Type at Work Report

Type Dynamics Indicator
Version I

EXAMPLE

introduction

When you answered the questionnaire you were asked to indicate your preferences regarding a number of different pairs of words or phrases. From analysing your responses, certain themes can be identified. These themes can be used to suggest the style and approach that you are likely to find most comfortable - something that others may recognise as your 'personality'.

Your personality, together with your values and your motivation, are core components of your identity. Identity is something that continues to evolve throughout our lives, but taking stock of who we think we are can be really useful in helping us to recognise what we do and what we want to do – and to take responsibility for our own future.

What follows in this report is a description of your preferences. Remember though that your preferences alone do not fully define you; nor do they limit you. We are all complex and adaptable beings who respond to situations in a variety of ways which are not always defined by our personality. A knowledge of your 'personality' therefore can only suggest ways in which you might prefer to behave in a given situation. It does not determine what you actually do.

Your Results

The style which is suggested by your pattern of responses to the questionnaire is described in the following pages. Remember that the name assigned to this style is just a label to help you to remember this complex set of preferences. Such a label sometimes suggests things that were not intended so please remember that it is not a definition and it does not encapsulate the complexity of your personality.

In this report you will see some ideas and suggestions about the implications of your set of preferences.

When reading your results, do bear in mind that:

These are only suggestions and only define what you seem most comfortable with - not necessarily what you are good at.

Everyone can adapt his/her style to fit different circumstances - although some people find it easier to adapt than others.

Sometimes your answers do not give a clear-cut pattern and so the ideas and suggestions below may not always fit closely - so feel free to identify those that fit and to question those that don't.

If you find yourself questioning the accuracy of the report, before rejecting the suggestions it can be useful to imagine that they are true for some part of your life. Ask yourself where (specific situations) or when (perhaps when you were younger) they might be true - such an approach is generally more useful.

trouble-shooter

A pen portrait of **the Trouble-shooter**

People with this style are particularly sociable, confident and pragmatic. For them there is no theory without action and no idea without implementation. Full of energy, they often do less well in the confines of the classroom than in the cut-and-thrust of life.

Trouble-shooters combine action with realism. They want to make things happen and come across as energetic, spontaneous and restless. They like to try things out and get quick results. They keep their antennae tuned to the outside world and cut to the chase, thus building a reputation for being quick, tactical and streetwise.

Trouble-shooters are likely to:
- Leap into action - they are the 'doers' who react quickly to changing events
- Seek excitement - if there is not much happening they will make something happen
- Be energetic and versatile, responding to events as they happen
- Bypass red tape - they are not ones to let the system rule
- Apply their minds in a cool and calculating way - they rarely let emotions get in the way

Trouble-shooters may need to:
- Learn to slow down and take the time to plan and reflect
- Develop a discipline enabling them to finish one task before leaping on to the next
- Recognise that standard procedures can be perfectly reasonable and acceptable
- Be more tolerant of people who think in a more intuitive, strategic or abstract way
- Assess the implications of their actions before they take them

what

is in this **report?**

> The next few pages will now provide you with some food for thought - they give suggestions and possible implications of what your reported preferences could mean.
>
> This can help you to think about how you manage work, home, your leisure and your relationships.

