sample. i.e. we express a preference for Introversion over extroversion compared to the general population.
2. The ipsative measure of the PTI reflects the strength of preference along each of the four dimensions. The scale of the PTI is from 0 to 29, which reflects a band or range of behavior within which one feels comfortable.

Although we may have a preference for Introversion, the degree of this preference will determine the extent to which we feel comfortable in more extreme conditions requiring extravert behavior. Within the band we may adapt our behavior, while beyond the band we may seek to find less threatening conditions or else experience anxiety.

Exploring these boundaries gives the PTI an extended coverage beyond the existing model of normative measurements above.

Psychological Type Indicator

Key descriptors of each preference

A description of each preference and typical behaviors of each type is given below.

The Attitudes

<p>INTROVERSION</p> <ul style="list-style-type: none"> Prefer reflection Prefer to write more than talk Enjoy social contact but need to recover from it Want to understand something before trying it Persistent Like a quiet space to work in Speak Sparingly in meetings 	<p>EXTROVERSION</p> <ul style="list-style-type: none"> Prefer action Talk readily Want to experience things in order to understand Gain energy from others Like breadth Work by trial and error Speak out easily and often in meetings
<p>JUDGING</p> <ul style="list-style-type: none"> Decisive Industrious and determined Organized and systematic Uneasy about unplanned happenings Take deadlines seriously Like to have things decided and settled 	<p>PERCEIVING</p> <ul style="list-style-type: none"> Curious Flexible and tolerant Leave things open Pull things together well at the last minute Expect to find new experiences interesting Sample many more experiences than can be digested or used

The Functions

<p>SENSING</p> <ul style="list-style-type: none"> Like facts Realistic and practical Observant about what is actually happening Work steadily and step by step Enjoy owning things and making them work Patient and good with detail 	<p>INTUITION</p> <ul style="list-style-type: none"> See patterns and possibilities Imaginative, speculative Like to see the overall picture Work in bursts of energy with quiet periods in between (need inspiration) Like variety Impatient with routine
<p>THINKING</p> <ul style="list-style-type: none"> Fair, firm minded and skeptical Analytical and logical Brief and businesslike Critical Clear and consistent principles tend to disguise emotions 	<p>FEELING</p> <ul style="list-style-type: none"> Warm, sympathetic, aware of how others feel Trusting Enjoy pleasing others Need harmony Clear and consistent values Show how you feel frequently

Psychological Type Indicator

Summary Descriptions of the 16 Personality Types

Our personality defines who we are. Yet so often this is unclear, as the only way those around us can form a picture of our personality is through observation. What others observe, however, is not our personality but our behavior and behavior varies as we encounter different situations and influences and as a result, observers will often get a very confused picture, through a lack of understanding of the forces shaping that behavior. In other words, behavior is 'personality in motion'. The way in which our personalities work varies as those influences, both internal and external, change.

The chart below shows all 16 psychological types and highlights our dominant cognitive function results from the questionnaire. However, it also shows the likely auxiliary cognitive function types that could also have some applicability based on your particular scores.

ISTJ Introverted Sensing Aided by Extroverted Thinking (Recalling aided by organizing)	ISFJ Introverted Sensing Aided by Extroverted Feeling (Recalling aided by considering others)	INFJ Introverted Intuition Aided by Extroverted Feeling (Forseeing aided by considering others)	INTJ Introverted Intuition Aided By Extroverted Thinking (Forseeing aided by organizing)
ISTP Introverted Thinking Aided By Extroverted Sensing (Analyzing aided by experiencing)	ISFP Introverted Feeling Aided By Extroverted Sensing (Evaluating importance aided by experiencing)	INFP Introverted Feeling Aided By Extroverted Intuition (Evaluating importance aided by inferring)	INTP Introverted Thinking Aided By Extroverted Intuition (Analyzing aided by inferring)
ESTP Extraverted Sensing Aided By Introverted Thinking (Experiencing aided by analyzing)	ESFP Extraverted Sensing Aided By Introverted Feeling (Experiencing aided by evaluating importance)	ENFP Extraverted Intuition Aided By Introverted Feeling (Inferring aided by evaluating importance)	ENTP Extraverted Intuition Aided By Introverted Thinking (Inferring aided by analyzing)
ESTJ Extraverted Thinking Aided by Introverted Sensing (Organizing aided by recalling)	ESFJ Extraverted Feeling Aided by Introverted Sensing (Considering others aided by recalling)	ENFJ Extraverted Feeling Aided By Introverted Intuition (Considering others aided by forseeing)	ENTJ Extraverted Thinking Aided By Introverted Intuition (Organizing aided by forseeing)

