



Fred Sample

**Arabian Assessment &
Development Centre**

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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

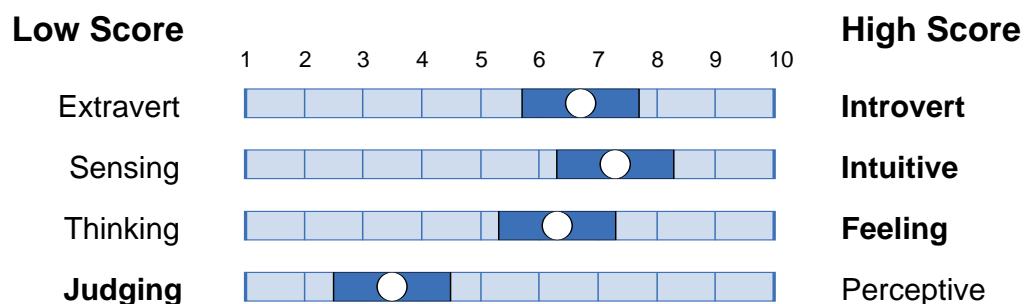
INTRODUCTION

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

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

Fred's score on this dimension falls within the middle band but still tends somewhat towards the direction of Introversion. On the whole therefore, although he will enjoy time spent with others, he will probably enjoy more the times when he can work alone and when he is able to concentrate carefully on what he is doing. He will enjoy tasks which require at least a degree of concentration and would not want to work in a situation where he could be too easily distracted by the presence of other people.

He will value the opportunity to communicate with others, although would probably feel it more efficient to communicate in writing rather than in discussion. When he does have to communicate verbally to others, he will tend to be reasonably precise and restrained in what he says and will tend to stick to the point rather than straying into conversation about unrelated areas or things unconnected with work. At meetings, he will not be one of the most forthcoming contributors, but will rather make a more measured and carefully thought out contribution to the discussion.

In the areas of his work which involve tasks of a practical nature, he should be able to apply himself with concentration to the task and will often spend time in thought about the process involved. More generally though, he will prefer work which requires thought and reflection rather than practical activity and it is with his thinking that he will probably prefer to make his main contribution rather than with his actions.

Fred will enjoy having social contact with others at work, although will probably not have an especially wide circle of friends and associates. On the whole, he will enjoy spending time with those of his colleagues that he knows well and will not feel a particularly strong need to get to know others.

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.

Fred'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, he 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. He 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 he feels it is necessary to do so.

He will show an interest in the current needs of the organisation, but his real interest will be in future needs and possibilities. He 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. He will therefore want to experiment with new methods and approaches and to encourage their introduction wherever appropriate. And since he may well feel that he has a fairly creative and innovative mind, he will probably enjoy taking an active part in the creative process himself.

Fred 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, he 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 himself be guided by his feelings and by the feelings of others.

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

When dealing with people, he 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, he will also consider what is fair and reasonable and will try to be firm where necessary.

Fred will also show an interest in people's well-being and will want to know if they are facing difficulties. He will try to help wherever he can though will not let himself 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 he does decide to act, he will do so in an unstructured and flexible manner without detailed prior planning.

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

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

WORK STYLE THEMES

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

WORKING RELATIONSHIPS

Fred's natural introversion combined with his balance between 'Thinking' and 'Feeling' suggests that although relationships at work may hold some importance to him at the personal level, he would not value too high a level of contact with others at work. He is likely to be seen as a reasonably friendly person who is often quite considerate though not especially sociable, preferring to spend quite a lot of his time working by himself rather than with others.

On the whole, he will enjoy working by himself more than working with others on a group task. However, when he does have to work with others, he will try to co-operate and will take a fairly constructive attitude rather than being especially critical. If he does disagree with others, he may not feel particularly inclined to say so unless it is on an issue that he considers to be important. When he does speak his mind, he will do so with a reasonable amount of tact and discretion and will try to take peoples' sensitivities into consideration where possible.

MANAGEMENT STYLE

Fred's style of management will generally be to lead by organisation and by example rather than by active participation. On the whole, he will tend not to get involved in the work itself, but will organise the work of his subordinates 'from a distance', as it were. At the beginning of a project, he will set out the responsibilities of each member of the team, set them targets and objectives and provide them with an overall schedule for the project. He will typically set out his requirements in writing, showing how each element of the project will fit in with the whole.

During the project itself, he will expect his subordinates to keep him informed of progress. If there are problems, he will want his subordinates to think them through themselves and to find their own solution rather than actively joining in himself to sort things out. If they are unable to deal with the problems, he will then set out the changes to be made to the initial plans and the courses of action those involved should take.

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

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

In general, Fred will try to strike a balance between sensitivity on the one hand and firmness on the other. If he feels that an individual's work is not up to standard, then he 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 he will be prepared to be direct about the problem if he feels this is justified.

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

THINKING STYLE

Fred's orientation towards 'intuition' rather than 'sensing' suggests that his thinking style will tend towards innovation and creativity. He is likely to enjoy working both with conceptual / theoretical ideas and also ideas of a more subjective nature. He 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 he will take a fairly analytic approach in his thinking, his ideas may not always be especially pragmatic and he would be best placed working with others who are able to bring a more realistic perspective to the ideas he contributes.

Fred's tendency towards introversion suggests that his thinking will tend to be somewhat internalised in nature. He will want to have time to himself in order to develop his ideas and will not greatly value the opportunity of discussion with others as a means of helping him shape his own thinking. On the whole, he will prefer to communicate his ideas in writing rather than presenting them only in oral form to his colleagues.

DECISIONS AND ACTIONS

Fred will tend to make decisions fairly quickly, preferring to see an idea or project getting off the ground without unnecessary delay. He will tend therefore to take a decision as soon as he feels sufficient information has been gained and will not want to devote a particularly large amount of time to detailed evaluation or consultation. His own role in this process however will be rather more that of a decision-maker than of an action-taker and he would rather leave the required actions to others, so allowing himself more time to devote to the more thought-oriented processes involved in his work.

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

DEPENDABILITY AND STRUCTURE

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

Special Strengths

Fred's special strengths will lie in the combination of his insight with his interest in and valuing of people. He will look for ways to increase the well being of others, to establish people-oriented values in the organisation and to develop harmony among those he works with. Above all, it will be his vision, his insight and his forward-thinking approach which will bring a special quality to all that he does.

Possible Self-Development Areas

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

- He may need to focus rather more on details and ensure he has made an accurate appraisal of facts before acting.
- He may need to consider rather more the value of traditional, but tried-and-tested methods where appropriate.
- He may need to focus rather more on current realities and short-term needs rather than focusing mainly on the long-term needs.
- He may need to learn to be more flexible when preparing for a major project and not plan everything in such fine detail.
- He may need to learn to trust his own ability to cope in a crisis where things do not go as he had expected or planned
- He may need to delay decision making and implementation for a little longer until he is sure he has gathered all information which will be relevant to his 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 description of each of these 16 types is provided on the booklet "Jung Type Indicator: The Sixteen Types" or on the website: www.jungtype.com.

Fred's scores on the JTI place him within the type category **INFJ**

End of report.