

## **JUNG TYPE INDICATOR**

### **ASSESSMENT PROFILE**

**Sally Sample**

**25/02/99**

Prepared for

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

# JUNG TYPE INDICATOR

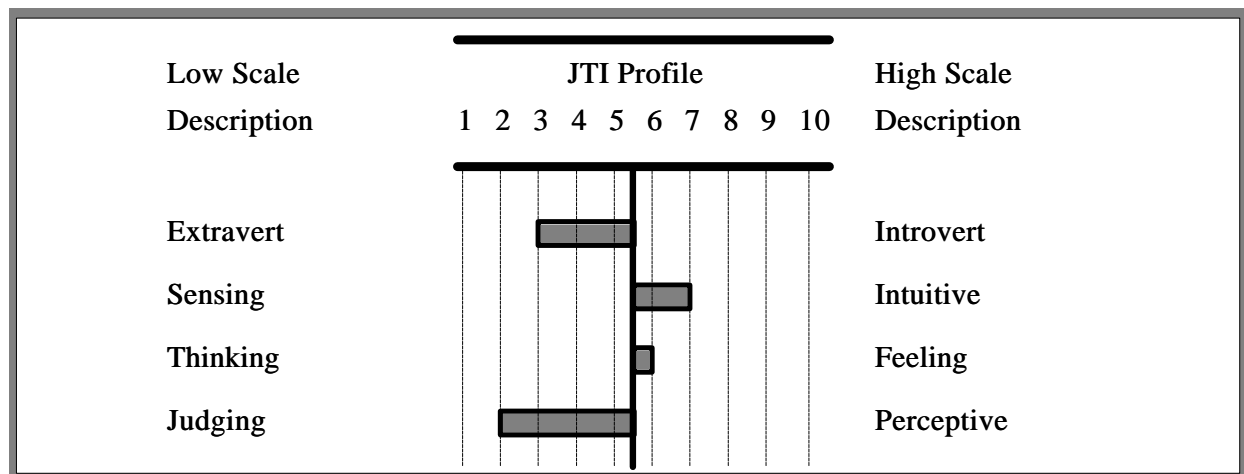
## INTRODUCTION

The Jung Type Indicator (JTI) is a questionnaire designed to assess a person's preferences along the four dimensions of Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling and Judging-Perception. From knowing these preferences, it is possible to anticipate how a person will normally prefer to act in a variety of different situations. It is also possible to anticipate how a person will typically prefer to approach many aspects of her work.

It is important to emphasise that the Jung Type Indicator only assesses preferences and does not directly assess actual skills. However, people often develop greater skills in those things that they prefer doing than in those which they enjoy less. It follows therefore that to know a person's preferences can provide useful insights into the range of skills that they may have developed.

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

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



# **THE FOUR MAIN DIMENSIONS OF THE JTI**

## **EXTRAVERSION - INTROVERSION**

The dimension of Extraversion - Introversion describes a person's preference either for the outer world of things and people (Extraversion) or for the inner world of thoughts and ideas (Introversion). Extraverts are people who enjoy interacting with the outside world. They like doing things at a practical level, they enjoy expending energy by being active and they enjoy interacting with others. In contrast, the Introvert prefers thought and imagination to action and interaction. Introverts enjoy time spent by themselves. The inner world of their thoughts is important to them and they need time alone to reflect upon their ideas.

It is important to emphasise that introverts are not necessarily shy people, just as extraverts are not necessarily socially confident people. Many introverts have considerable self-confidence when with others and conversely, many extraverts can feel quite shy when with others.

On this first dimension of the JTI, Sally scores fairly strongly in the direction of extraversion. She will therefore enjoy being with others, both at work and outside work and will not particularly enjoy situations where she is entirely by herself for long periods of time. She will value the opportunity to work with other people and will enjoy making new contacts and meeting new people.

Sally will enjoy spending time discussing her work with others, both in formal situations such as meetings and in casual conversation. She will usually have quite a lot to say and will far prefer to be actively involved in a discussion rather than just sitting back and listening. On occasion, she may plan what she is going to say beforehand, but more often she is likely to say what she thinks at the time and then reformulate her views as the discussion continues.