 **Dominant Type: ENTP**

 **Possible secondary type: ENFP**

Psychological Type Indicator

16 Types summary descriptors

ISTJ

ISTJs take their energy from the inner world of thoughts (and, maybe, emotions). They prefer dealing with facts, and making decisions after considering the various options. They organize their life on a logical basis. They are quiet, serious and well prepared for most eventualities. They are keen observers of life, developing good understanding of situations, which is often not expressed. They have a strong sense of practical objectives, and work efficiently to meet them.

ISFJ

ISFJs take their energy from the inner world of thoughts and emotions. They prefer dealing with facts and people, and making decisions on the basis of personal values. Their lives are organized on a personal basis, seeking to enjoy relationships with people they like. They are quiet, serious observers of people, and are both conscientious and loyal. They prefer work that involves being of practical service to people. They are often concerned for and perceptive of how other people feel and dislike confrontation and conflict.

INFJ

INFJs take their energy from the inner world of thoughts and emotions. They prefer dealing with patterns and possibilities, particularly for people, and they make decisions using personal values. Their lives are organized on a personal basis. They often have a private sense of purpose in life, and work steadily to fulfil that goal. They demonstrate a quiet concern for people, being interested in helping them to develop and grow. They are good at developing insight into people, though it can often remain unexpressed.

INTJ

INTJs take their energy from the inner world of thoughts (and, maybe, emotions). They prefer dealing with patterns and possibilities for the future, and making decisions using impersonal analysis. Their lives are organized on a logical basis. They are strategists, identifying long-term goals and organizing life to meet them. They tend to be skeptical and critical, both of self and others, with a keen sense of deficiencies in quality and competence. They often have strong intellects, yet are able to attend to details that are relevant to the strategy.

ISTP

ISTPs take their energy from the inner world of thoughts (and, maybe, emotions). They prefer dealing with facts and making decisions on a logical basis. Their lives are flexible, demonstrating an interest in acquiring new information that leads to a practical understanding of the way the world works. They are quiet and detached, and adaptable (up to a point). They are often good at solving organizational problems that need to be thought through. They are curious about how and why things work, and can seem impulsive, sometimes producing surprising ideas or doing something unpredictable.

ISFP

ISFPs take their energy from the inner world of thoughts and emotions. They prefer dealing with facts and people, and making decisions on the basis of personal values. They are adaptable (up to a point), quiet and friendly. They are interested in people, enjoying their company preferably on an individual basis or in small numbers. They take a caring and sensitive approach to helping others. They enjoy the present, and tend to dislike confrontation and conflict. They usually act as very supportive members of a team.

Psychological Type Indicator

16 Types summary descriptors

INFP

INFPs take their energy from the inner world of thoughts and emotions. They prefer dealing with patterns and possibilities, especially for people, and prefer to make decisions on the basis of personal values. Their lives are flexible, following new insights and possibilities as they arise. They are quiet and adaptable (up to a point - when their values are violated the normally adaptable INFPs can surprise people with their stance). They will seem to be very interested in ideas, and they may sometimes make very creative contributions. They have a hidden warmth for people and a desire to see self and others grow and develop. They prefer to undertake work that has a meaningful purpose.

INTP

INTPs take their energy from the inner world of thoughts (and, maybe, emotions). They prefer dealing with patterns and possibilities, and making decisions on a logical basis. Their lives are flexible, following new insights and possibilities as they arise. They are quiet and detached, and adaptable (up to a point - sometimes they may stop adapting, insisting that there is a clear principle at stake). They are not interested in routine, and will often experiment or change things to see if they can be improved. They operate at their best when solving complex problems that require the application of intellect.

ESTP

ESTPs take their energy from the outer world of actions and spoken words. They prefer dealing with facts, which they usually view objectively, and they make decisions on a logical basis. Their lives are flexible, consisting of a series of activities that interest them. They are action oriented problem solvers, and prefer to work with practical organizational issues. They can be impulsive, and like taking part in trouble-shooting-type work. They can sometimes neglect follow-through, but will work best when there is a lot going on that needs organizing and solving.