On the previous page, you read a pen-portrait of your preferred style. The remaining sections of this report describe the meaning and implications of this style in detail. They begin with a graphical representation of your profile and then further detail is provided under the following headings:
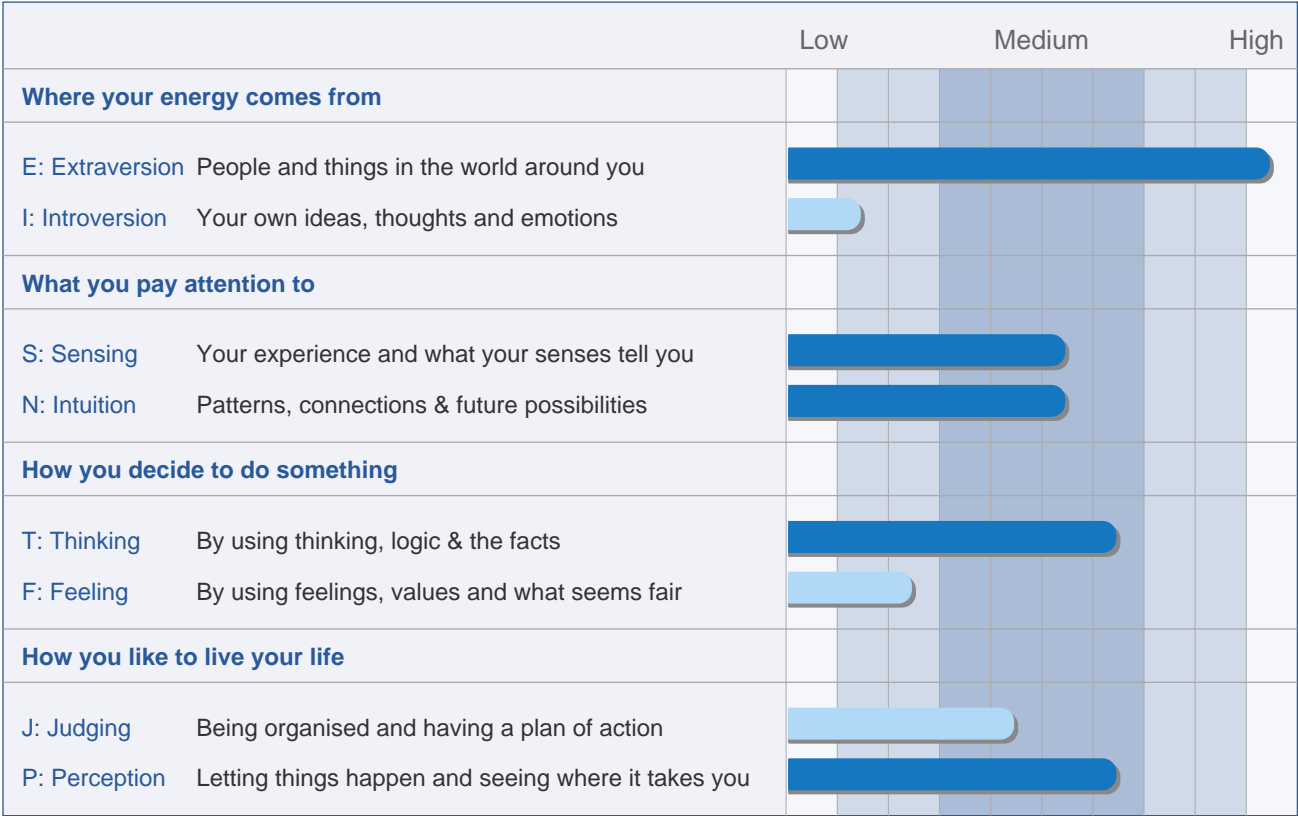
- **Your profile**
- **Why do you work?**
- **What kind of work do you want?**
- **What is your style of working?**
- **Who do you want to work with?**
- **How might others see you?**
- **Your main assets**
- **Areas to consider developing**
- **Exploring your profile**
- **Summary descriptions of the 16 types**
- **Reflections and learning from this report**

As you read the report, make a note of what you agree with and what you disagree with. Where you disagree it may be because your answers were not reflecting your real style and motivation or it may be that the report has over-generalised from what is true of most people but which does not actually apply to you. You can use the 'Summary Descriptions of the 16 Types' and the 'Reflections and Learning' sections at the end of the report to consider alternatives that may fit you better. Remember that the report is to stimulate your thinking rather than to limit your choices.

Your profile

> Your answers to the questionnaire are shown graphically below with a brief description of each of the eight preferences grouped into 4 pairs.