On the whole, Sally enjoys doing rather than thinking. She enjoys being active and likes to see tangible results wherever possible. She would prefer to have the responsibility for getting things done rather than only being involved at the ideas level. Variety will also be important to her and she is unlikely to enjoy tasks which require her to concentrate for long periods of time without the opportunity to do something of a more practical nature.

## **SENSING - INTUITION**

The dimension of Sensing - Intuition primarily describes a person's inclination either to focus upon raw information and data as presented to the senses or to focus on the underlying patterns in that data and information. People who have a preference for Sensing prefer to look at situations as they are presented to them, examining the details with care and not wishing to go beyond the obvious and the immediate. Those with a preference for Intuition pay less attention to detail and evidence and are more concerned to absorb the general pattern and to read between the lines. They enjoy dealing with the hypothetical and are less concerned about the precise realities of the immediate situation.

Sally's score on this dimension falls basically within the middle range of the scale, though rather more towards the 'intuitive' direction. On the whole therefore, she will see the more abstract features and patterns in a situation as being of most importance, but not at the expense of important issues of detail. She will try to get an overall perspective of a situation in order to get an intuitive sense of what is happening and will pay attention to the detailed facts wherever she feels it is necessary to do so.

She will show an interest in the current needs of the organisation, but her real interest will be in future needs and possibilities. She will show some regard for traditional methods and practices, but

will feel that tradition should not be allowed to get in the way of progress. She will therefore want to experiment with new methods and approaches and to encourage their introduction wherever appropriate. And since she may well feel that she has a fairly creative and innovative mind, she will probably enjoy taking an active part in the creative process herself.

Sally will want to see at least some evidence for any new ideas that are proposed and would be reluctant to support the introduction of methods which are entirely unevaluated. Nevertheless, she would probably not want to see progress being hindered by an over-concern for hard evidence.

## **THINKING - FEELING**

The dimension of Thinking - Feeling describes a person's preference either for the logical, analytic processes of thinking and decision making or the processes of subjectivity and the reliance upon feeling and emotion. The 'Thinking' person likes to analyse situations in terms of cause-effect relationships and likes to use reason and logic in order to reach a conclusion. The 'Feeling' person on the other hand, likes to reach a point of view in a much more subjective way, letting herself be guided by her feelings and by the feelings of others.

Sally's score on this scale falls within the middle band, showing more or less equal tendencies towards 'Thinking' and 'Feeling'. She will therefore tend to appraise situations both in terms of her subjective, intuitive feelings and also in terms of a more logical analysis, allowing both kinds of information to influence her final decision.

When dealing with people, she will want to know their reactions to an idea or proposed course of action and will try to take these into consideration where possible. At the same time, she will also consider what is fair and reasonable and will try to be firm where necessary.

Sally will also show an interest in people's well-being and will want to know if they are facing difficulties. She will try to help wherever she can though will not let herself be influenced unduly if the situation does not warrant it.

## **JUDGING - PERCEPTION**

The dimension of Judging - Perception describes a person's preference either for structure, order and planning or for spontaneity, adaptability and flexibility. The person who falls at the Judging end of this dimension likes to make decisions as soon as sufficient information has been gained and then sets about achieving an objective via a carefully thought out, structured sequence of stages. The person who falls at the Perception end of the dimension likes to put off decision-making in order to gain as much information as possible. When she does decide to act, she will do so in an unstructured and flexible manner without detailed prior planning.

Sally's score on this dimension falls very strongly towards the 'Judging' end of this dimension. The achievement of objectives will therefore be of great importance to her. In preparing a project, she will want to set out an action plan as soon as possible and will plan each part of the project in great detail. Once the plan has been prepared, she will establish clear targets that must be met at each stage, will set out a detailed schedule for the project as a whole and will check that all necessary resources will be available when needed.

She will monitor progress consistently during the project to ensure that each target is achieved on time and that the project is on schedule to meet the ultimate deadline. If circumstances change during the course of the project, she will revise her plans, setting out in detail the new course of action and specifying any changes to targets and schedules.

If circumstances change dramatically and rapid action is required, she may not find it easy to react with spontaneity since her preference is for planned rather than unplanned action. She will try to guard against such a possibility by trying to anticipate at the outset what circumstances might occur and ensuring that her plans cover all possibilities.

