Type at Work Report
Type Dynamics Indicator - I
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. It shows that your reported type is ENFP – a style otherwise known as the Improviser.

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.

Your most likely preferred style, based on your responses to the questionnaire, is referred to as the Improviser. 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
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 Improviser style. This style is one of the hardest to pin down because Improvisers resist being 'pigeonholed' more than any other type. They generally see infinite possibilities in the world around them, often develop a wide range of interests and usually like to try their hand at anything - although such interest can be short-lived since they then go on to find other new and exciting things. They come across as warmly enthusiastic, spontaneous and flexible. Their energy and lively imagination means that they come across as active and intuitive, not needing to rely on the facts and details, which makes them able to respond and improvise in many situations.

2. Why do you work?

The purpose of work

Improvisers do not normally create clear boundaries between work, home or leisure. They need to feel involved and absorbed. They seek work that feeds their need for meaning, purpose and growth - both for themselves and for others. They seldom see a job as just a means of earning a living. They look for a job that fulfils a deeper purpose. This may be directly connected with crusading for good causes, or it may be working in an indirect way - facilitating, developing, empowering, and enabling. If a job does not serve human needs in some way, then the Improver usually begins to look elsewhere.

In summary

- To integrate strong personal values and beliefs across both life and work
- To provide opportunities for development and growth
- To help others grow and develop
- To provide a forum for interaction and stimulation.

The work environment

Improvisers enjoy an atmosphere which is new, exciting and full of people to interact with. They need to express their individuality, sometimes by being creative or artistic and sometimes by simply doing things differently. Autonomy and trust are essential features they seek. Cold criticism and impersonal challenges are the way to drive them into their shells. Thus pure academic, technical or legal debates, which can be so exciting to other types, merely leaves Improvisers cold and unmoved. They need a climate of warmth, encouragement, and support in order to give their best and these are the very qualities their work colleagues generally recognise and appreciate in them.

In summary

- Give considerable autonomy to get on with things in their own way
- Provide the opportunity to meet new people
- Encourage a high level of people contact and positive personal relationships
- Involve new ideas, stimulation and the opportunity to be creative
- Involve plenty of variety and minimise routine and repetition.

3. What kind of work do you want?

Types of activity

Improvisers like to help. However, the kind of help they want to give is not primarily 'first aid.' They are less likely to focus on practical bedside care than to encourage people to open their eyes and seek new, exciting possibilities. They seek to stimulate growth and fulfilment and have a mission to help people to help themselves. When committed to what they are doing Improvisers are renowned for their resourcefulness and ability to adapt.
They have no great love of either detail or systems. They would rather work with and through others, empowering them to operate whatever systems and quality control mechanisms are needed. They are easily bored by routine and this sometimes makes them appear flighty or irresolute. However, this same characteristic means they keep a finger in many pies becoming wide ranging generalists rather than narrow specialists. They are usually the first to try anything new and are happy managing many different things at the same time, thinking on their feet and coping with unexpected opportunities or challenges. This means that they are often at their best where the requirement is to perform spontaneously, without rehearsal or practice. When this is working well, they appear masterful and convincing even without a lot of evidence on their side - it is sometimes said of Improvisers that a lack of facts never gets in the way of a good performance!

In summary

- A focus must be on people rather than things
- An opportunity to be creative and allow plenty of opportunity self-expression
- Only general directions so that they can use their initiative and resourcefulness
- Opportunities to adapt systems and procedures rather than following them
- Obtaining information through discussion rather than by 'dry' research
- Creating an environment of like-minded people.

Types of contribution

Improvisers need to be recognised as individuals. They prefer a job that allows them to put their own personal mark on things - to do it their way. This often involves introducing new ways of doing things - and indeed they can hardly help themselves from doing so. They are not the kind of people who will march in step! They like to be seen as individuals who make a unique contribution and they often like to be at the centre of things. They are natural visionaries, convinced that there is a better way and this drives them to seek ways to transform such elusive goals into reality. They enjoy creative environments which can mean being creative themselves or building on the innovative ideas of others. They are often the great communicators - the ones who make ideas accessible, popular, and attractive. They are the 'Marketeers' in both the narrow and the broader sense, who take ideas and possibilities and use their enthusiasm, drive and persuasiveness to ensure a wider audience.