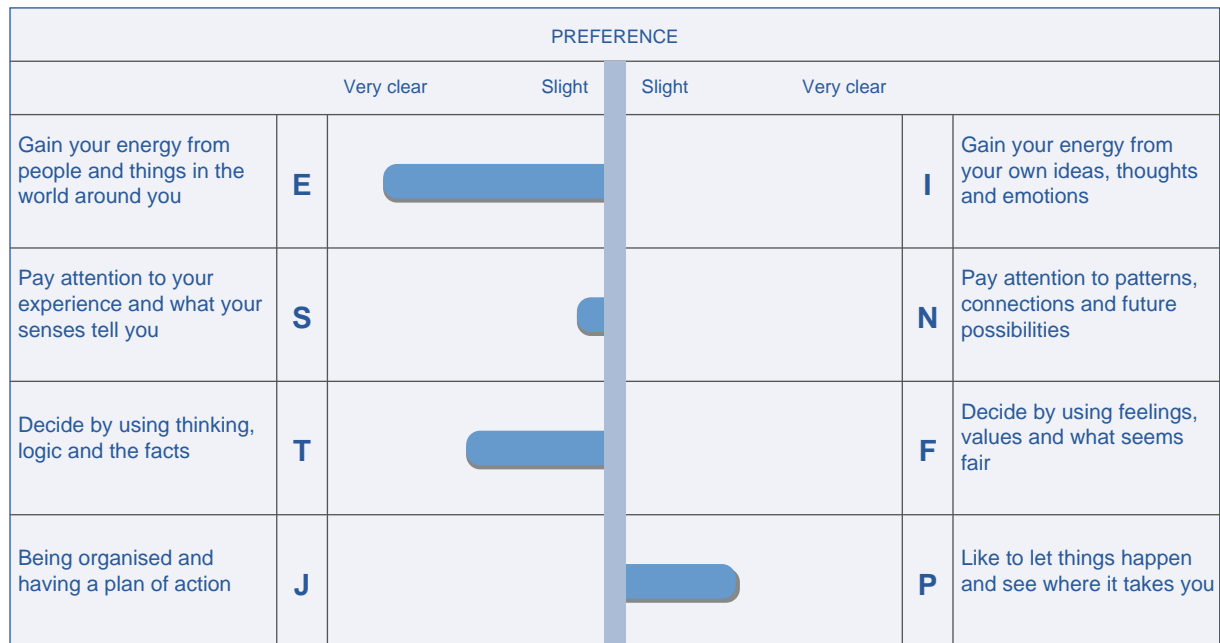|		Low	Medium	High
Where your energy comes from				
E: Extraversion	People and things in the world around you			
I: Introversion	Your own ideas, thoughts and emotions			
What you pay attention to				
S: Sensing	Your experience and what your senses tell you			
N: Intuition	Patterns, connections & future possibilities			
How you decide to do something				
T: Thinking	By using thinking, logic & the facts			
F: Feeling	By using feelings, values and what seems fair			
How you like to live your life				
J: Judging	Being organised and having a plan of action			
P: Perception	Letting things happen and seeing where it takes you			

The diagram shows the four pairs of preference which are investigated by the Type Dynamics Indicator. These preference pairs are:

Extraversion - Introversion (E vs I) . . . . . .   which is about where your energy comes from

Sensing - iNtuition (S vs N) . . . .   which is about what you pay attention to

Thinking - Feeling (T vs F) . . . .   which is about how you decide something

Judging - Perception (J vs P) . . . .   which is about how you like to live your life

For each of the above pairs, you will probably prefer one side to the other. For example, if the diagram above shows that the bar for Introversion is longer than the bar for Extraversion, that would mean that you prefer to get your energy more from your own thoughts and ideas rather than from people and things and the world around you. If the bar for Extraversion is longer than the bar for Introversion, then the opposite would apply.

PFS

In your case, your preferences (as shown by the longer blue bars) can be summarised by the 4-letter code ESTP. In other words, your preferences are for Extraversion, Sensing, Thinking and Perception. This 4-letter code is nicknamed 'the Trouble-Shooter' and this name was used in the pen portrait shown earlier in this report.

We can also look at the size of the differences between your preferences for each pair. For some of the pairs, the difference might be very slight - in other cases, it might be much larger. The diagram below shows your results in terms of how clear the differences were for each pair.