## **WORK STYLE THEMES**

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

### **WORKING RELATIONSHIPS**

Sally's natural extraversion combined with her balance between 'thinking' and 'feeling' suggests that she will enjoy contacts with others at work and that her working relationships will, in general, be fairly important to her. She is likely to be sociable and friendly and will show a reasonable amount of concern for those around her.

She will enjoy co-operating with other people at work, especially because of the opportunity this gives her for company and contact with others. She will also quite enjoy discussing her work with others, both the technical aspects and the more interpersonal aspects. If she disagrees with others, she will be reasonably direct in expressing her view where this is necessary but, at the same time, she will try to be tactful and aware of other peoples' sensitivities wherever she can.

### **MANAGEMENT STYLE**

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

She will take a 'hands-on' approach in organising her subordinates' work, monitoring what they are doing, making sure they constantly update her on progress and ensuring that they meet each target that has been set. She will maintain a tight organisation over the project as a whole and will set each person specific tasks in line with her overall plan to co-ordinate the work of her team.

Sally will tend towards rather more informal relationships with her subordinates and will not want to see them paying too much respect to her 'status' as their manager. Her own approach towards them will also be fairly relaxed and easy going.

She will tend to encourage her subordinates in the direction of innovation and creativity, though not entirely at the expense of traditional methods and skills. On the whole, she will want them to have an orientation towards the future and will welcome new ideas for how established practices can be improved.

In general, Sally will try to strike a balance between sensitivity on the one hand and firmness on the other. If she feels that an individual's work is not up to standard, then she will want to know if there may be particular personal or work circumstances that may be contributing to the poor performance. If this turns out not to be the case, then she will be prepared to be direct about the problem if she feels this is justified.

Harmony among team members will be quite important to her and she will be concerned to see that problems amongst individuals are not having an effect on the functioning of the team as a whole. However, she will not see harmony as being essential if the team are still functioning effectively together and remaining productive.

## **THINKING STYLE**

Sally's orientation towards 'intuition' rather than 'sensing' suggests that her thinking style will tend towards innovation and creativity. She is likely to enjoy working both with conceptual / theoretical ideas and also ideas of a more subjective nature. She will tend to focus on possibilities for the future rather than current realities and will enjoy having responsibility for the development of new ideas or new ways of working. Although she will take a fairly analytic approach in her thinking, her ideas may not always be especially pragmatic and she would be best placed working with others who are able to bring a more realistic perspective to the ideas she contributes.

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

## **DECISIONS AND ACTIONS**

Sally is likely to be 'action-oriented' in her approach. She will enjoy seeing ideas turned into action and will want to move quickly to ensure that this happens. She will therefore want to make decisions rapidly, being prepared to take action as soon as she feels she has sufficient information for a decision to be made and not wanting to devote a great deal of time to detailed evaluation or consultation.

She will show some concern for precise details and will want to get a grasp of the basic facts when making a decision, but she will nevertheless be rather more influenced by her global, intuitive appraisal of the situation. Although she will try to take the immediate needs of the organisation into consideration when making a decision, her main emphasis will be upon the longer-term outlook.

## **DEPENDABILITY AND STRUCTURE**

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

## **Special Strengths**

Sally's special strengths will come from her ability to bring others together and enhance co-operation within a team or within an organisation. She will also place a particular emphasis in her work on getting others to accept people-oriented values.

## **Possible Self-Development Areas**

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

- She may need to reflect on her ideas a little more before communicating them to others or taking action.
- She may need to spend more time in more focused concentration on certain aspects of her work
- She may need to learn to be more flexible when preparing for a major project and not plan everything in such fine detail.
- She may need to learn to trust her own ability to cope in a crisis where things do not go as she had expected or planned
- She may need to delay decision making and implementation for a little longer until she is sure she has gathered all information which will be relevant to her final decision.

## **The 16 JTI Type Categories**

A person's JTI profile can often be categorised within one of the 16 basic JTI 'types'. A summary of these 16 types is provided on the self-scoring JTI answer sheet.

Sally's scores on the JTI dimensions did not place her clearly into any one of the 16 JTI types. Her profile rather shows features of each of the type categories ENTJ and ENFJ.

End of report.