In summary

- New ideas, original thoughts and what might be rather than what is
- Flexibility, intuition and the big picture rather than facts and details
- Enthusiasm for getting things going rather than finishing them off
- Helping others, valuing things which are socially meaningful rather than purely commercial
- Breadth rather than depth and flexibility rather than procedures.

4. What is your style of working?

Managing time

Improvisers treat time as completely flexible. It expands and contracts for them like a concertina. They are always trying to fit 27 hours into a day. This tendency is made more extreme by the fact that Improvisers love to help others and find it difficult to resist others’ claims on their time. This desire to do everything and never say no can get them into trouble but this also means that they often succeed against all the odds. This is obviously helped by their tendency to be resourceful, energetic and highly effective at persuading others to help them out in a good cause. They love to plan - but plans are really lists of possibilities for the Improviser. At their worst they divide their energies and spread themselves too thin; at their best they achieve miracles.

In summary

- Time is not linear - it expands and contracts
- Always try to fit in more into the time available
- Strongly want to manage their own time and pace
- Not clockwatchers - may arrive late but will get the job done somehow
- Love interruptions and new challenges - and hence can lose track of time
• Feel constrained by structure and schedules.

Getting results

Improvisers are not wedded to procedures, objectives, and targets for the sake of them - and in fact they resist, fight and oppose them in their attempt to find ways that allow the expression of individuality and flexibility. They want freedom to improvise and so a job which calls on them to follow orders without question, or to apply what they see as meaningless rules or systems can be quite frustrating and hugely demotivating. Such a work environment cramps their style, they are quick to get restless and move on. They prefer to keep their eye on longer-term purposes and goals, often avoiding detail. When this is working well their long-sighted vision is one of their most valued contributions. Combine this with their confidence in handling uncertainty and they can be amongst the most effective at dealing with the unexpected, changing course as required and achieving against the odds. When things are not working well their long sight can be seen as some kind of vague but attractive dream. They can lose focus on the day-to-day and the here-and-now.

In summary

• Start rather than finish
• Remain flexible to changing demands
• Re-prioritise - seen as responsive to the needs of the moment
• Adapt procedures to fit priorities - as they interpret them
• Responsive, manage complex, multiple pressures and conflicting demands
• Great at strategy, less interested in tactics
• Can plan ahead but rarely implement without variation.

Managing change

Improvisers are great questioners of the status quo. They constantly seek opportunities for change and betterment - both for themselves and others. Their search for new ideas is often stimulated through interaction with other people where it is possible to have a free exchange of ideas. They are generally interested in everyone’s views and opinions, which can make them natural facilitators, working to draw out the best ideas that gain consensus and support. Their goals in managing change are usually linked with their own strong sense of personal values - often based on human growth and development. Whilst enjoying the material world, they are not usually motivated by merely getting richer or increasing shareholder value. They need this to be reframed to have much more personal meaning such as creating a business where everyone can grow and develop. Then they will throw their hearts into it and often take everyone else with them showing amazing skills at dealing with the new and unexpected.

In summary

• Search for new ideas, thrive on change and challenging the status quo
• Manage change by engaging, communicating getting others on board
• Need change to fit their values and purpose
• Rich grasp of possibilities, and superb ability to cope with unexpected.

5. Who do you want to work with?

Interaction needs

Improvisers are highly gregarious. They usually have a wide circle of friends - and are often at the centre of it! They are stimulated by talk and silenced by solitude, so that their best ideas emerge in the forum of debate and brainstorming. For that reason their work needs to have lots of people in it and plenty of opportunities for talk and exchange of ideas. They usually dislike boundaries and do not work or think in boxes. Their work and play often blend together. They may arrive late because they were involved in something else. They are sometimes accused of not being focussed but, when really interested, they can get totally absorbed and get a lot done - until the next interest or passion gets hold of them.