ESFP

ESFPs take their energy from the outside world of actions and spoken words. They prefer dealing with facts, which they usually take at face value. They also prefer dealing with the present and with people, and probably derive much enjoyment out of friendships. Their lives are flexible, living it very much in the present, and responding to things as they arise. They are impulsive and friendly, seeking enjoyment out of life, and make new friends easily. They like taking part in solving urgent problems, such as fire-fighting or trouble shooting. They operate best in practical situations involving people.

ENFP

ENFPs take their energy from the outer world of actions and spoken words. They prefer dealing with patterns and possibilities, particularly for people, and make decisions on the basis of personal values. Their lives are flexible, following new insights and possibilities as they arise. They are creative and insightful, often seeking to try new ideas that can be of benefit to people. They may sometimes neglect details and planning, but they enjoy work that involves experimentation and variety, working towards a general goal.

ENTP

ENTPs take their energy from the outer world of actions and spoken words. They prefer dealing with patterns and possibilities, and making decisions on a logical basis. They are adaptable, tending to focus on new ideas and interests as and when they arise, particularly if they involve increasing their competence or skill. They are often ingenious problem solvers, constantly trying new ideas out, which can make it seem as if they enjoy a good argument. They are interested in instigating change, and operate best in overcoming new difficulties where the solution requires the application of creative effort.

Psychological Type Indicator

16 Types summary descriptors

ESTJ

ESTJs take their energy from the outside world of actions and spoken words. They prefer dealing with facts and the present, and make decisions using logic. Their lives are organized on a logical basis. They are therefore practical, and likely to implement tried and trusted solutions to practical problems in a businesslike and impersonal manner. They prefer to ensure that the details have been taken care of rather than spend time considering concepts and strategies.

ESFJ

ESFJs take their energy from the outer world of actions and spoken words. They prefer dealing with facts, and making decisions on the basis of personal values. They like dealing with people, and organize life on a personal basis. They are usually very warm people, seeking to maintain harmonious relationships with colleagues and friends, who are a very important part of their lives. They can find conflict and criticism very difficult to handle. They have a strong sense of duty and loyalty, and are driven by a need to belong and be of service to people.

ENFJ

ENFJs take their energy from the outer world of actions and spoken words. They prefer dealing with patterns and possibilities, particularly for people, and make decisions using personal values. Their lives are organized on a personal basis, seeking to develop and maintain stable relationships with those people they like. They are actively concerned with promoting personal growth in others. They are also highly sociable, and expressive of feelings towards others, but can find conflict and criticism difficult, particularly if it might damage long term relationships. They work best in situations involving people.

ENTJ

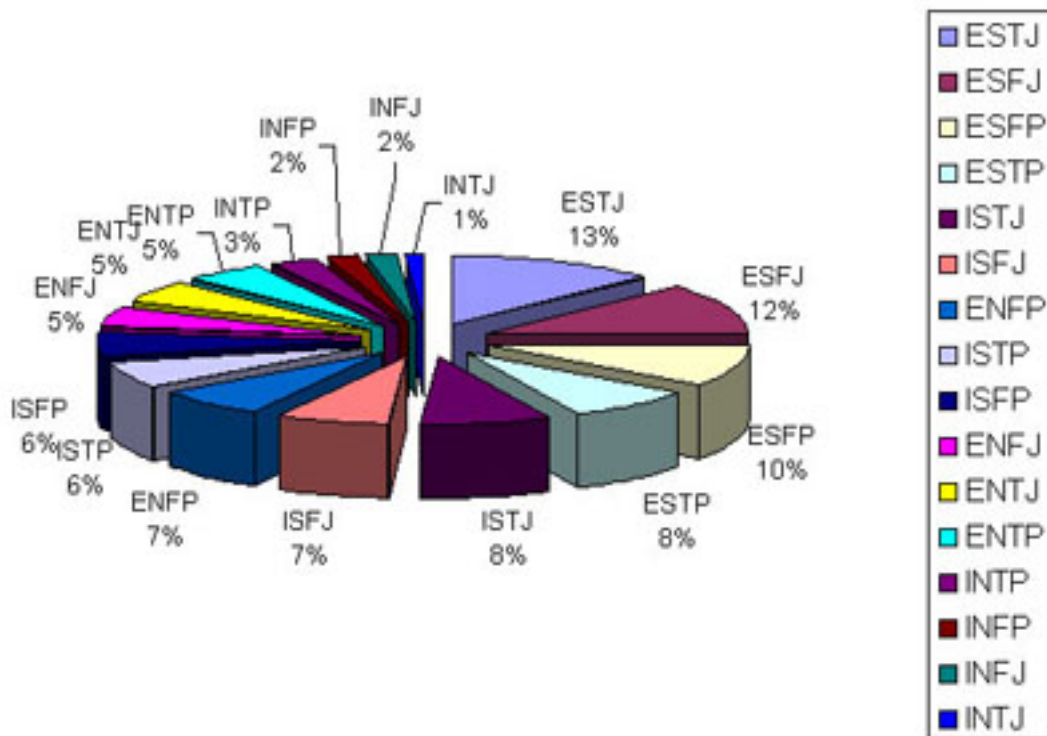
ENTJs take their energy from the outer world of actions and spoken words. They prefer dealing with patterns and possibilities, and making decisions after considering the consequences of the various courses of action. Their lives are organized on a logical basis. They tend to control life, organizing systems and people to meet task oriented goals. They often take the role of executive or director, using a business-like and impersonal approach. They may appear intolerant of people who do not set high standards for themselves or don't seem to be good at what they do.