PREFERENCE					
Very clear	Slight	Slight	Very clear		
Gain your energy from people and things in the world around you	**E**	▬▬▬▬		**I**	Gain your energy from your own ideas, thoughts and emotions
Pay attention to your experience and what your senses tell you	**S**	▬		**N**	Pay attention to patterns, connections and future possibilities
Decide by using thinking, logic and the facts	**T**	▬▬		**F**	Decide by using feelings, values and what seems fair
Being organised and having a plan of action	**J**		▬▬	**P**	Like to let things happen and see where it takes you

If you have a very clear preference for any one of the above pairs, then you are likely to use your preferred style in the majority of circumstances. Though there are some people who show a very clear preference but who can also use the opposing style where circumstances require and so are still able to be flexible in how they approach particular situations.

If you have either no preference or just a very slight preference, this could mean that you use both styles in your everyday life, perhaps switching from one to the other by consciously adapting to circumstances. On the other hand, it could also indicate that you are unclear about which alternative you prefer. What may seem to others like flexibility could instead be your attempt to adapt to different circumstances, perhaps without sufficient regard for your own preferences. We refer to this as a 'corridor' preference. For example, imagine a room on one side of the corridor for people who have extraverted preferences and a room on the other side of the corridor for people with introverted preferences. Someone with just a slight preference may linger in the corridor, occasionally opening each door and sometimes stepping inside but never feeling committed to going fully inside and relaxing there.

On the following page, you can read a summary of 'clear' and 'corridor' preferences.

Summary of clear versus less clear (or 'corridor') preferences	
When your results are clear	When your results are less clear (or 'corridor')
This suggests that you have very little uncertainty about your own preference. This makes it more likely that this preference will be obvious and recognised in the way you approach life. Such clarity can sometimes be helpful and distinctive but sometimes it can come across as a little rigid and unappreciative of the other preference (both in yourself and in your attitude to others). N.B. Being clear about a preference is a different question to that of how strong or weak the preference is.	This suggests that you recognise both preferences in yourself. This can make you flexible in the way you approach life and can help you appreciate other people with different styles. Alternatively it could mean that you are uncertain and this could make you waver between the two depending on circumstances or mood. If such wavering creates tension for you, it can be useful to try to clarify which of the two preferences is more fundamental for you.

Each of us is constantly developing and updating how we think about ourselves and it is important therefore to realise that your profile of preferences, as depicted in the diagrams on the previous pages, represents the way you answered the questions at the time - and this, in turn, reflects how you are (or were) when you answered the questionnaire.

It is possible for your profile to change as you develop your ideas about what is most important, natural and rewarding for you. Not only the direction of your preferences may change over time but also the clarity of those preferences. Some preferences which are only slight may become stronger over time and others which are currently strong may become less clear. Please bear this in mind as you read the more detailed implications of your preferences in the next few pages.

Your preferences in detail

> In the sections that follow, your preferences as 'a Trouble-Shooter' are discussed in more detail under a number of separate headings.

Why do you work?

The purpose of work

Trouble-shooters seek work that is active, practical and immediate. They may question and challenge, but this is not usually from a deep desire to change the world. Rather it is a desire to see something happen and receive immediate feedback. They want to understand what they are doing and what the benefits are - otherwise, they lose interest and move on. Learning for its own sake is of little interest to them until they can see the practical usefulness.

In summary:

- To satisfy their need for immediate, tangible and practical results
- To provide for their material needs - pay and conditions do matter
- To provide a social forum to meet and interact.

The work environment

Trouble-Shooters seek a high level of variety and lots of contact with people. They are sharply aware of the world that surrounds them, living in 'the material world' and appreciating material things. They have few reservations about the financial side of things and will be openly materialistic, either in terms of their need for financial reward or for living and working in a beautiful place - or both. Above all, the work environment needs to be fast, interactive and fun.

In summary:

- Involve action with a constant stream of practical problems to solve
- Provide lots of interactions with others
- Involve lots of variety and some risk.