In summary
• Lots of contact and many friends
• People with shared values and opportunities for building lasting friendships
• Constant interaction as a major source of ideas and stimulation
• An environment where people share enthusiasms and passions

Relationship style

The mature Improviser is seen as delightfully sociable, genuinely friendly, concerned for others, and usually at the centre of a circle of contacts all of whom believe themselves to be friends. Improvisers are the natural networkers! They live for their relationships and they want plenty of them. Even slight acquaintances can be quickly absorbed into an Improviser’s circle of friends. They are highly inclusive and become personal and friendly much quicker than most other types. If they find disagreement they will do their best to defuse it or not draw attention to it. They are motivated by harmony and will draw others in seeking points of agreement rather than areas of discord. Improvisers not only need people but they need people to matter. This goes beyond having the opportunity to meet and talk. It means showing concern for the needs and feelings of others. It means allowing people to express their individuality whilst, at the same time, being part of a community with a common purpose. They seek out people with compatible values, and find ways to avoid people whose values clash with theirs. Being forced to confront people with values they don’t identify with can lead to them becoming unexpectedly firm and even direct. They also place a great deal of emphasis on trust and loyalty and people who let them down or who betray their trust, seldom get a second chance. When they work in an environment where people do not share these values they can feel extremely isolated - and that is one of the Improviser’s worst fears! Such interaction needs and relationship styles are more often found in areas like the arts, education and psychology, which therefore act as a natural magnet for Improvisers. They are also drawn to areas such as Public Relations since this gives unrivalled opportunities to network! Forcing them to work on their own is the surest way of reducing their effectiveness and dampening their enthusiasm.

In summary

• Sociable, friendly, lively, warm, outgoing and gregarious
• Make friends easily, being inclusive, approachable and friendly
• Great talkers, life and soul of the party
• High energy, always something happening round them
• Cope well with unexpected - welcome it or even create it.

6. How might others see you?

As a leader

Improvisers love to lead - after all, leaders are at the centre of things, and have access to a constant stream of possibilities and opportunities. What could be nicer? However, their leadership style is highly participative; they are uneasy with differences of status and would much rather treat everyone as equals. They ask for suggestions and search for common ground, sustained by a belief that everything is possible and solutions will be found if people talk around it long enough. They are often one of the most generous types in giving praise and, as leaders, they tend to bind their followers by creating strong personal loyalty and affection. At their best they make everyone feel special.

In summary

• Enjoy the buzz of being at the centre, leading and inspiring others
• Need to have a vision that fits their values and which needs their enthusiasm to create
• Lead by involving, participating, including, communicating widely and achieving consensus
• Inspire rather than manage or control
• Attract followers with their optimism about where they are going and rely strongly on building loyalty and affection.

As a manager

Their enthusiastic, participative and inclusive style combined with their big picture orientation makes them great at delegation, which the best make into an excellent development tool. Their ability to grasp essentials rather than
details enables them to manage in a hands-off style which suits those who want autonomy extremely well. Others sometimes complain that they do not receive enough guidance, practical detail and help. This makes them feel abandoned or left to work it all out on their own. Sometimes Improvisers are expected to manage in a more structured and controlling way. Whilst this can be a good discipline for them to learn, it can also be extremely destructive if it becomes the main approach. They are at their best when there is a lot going on, when they can help, cajole, energise and enthuse others, when they are able to turn quickly from one subject to another making best use of their ideas and flexibility. In roles requiring routine or structured management they often show little sticking-power or thoroughness.

In summary

- Facilitate rather than manage - guidance can be minimal and so need to beware of delegation becoming 'dumping'
- Strictly big-picture thinker, no interest in or patience with detail
- Manage relationships rather than tasks using their insight into other people and what motivates them
- Non-hierarchical - treats everyone as an equal and not impressed by status
- Abhor routine which makes for excitement or chaos.