Psychological Type Indicator

Type Norm Data

The PTI questionnaire produces 16 possible types. However, the norm data, from well over 5,000 people in the database indicates that the numbers of people that fall into each category are far from equal.

As the pie chart below indicates, five types (ESTJ, ESFP, ESFJ, ESTP and ISFJ) account for 51% of the total population and four types (INTP, INFP, INFJ and INTJ account for only 8%)

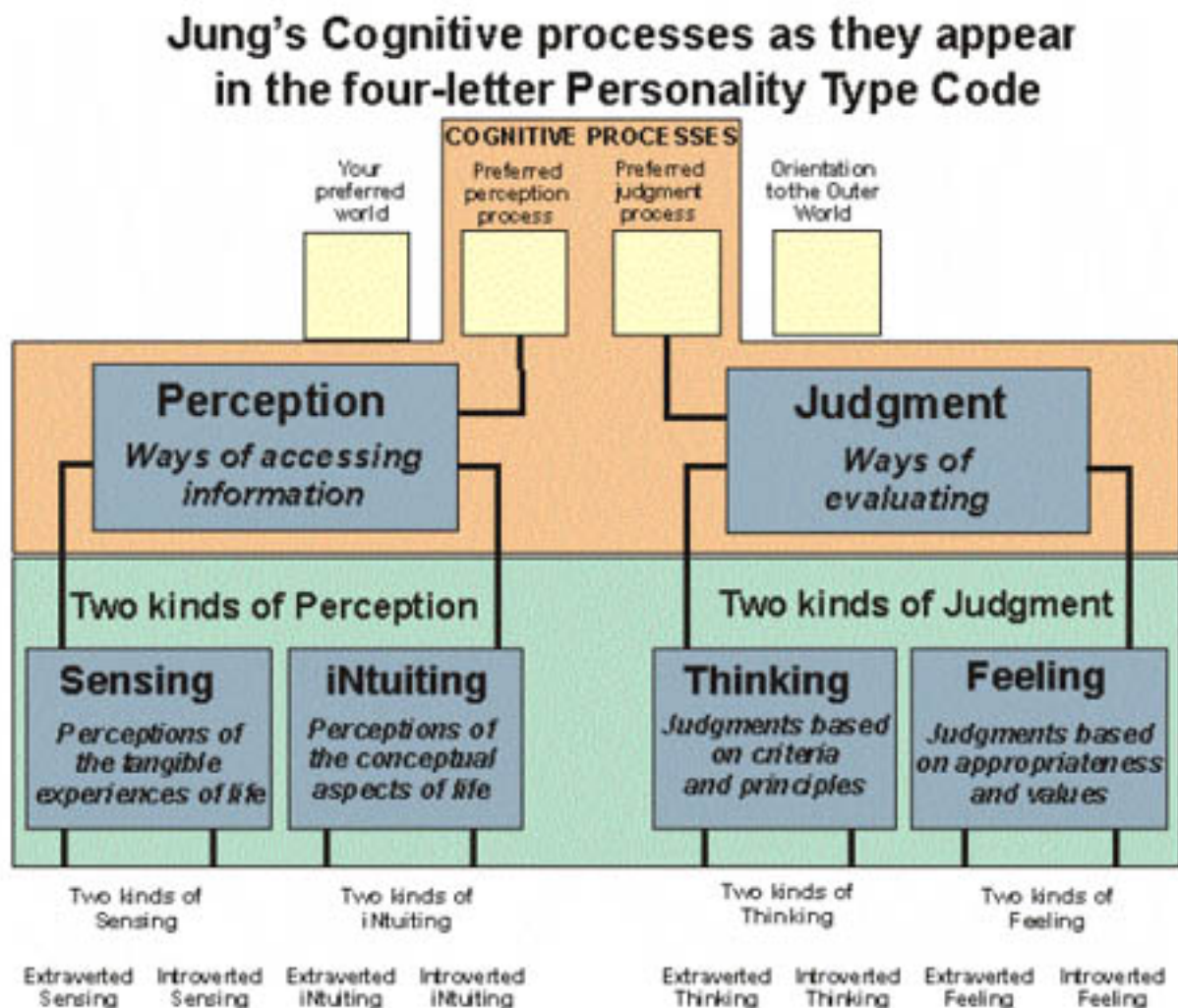


Psychological Type Indicator

Understanding the Psychological Types code

The following hierarchical diagram represents a simple but hopeful useful way to understand the way that the sixteen psychological types are described by the letters in Jung's cognitive processes.

1. Write your type into the four blank boxes at the top of the diagram
2. Look at the last letter in the code. It tells you which of the two middle letters is extraverted-if it is J, then the T or F (the third letter) in the code is used in the external world. If it is P, then the S or N (the second letter) in the code is used in the external world.
3. Once you have determined which process is extraverted, you can now determine that the remaining middle letter in the code is introverted.
4. Look at the first letter in the code. If it is an 'E' then the extraverted process identified in step two is the dominant process. If it is an 'I' then the introverted process identified in step two is the dominant process.
5. The remaining middle letter is the supporting or auxiliary process



Psychological Type Indicator

16 Types links to Temperament Theory

Based mainly of the work of David Kiersey and Marilyn Bates, Jung's original type theory was adapted into four broad themes or what they called temperaments. Temperament was described to deal broadly with core individual psychological needs, patterns, talents and behaviors in an interrelated way.

Kiersey and Bates described two key processes—the role we play when we interact with others and our interest and focus when we pay attention. They split these processes into two scales as follows: Roles—ways to interact—Affiliative v Pragmatic. Attention—Interest and Focus—Abstract and concrete. Because each temperament pattern is differentiated by a preference for using one of these styles, (either using a directing or informing approach or an initiating or responding approach) the following grid can be constructed with labels for each box:

ABSTRACT	CONCRETE
<p>IDEALIST Meaning and significance Unique identity</p>	<p>GUARDIAN Membership or belonging Responsibility or duty</p>
<p>RATIONAL Mastery or self control Knowledge and competence</p>	<p>ARTISAN Freedom to Act Ability to make an impact</p>

Kiersey and Bates took their simple matrix and developed labels for all possible combinations of temperaments. As this work started with Jung's theory and the refinements to it made by Myers and Briggs, not surprisingly, the total number of combinations were sixteen. With additional refinement from Linda Berens and Dario Nardi this created the following detailed grid indicating all sixteen temperament types (with their corresponding psychological types shown on the chart also):

		ABSTRACT		CONCRETE	
		Directing	Informing	Directing	Informing
AFFILIATIVE	Responding	Foreseer Developer INFJ <i>Chart the course</i>	Harmonizer Clarifier INFP <i>Behind the scenes</i>	Planner Inspector ISTJ <i>Chart the course</i>	Protector Supporter ISFJ <i>Behind the scenes</i>
	Initiating	Envisioner Mentor ENFJ <i>In-Charge</i>	Discoverer Advocate ENFP <i>Get things going</i>	Implementor Supervisor ESTJ <i>In-Charge</i>	Facilitator Caretaker ESFJ <i>Get things going</i>
	Responding	Conceptualizer Director INTJ <i>Chart the course</i>	Designer Theorizer INTP <i>Behind the scenes</i>	Analyzer Operator ISTP <i>Chart the course</i>	Composer Producer ISFP <i>Behind the scenes</i>
	Initiating	Strategist Mobilizer ENTJ <i>In-Charge</i>	Explorer Inventor ENTP <i>Get things going</i>	Promoter Executor ESTP <i>In-Charge</i>	Motivator Presenter ESFP <i>Get things going</i>
		IDEALIST		GUARDIAN	
		RATIONAL		ARTISAN	

Psychological Type Indicator

When Type Descriptions Don't Seem To Fit.

The assumption behind the PTI is that there is a 'best fit' Type for everyone. In a small number of cases, this best-fit Type is not the same as the profile represented by your score on the questionnaire. It is important to establish the best fit for you, as this will help identify and develop the way you use your preferences.