What kind of work do you want?

Types of activity

The first need of a Trouble-shooter is freedom - freedom to improvise and get results in the way that feels right at the time. They accept reality and are quite ready to work within it - there are many Trouble-Shooters in the police and the armed services - but they want and need to find their own way through, or round, the systems and procedures that govern the work. Many Trouble-Shooters take jobs that are highly practical. In sport, for example, they often show an awareness of the here-and-now which makes them appear to have eyes in the back of their heads. In working with tools they often show a natural feel for the materials they are handling. In the skilled trades or engineering they demonstrate a very practical intelligence and ingenuity - something which is often undervalued in the current education and reward system. Their genius is not in dreaming up ideas, but in making ideas work. They learn slowly and reluctantly from books - but very quickly when given the chance to try things out for themselves.

In summary:

- The freedom to improvise and be flexible
- Dealing with reality that is tangible and immediate - for example the emergency services
- Tasks demanding practical ingenuity
- Making ideas work rather than dreaming them up.

Types of contribution

As the name suggests, Trouble-shooters are at their best in a crisis. When there is a mass of information coming at them very rapidly they remain cool and focussed. In fact they find such situations stimulating and it often brings out the best in them. When there is no crisis they may back off and save energy. Their focus on the here-and-now also allows them to make another significant contribution - as early warning systems. They are often the first to know what is going on. They keep tuned in to the real world, identify immediate issues and use their incredible adaptability to respond without being constrained by formality or procedure.

In summary:

- Dealing with the unexpected and rising to the challenge
- Bringing individuals into a team
- Finding ways around difficult situations (or difficult people)
- Converting inaction, lethargy or idealism into action.

What is your style of working?

Managing time

Trouble-Shooters are happiest when the stakes are high, the pressure is on and the outcomes are clear and measurable. They tend to dislike too much structure and they love to be responsive and flexible. Because they live so much in the moment, they are not very interested in planning ahead. Long on improvisation and short on planning, they can be seen as poor time managers, but they often rise to the occasion as the deadline approaches.

In summary:

- Want to manage own time and pace
- Prefer to react than to plan - thrive on last minute adaptation
- Appear unprepared but then get it done without apparent effort or stress.

Getting results

Trouble-shooters are supremely results-focussed - in terms of the day-to-day rather than in terms of the long-term or strategic. To them, the end justifies the means and they focus on immediate, real problems to solve. This emphasis on short-term results with clear targets for measuring success means that they enjoy activities such as closing the sale, scoring the goal, making the arrest or putting out the fire. If results become too abstract or long term they are in danger of losing interest and disengaging.

In summary:

- Extremely results-focussed once they have seen what is required and then they hone in like an arrow crying "Just do it!"
- Results means what is needed today rather than tomorrow or the future
- Once they know the target they show ingenuity, flexibility and possibly expediency because the ends justifies the means
- Always want a close link between actions and results
- Very, very results-focussed: "What else is there?"

Managing change

Trouble-shooters seek stimulation and variety. This sometimes gets them labelled as agents for change. However, on closer inspection it can be seen that, whilst Trouble-shooters may initiate a variety of activities, their motivation is to see something happen rather than to create something new. In fact Trouble-shooters tend to accept reality and make the most of it making them excellent at adaptation rather than innovation.

In summary:

- Variety rather than innovation and change
- Adaptable - move on rapidly and don't 'cry over spilt milk'
- Always on the move and willing to 'give it a go'.

Who do you want to work with?

Interaction needs

Most people see Trouble-shooters as active, fun and good company, always ready for a party and in the centre of the action. They need that constant stimulation and believe in 'living life to the full'. At work, Trouble-Shooters seek an environment where there are always people around and where ready banter and rough good humour are accepted as normal. They tend to avoid anything solemn or pompous. One of their great strengths can be to refuse to take themselves seriously - and they can be merciless with anyone they suspect of doing so. They make the most of life as it is and show little interest in knowledge for its own sake - or in anything that questions social values or probes too far beneath the surface. However, at a deeper level, they can be very loyal to institutions and individuals and can react strongly when these are threatened.