As a decision-maker

Improvisers make decisions on the basis of their intuition and own personal values. This can make them very committed to a decision once it is made but they also have a tendency to leave things open and wait until things are clearer. This sometimes leads to a degree of delay and procrastination. They can also get the reputation for being overly subjective which can help them to persuade with passion or to assert with stubbornness. This becomes less of a problem when they have learnt to differentiate between situations where the yardstick "how do I feel about this personally" is less relevant. But when the worst comes to the worst, Improvisers are sometimes guilty of refusing to make the tough decision and can get trapped into prolonged and uncharacteristic inaction. The only exception to this rule is when the conflict touches on one of the Improviser's deeply held values - for example, if someone or something offends against fairness or honesty. Then they can move to action with a speed, decisiveness, and absolute refusal to compromise or forgive, that amazes everyone.

In summary

- Decide intuitively, by instinct rather than by logic
- Need to align decision with their basic value system
- Schedules are mere guides and not plans to be followed - remain flexible and always ready to reconsider
- When core values are threatened they can be fast, focussed and decisive
- Tolerant of uncertainty and usually not afraid to take risks
- Justify decisions that are close to their values passionately and persuasively
- May procrastinate - like to keep all possibilities open as long as possible.

In resolving conflict

Improvisers hate conflict - whether it is with individuals or with reality. They do not enjoy facing uncomfortable choices or confronting awkward people. As Improvisers they are resourceful and skilled at finding ways round things and winning people round, helping to get all parties to see all sides of the conflict. Consequently many conflicts simply don't materialise - or situations which seemed hopeless then magically recover.

In summary

- Become mediators and facilitators combining their interpersonal skill and abhorrence of conflict
- Can avoid difficult situations - but resolute, even dogmatic, when core values are threatened
- Help to make both sides see the others point of view and works to make everyone feel special.
7. Your main assets

At their best

Improvisers are resourceful, passionate, and persuasive, taking in a broad range of interests, and able to look far ahead and bring the future alive for others. The things they bring are:

In summary

- Enthusiasm for new ideas, innovation and change
- Warmth and appreciation of others
- Energy for creating co-operation and harmony
- Insight into peoples needs and motivations
- An ability to work with few guidelines and a high tolerance of ambiguity
- An openness to introducing new ways of doing things
- An ability to work effectively with groups of people.

8. Areas to consider developing

At their worst

They are over-committed and spread too thin, putting off tough decisions because they are always hoping that 'something will turn up', and never carrying anything through to completion. The things to consider are:

In summary

- Controlling a tendency to start something before finishing something else
- Accepting that some ideas need more evidence and detail before others will accept them
- Reacting less personally to criticism and feedback
- Giving more details, facts and objective criteria before jumping to conclusions
- Delegating more often - and with greater clarity of what is expected
- Learning to apply better planning and time management skills.

9. Career ideas to explore

Improvisers need to have an enthusiasm, even a passion, for the human side of what they do. They need to feel they are making a difference to people in a deep and meaningful way - and to have the freedom to do it they way. They usually give of their best when:

The Role - gives free rein to their idealism, passion for possibilities, and love of turning everything into an opportunity

The Environment - is pleasing to the eye and allows independence and plenty of human contact

The People - are supportive, friendly, enthusiastic - and numerous!

The work purpose - helps them and others to find their true selves; expands or enriches the range of human potential.

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, Improvisers represent about 8% of the general population and about 2% of managers in medium to large organisations. Such information can be useful when considering the types of occupations Improvisers seem to choose. From the research it is possible to show which jobs Improvisers seem to gravitate towards and which they gravitate away from. This can be a starting point in considering which jobs Improvisers 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 Improvisers 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 Improvisers than you would expect by chance - and so we can infer that such occupations are less popular and satisfying.