When you read your 'reported PTI profile, these are the signs that this may not be your best-fit Type:

- finding a large number of areas where you are responding with 'this just isn't me'
- not experiencing the shock of recognition - usually a mixture of discomfort and laughter - that most people have when they read their best-fit Type description for the first time.

When this happens, you may be able to discuss your preferences with the person introducing you to the PTI. Where this is not possible, these suggestions may help.

Answering a questionnaire like the PTI can be affected by many things. For instance, you may feel that a particular sort of behavior is called for in your job, or that your organization values one sort of characteristic more than another. It is also possible that you grew up in a household where behavior associated with one preference was valued more than its opposite or that there is something going on in your life currently which distorted the way you answered.

Some examples:

A senior woman manager reported preferences for ISTJ, but felt that the Type description was not a good fit, even though her colleagues felt that ISTJ did describe much of the critical and rather snappy behavior they saw. After discussion, she arrived at ISFP, concluding that 'T' and 'J' were what the organization required of her. What her colleagues were seeing was someone with a preference for Feeling (F) and Perceiving (P) struggling to use Thinking (T) and Judging (J) and not doing it particularly well.

The leader of a religious community felt that ENFJ was not a good fit for him. After discussion, he arrived at ENTJ, realizing that preferences for Feeling and its associated values were the dominant forces in his organization.

The Finance Director of a local government institution reported very close scores on Sensing (S) and intuition (N). His other preferences were I, N and P. The INTP type description just did not feel right. His view was that his early training and career-choice as an accountant reflected his true preference for Sensing and that the tie with intuition was a result of developing more skill with the longer-range vision that his job now required. After reflection he realized that ISTP was a much better fit.

A Process for Establishing a Better Fit

- It may be obvious to you which of the preferences is not a good fit for you as reported through your scores. If this is the case, find the description for the alternative Type and see if it matches you better.
- Look at your scores. Identify the preference(s) with the smallest difference. The scores only show how clear you are about your preference, so a small difference may suggest that
 - you only have a slight preference
 - you are unclear about which your true preference is
 - this is an area of confusion or conflict for you.
- Look back at the interests and characteristics associated with each side of each scale. Which do you instinctively feel drawn to?

Your notes

- Thinking back to your childhood, which qualities or behaviors were rewarded? Were these related in any way to the way you have reported this preference?

Your notes

- What behavior does your job call for which might be related to this preference?

Your notes

- Organizations often create environments where Extraversion appears to be valued more than Introversion. If you have reported a slight preference for "E", trying reading the profile for "I"

Your notes

- If you are operating out of the opposite of your true preference, you may be showing behaviors associated with the downside of that preference. For instance, if your true preference is for Sensing, but you have reported a preference for intuition, you may be using intuition unskillfully: for instance concerning yourself too much with everything that could go wrong in the future, getting over-committed to one vision of how the future could be, and so on. Read the 'potentially hindering' section of the Introduction handout to see whether this could be true for you.

Your notes

- Ask people who know you well for feedback on your behavior. Which of the preferences would they associate with you?
- If the choice between preferences is difficult, ask yourself if you are putting too much effort into trying to be an all-rounder - equally at home with opposite preferences. If Jung's theory is correct, balance and skill comes first from differentiation - that is experiencing a clear sense of being more comfortable with one side than the other.
- Consider the possibility that your reported Type does represent your best-fit Type, but that you are feeling defensive about some aspect of the profile.

Your notes

Psychological Type Indicator

Psychological Type Indicator Individual Development Suggestions

This output report has offered a wide range of feedback, which needs to be carefully considered as part of an overall picture of an individual's ability to deal with other people in a team situation and potentially to work in an effective way. This report provides only one part of a large 'jigsaw' of inputs to any view that may be formed (with an individual's experience, education, aptitude, position requirements and career opportunities, coupled with personal circumstances all playing their part). However, there are some particular conclusions that can be drawn from completing the PTI assessment in terms of future action planning to develop in the future. Individuals may therefore like to use the form below to collect and summarize their thoughts and to action plan for the future:

Summary

A) How would you describe your strengths based on your PTI results?

B) How would you describe your development needs based on your PTI results?

Action Plan

C) What actions do you now plan to take to emphasise and draw upon your strengths in your future work?

D) What actions do you now plan to take to compensate for your apparent development needs in your team based future work?