In summary:

- Want straightforward and direct relationships - "What you see is what you get"
- Want people who will join in - who will work hard, play hard together, joke and banter and not take everything too seriously
- Expect to take people as they come - don't see the need to question or analyse too deeply
- Often prefer people with more traditional values.

Relationship style

Trouble-shooters are naturally interactive and usually easy-going and tolerant. However, they can find it hard to comprehend people who don't 'live their life on the outside.' Thus their liveliness and enthusiasm can be stimulating and fun but sometimes gets a little wearing for more reflective types. In teams they get stuck in, finding common cause, engaging, enthusing and persuading others to get the task done. If there are disagreements, their desire to get results can make them firm, even tough, although they do not generally want to cause offence. Their ability to tune in to the issues and signals means that they can be excellent judges of people even though they are not given to speculation or abstract thought or to reading psychology textbooks!

In summary:

- Come across as energetic and spontaneous - and need freedom to be so
- Good-natured, undemanding personally as long as you join in
- Love to be in the thick of the banter - jokey, witty, 'shoot from the hip'
- Wary of people who are too intense, personal or intimate.

How might others see you?

As a leader

Trouble-shooters are supremely pragmatic and tactical, masters of detail, ready to turn and adapt as the situation demands. They tend to be very aware of what is going on and their large network of contacts makes them very adept at finding the resources they need to get the results they want. They lead with enthusiasm and action and inspire through their flexibility and resourcefulness rather than through any great idea or vision.

In summary:

- Action leaders - ready to 'go over the top' such as in a crisis rather than when strategy is required
- Tacticians rather than strategists
- Tend to be informed and keep everyone else informed due to their extensive network of contacts and ability to communicate.

As a manager

Because of their calmness in a crisis, their focus on results and their uncomplicated determination to achieve them, Trouble-shooters can rise to senior positions in business management. They thrive in environments where there is unpredictability thus playing to their strength of adaptability and re-prioritisation rather than requiring planning and systems. They tend not to enjoy careful, systematic procedures and so they sometimes fail to introduce the necessary checks and balances to ensure that things are finalised or completed.

In summary:

- Prefer to focus on the present and manage the day-to-day
- React well to the unpredictable - but don't always recognise that their staff need more time and structure
- Observant, realistic, feet on the ground, street-smart, survivors - makes them realistic managers as long as they don't overload.

As a decision-maker

Trouble-shooters are quick to decide and slow to revisit. Their decisions tend to be based on facts and logic with 'airy-fairy theories' having no part in the process. This quick-fire, no-nonsense style is generally delivered with optimism, enthusiasm and directness. The great strength of this approach is the focus on the here-and-now - Trouble-shooters think that tomorrow hasn't happened yet, and yesterday is already history. They don't procrastinate - but they can change their mind. They learn by trial-and-error and so making mistakes is less important to them than it is to other types.

In summary:

- Willing to listen, gather views, make quick decisions - and ready to review them if new information is presented

- Their speed makes them appear decisive, but their flexibility means they could change that decision - they call it learning by trial and error
- Generally optimistic, enthusiastic, confident about what they are about to do or commit
- Not afraid to act
- Decide effortlessly, simply, directly - and move on.

In resolving conflict

Trouble-shooters are not afraid of conflict. They often deal with it head on using their humour, good sense or with a well-timed compromise to get a resolution - and it is a resolution they want. They do not want things dragging on and so they can be very tough when necessary. They may be less open to viewpoints that are radically different from their own. This means that they can sometimes fail to maximise the potential learning in each situation.

In summary:

- Tackle conflict head on - often with humour and ability to find a compromise
- Diplomatic where possible, but can be tough, even ruthless
- Great flexible negotiators, seek evidence, appeal to common sense and always prepared to compromise.