<table>
<thead>
<tr>
<th>More popular occupations</th>
<th>Less popular occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Artists and Entertainers</td>
<td>• Accountancy and book-keeping administrative roles</td>
</tr>
<tr>
<td>• Counsellors or Psychologists</td>
<td>• Computer Specialists</td>
</tr>
<tr>
<td>• Doctors, Nurses and other Healthcare professions</td>
<td>• Dentists</td>
</tr>
<tr>
<td>• Music - composing, performing</td>
<td>• Engineers</td>
</tr>
<tr>
<td>• Public Relations</td>
<td>• Farmers</td>
</tr>
<tr>
<td>• Research/investigation</td>
<td>• Lawyers, Judges, Police</td>
</tr>
<tr>
<td>• Religious Occupations</td>
<td>• Librarians and Archivists</td>
</tr>
<tr>
<td>• Social Scientists</td>
<td>• Mechanics</td>
</tr>
<tr>
<td>• Teacher of arts, self-expressive subjects or special needs</td>
<td>• Transportation Workers</td>
</tr>
<tr>
<td>• Training and HR Professionals</td>
<td></td>
</tr>
<tr>
<td>• Writers, Editors and Journalists</td>
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</tbody>
</table>

An examination of the above lists together with the descriptions earlier in this report can help an Improviser 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 Improvisers 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 Improviser 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.

Notes on interpreting this report

Your most likely preferred style, based on the questionnaire, has been given the name Improviser: i.e. Extravert, Intuitive, Feeling and Perceptive (ENFP). To understand more about this letter classification, you can purchase ‘Psychological Type – Understanding yourself and others’ 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 Improviser 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.

<table>
<thead>
<tr>
<th>My current/previous job is called</th>
<th>My next/future job I would describe as</th>
</tr>
</thead>
<tbody>
<tr>
<td>What I like:</td>
<td>What I would like is:</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Not at all</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>Fully</th>
</tr>
</thead>
</table>

Write down what prevents the above score from being lower!
• In my next work experiences I expect to be satisfied

<table>
<thead>
<tr>
<th>Not at all</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>Fully</th>
</tr>
</thead>
</table>

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.
The 16 Personality Types

The chart below provides 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.

<table>
<thead>
<tr>
<th>Style</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspector (ISTJ)</td>
<td>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.</td>
</tr>
<tr>
<td>Protector (ISFJ)</td>
<td>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.</td>
</tr>
<tr>
<td>Guide (INFJ)</td>
<td>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.</td>
</tr>
<tr>
<td>Investigator (INTJ)</td>
<td>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-focused and visionary leaders. They come across as tough and incisive but perhaps lacking the personal touch.</td>
</tr>
<tr>
<td>Surveyor (ISTP)</td>
<td>Surveyors enjoy roles requiring action and expertise. Socially revered 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.</td>
</tr>
<tr>
<td>Supporter (ISFP)</td>
<td>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.</td>
</tr>
<tr>
<td>Idealist (INFP)</td>
<td>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.</td>
</tr>
<tr>
<td>Architect (INTP)</td>
<td>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.</td>
</tr>
<tr>
<td>Trouble-Shooter (ESTP)</td>
<td>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.</td>
</tr>
<tr>
<td>Energiser (ESFP)</td>
<td>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.</td>
</tr>
<tr>
<td>Improviser (ENFP)</td>
<td>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.</td>
</tr>
<tr>
<td>Catalyst (ENTP)</td>
<td>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.</td>
</tr>
<tr>
<td>Co-ordinator (ESTJ)</td>
<td>Co-ordinators are systematic and delivery-focused. 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.</td>
</tr>
<tr>
<td>Harmoniser (ESFJ)</td>
<td>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.</td>
</tr>
<tr>
<td>Adviser (ENFJ)</td>
<td>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.</td>
</tr>
<tr>
<td>Executive (ENTJ)</td>
<td>Executives are direct, goal-focused 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.</td>
</tr>
</tbody>
</table>

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