Your main assets

At their best

Trouble-Shooters are active, focussed, practical and results-oriented, working fast, accurately and reliably and wasting no time because they want to get the work done and get away. They can see what is going on and adjust to new developments rapidly. And they are persuasive enough to get their way. The things they bring are:

In summary:

- An ability to rise to the unexpected, to negotiate as things happen and to seek compromises to keep things moving
- A practical and realistic approach
- An immediate, direct and assertive style
- A willingness to 'give things a go' and take risks
- An ability to bypass red tape and utilise the most efficient, obvious and direct route to overcoming problems.

Areas to consider developing

At their worst

Trouble-shooters drift aimlessly with no long-term goal, waiting for something exciting to turn up, or create their own trouble so that they can resolve it - not always successfully! The things to consider are:

In summary:

- Taking greater account of other people's ideas, opinions and feelings before deciding and taking action
- Considering broader and more strategic aspects of situations
- Assessing the implications of any action before taking it
- Finishing one task before starting the next
- Learning to slow down and taking the time to plan and reflect
- Looking beyond the short-term, immediate and practical
- Showing more tolerance of standard operating procedures, chains of command and policy
- Showing more tolerance of people who think abstractly and who suggest different possibilities.

exploring
your profile

Your profile shows the set of preferences that you have developed and which you are currently expressing.

It sometimes helps to ask why we have developed particular preferences. Do they reflect values we have absorbed from our experiences or from others around us? Do they result from some sort of pressure we may have experienced in the past? Do they reflect how we really want to be or do we perhaps sometimes wish we were different?

To help you understand more, try to answer the questions in each of the 6 boxes below.

We can think of a person's preferences, as shown by their profile, as their 'comfort zone'. In your case: 1. is this comfort zone a positive choice? 2. is this comfort zone a way of avoiding something less comfortable?	**How we are is not always how we want to be. What changes in your preferences would be needed to make your profile:** 1. represent your 'ideal' of the person you want to be? 2. reflect the potential you feel is within you? 3. reflect the person you would like to see described in your epitaph?
Our preferences often change as we grow and develop. How different would you say the preferences you now have are to those you had: 1. when you were growing up at home? 2. when you were at school? 3. in your early adulthood?	**Sometimes, the person we say we would prefer to be is based on the expectations of others. Thinking in terms of the four preference pairs (or using the 16 summary profiles on the next page), consider how the following might like you to be:** 1. your parents? 2. your teachers? 3. other people who are significant in your life
Our preferences sometimes change according to where we are and what we are doing. Think about how your preferences might be different: 1. at work 2. at home 3. in your hobbies or leisure activities	**There are always parts of ourselves that remain relatively hidden or unexpressed. Thinking in terms of the four preference pairs (or using the 16 summary profiles on the next page), do you think there are elements in your profile which might:** 1. be under-used or not be expressed? 2. become exaggerated when you are under pressure?

The answers above will help you think more about where your reported preferences are coming from.

The ideas in this report are based on your answers to the questionnaire. As you reflect more about who you are and how you behave, you may find that your ideas become clearer or change.

The theory of 'Psychological Type' tells us that there are elements of all types within each of us, but in different proportions. It can therefore be useful to think about each of the other types and to see if you recognise some of them as part of you - at least, perhaps for some of the time. Pen-portraits of each of the 16 Types are shown in the table below for you to consider.

Summary description of the 16 Types

Inspectors (ISTJ)

Inspectors are careful, thoughtful and systematic. Outwardly composed and matter-of-fact, they can be people of few words. However, they are dependable, loyal and precise making sure that responsibilities are taken seriously and that work is completed steadily and systematically.

Protectors (ISFJ)

Protectors are patient, modest and diligent. They show great compassion and support for others - often by taking care of the day-to-day practical details. They are not particularly interested in logical or technical things, preferring a more personal touch and enjoying being helpful, persistent, organised and thorough.

Guides (INFJ)

Guides are warm, imaginative and amiable. They can be guarded in expressing their own feelings though can 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 they can become extremely persistent without losing the personal touch.

Investigators (INTJ)

Investigators are innovative visionaries with a determination to achieve results. They can be highly independent, needing a great deal of autonomy. Their clear-sightedness and willingness to take decisions makes them conceptual, goal-focussed and visionary leaders. They come across as tough and incisive, sometimes lacking the personal touch.

Surveyors (ISTP)

Surveyors are drawn to roles requiring action and expertise. Socially reserved and loving action, they can be highly energetic when interested. This makes them expedient, realistic, logical and practical. When uninterested they can become disorganised, impulsive and detached.

Supporters (ISFP)

Supporters are quiet, friendly people who do not need to force themselves, or their views, on others. Caring and sensitive, they accept people and life's realities as they are. They do not need to over-analyse, they live for the present, being personable, adaptable and sometimes disorganised.

Idealists (INFP)

Idealists are drawn towards others who share their values and who feel deeply about certain issues. These issues guide them in their life and relationships. When all is going well they are seen as warm and gracious individuals who care deeply and who contribute interesting ideas and values.

Architects (INTP)

Architects are great thinkers and problem-solvers. Usually quiet and reflective, they like to be left to work things out at their own pace. They can be complex, theoretical and curious, seeking underlying principles and fundamental understanding.

Trouble-shooters (ESTP)

Trouble-shooters are sociable, confident and adaptable pragmatists. They love action and happily use their experience to make things happen. Often charming, straightforward and energetic, they live on the edge treating life as an adventure.

Energisers (ESFP)

Energisers are drawn towards others, living their life by engaging, interacting and bringing optimism, hope, warmth and fun to the situations they encounter. They seek people and action, are always ready to join in themselves and usually create a buzz which encourages others to also get involved.

Improvisers (ENFP)

Improvisers are personable, imaginative and sociable types. Willing to turn their hand to anything, they enjoy exploring ideas and building relationships. Their style is generally enthusiastic, engaging and persuasive, tending to be spontaneous and flexible rather than structured and detailed.

Catalysts (ENTP)

Catalysts are energetic change agents who are always looking for a new angle. Often pioneers and promoters of change, they look for active environments where they can discuss and debate new ideas. When with people they inject energy, innovation and fun into their activities.

Co-ordinators (ESTJ)

Co-ordinators are systematic and delivery-focussed. They like to take charge and get results. Their style will generally be steady and organised and they are often described as tough and efficient leaders. Practical, rational and efficient they may neglect people's feelings and may not champion change.

Harmonisers (ESFJ)

Harmonisers are sociable, friendly and persevering. They bring compassion and a focus on others which creates a warm and supportive environment. Generally organised and able to attend to practical issues, they are nurturing, loyal and sympathetic whilst keeping a clear focus on getting things done.

Advisers (ENFJ)

Advisers are enthusiastic, personable and responsive types who place the highest value on building relationships and showing commitment to people. Generally comfortable in groups, they can be good with words, happy to express their feelings and strong in the promotion of their values.

Executives (ENTJ)

Executives are direct, goal-focussed people who seek to influence and get results. They value good reasoning and intellectual challenges. They seek to achieve results and can be tough, visionary leaders who make things happen.

reflections

and learning from this report

> Firstly, think about your results as described in the report above and think about some possible explanations for why you answered the questionnaire the way you did. Then write some notes below about what you feel you have now learnt about yourself.

1. On reflection, the preferences that feel more 'core' to who I am are: *(circle one of the preferences in each pair)*

Extravert	Sensing	Thinking	Judging
Introvert	Intuition	Feeling	Perceiving

Use the table on the previous page and write down the name which is given to the combination of preferences you have indicated above: ....

The reasons these feel more 'core' are: ....

....

....

2. If your are finding it hard to identify what is core, please instead list below those pen-portraits from the previous page that you most easily identify with. For each pen-portrait you mention, give an example of the sort of situation in which you feel it comes to the fore and in which it would be an appropriate description of your preferences

....

....

....

3. What I feel I have learnt about myself is: ....

....

....

(If necessary, continue on the back of this sheet or on a separate sheet)

If you would like to answer a few short questions to give us your opinion of this report, please click on the link below:

Feedback questionnaire