

Sam Sample

EXPERT

STANDARD REPORT

JUNG TYPE INDICATOR



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REPORT STRUCTURE

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DISCLAIMER

This is a strictly confidential assessment report on Sam Sample which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

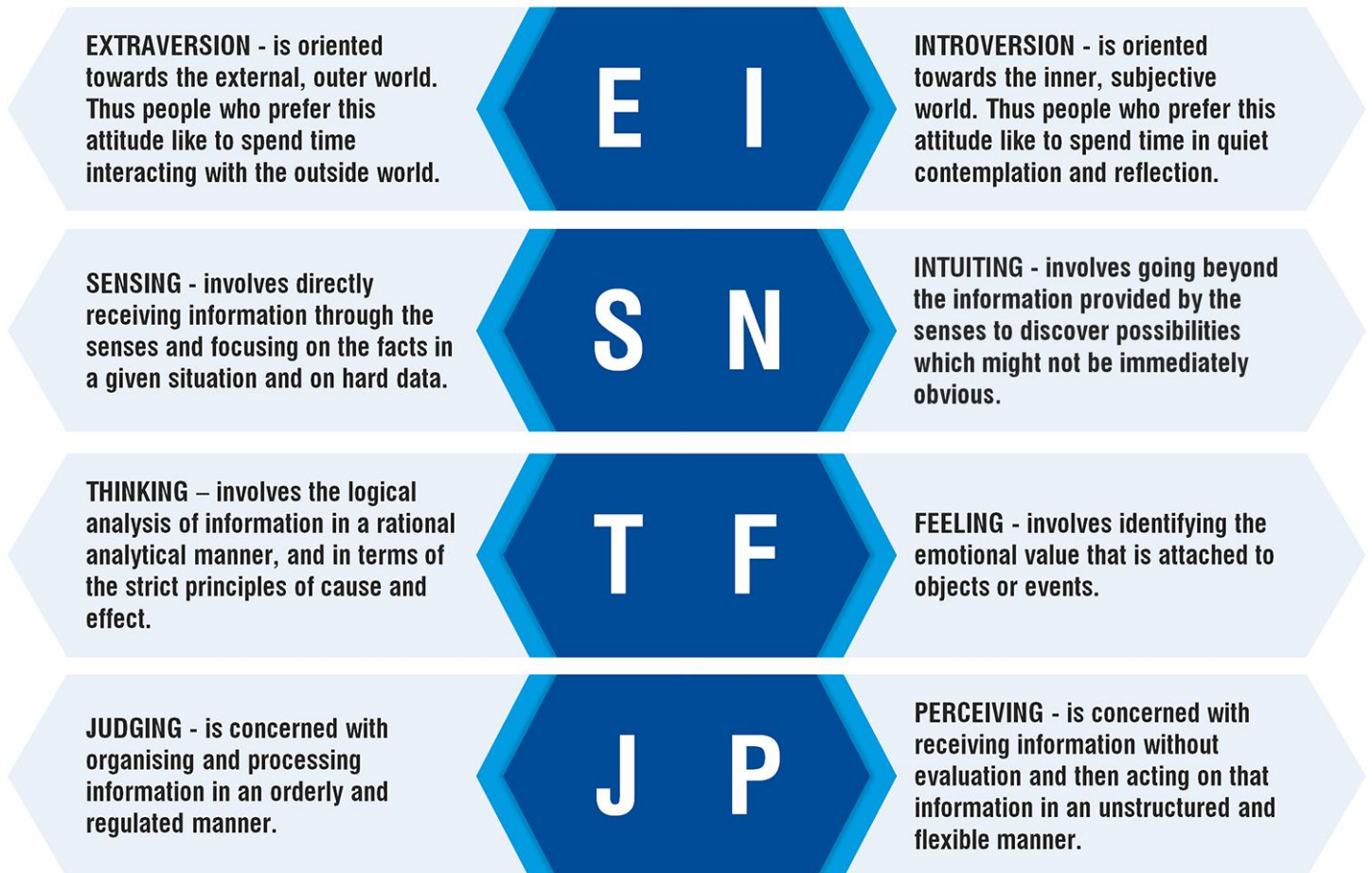
This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



GUIDE TO USING THIS REPORT

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 situations. It is also possible to anticipate how a person will typically prefer to approach many aspects of his/her work. It is important to emphasise that the JTI only assesses preferences and does not directly assess actual skills. However, the JTI can provide useful insights for:

- Personal development
- Counselling and guidance
- Interpersonal communication
- Team building



THE STANDARD REPORT

The report is presented firstly in terms of the respondent's scores on the four main dimensions of the Jung Type Indicator. The report then considers a number of different aspects of the respondent's approach to tasks and situations at work. Finally, the report concludes with a consideration of possible strengths and development areas.

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

FURTHER CONSIDERATIONS

To provide a more comprehensive view of this individual you may wish to also look at the following assessments:

Fifteen Factor Questionnaire Plus (15FQ+)

The 15FQ+ is an assessment of personality and individual differences. The 15FQ+ is based on one of the most researched and respected models of personality, identifying behaviour preferences across Cattell's 16 personality constructs (Cattell, 1946) and the big five personality traits (McCrae and Costa, 1987). These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation.

Values and Motives Inventory (VMI)

The VMI profiles a person's motivations to determine the amount of energy and effort they are likely to expend in different activities. The VMI measures occupationally relevant values under three main categories, these are: interpersonal, intrinsic and extrinsic.

General Reasoning Test (GRT2)

The GRT2 assesses the ability to reason using words, numbers and abstract concepts. It has been specifically designed to discriminate between candidates of average ability, whose aptitude is being assessed for general level employment and training. Tests such as the General Reasoning Test have consistently been found to be the best single predictor of both performance and trainability in roles that require a good level of general mental ability.

Critical Reasoning Test Battery (CRTB2)

Critical Reasoning is an ability that is central to all roles that require the incumbent to take logical decisions based on complex information. The test comprises two sub-tests which measure verbal and numerical critical reasoning. The Critical Reasoning Test Battery contains problems which are relevant to management and business functions and was designed to distinguish between individuals of high ability.



THE JTI PROFILE

CLASSIC PROFILE AND TYPE

Scale	Score	Left Description	1 2 3 4 5 6 7 8 9 10	Right Description
E-I	7	EXTRAVERSION is oriented towards the external, outer world.		INTROVERSION is oriented towards the inner, subjective world.
S-N	5	SENSING involves directly receiving information through the senses.		INTUITION involves going beyond the information provided by the senses.
T-F	5	THINKING involves the logical analysis of information in a rational analytical manner.		FEELING involves identifying the emotional value that is attached to objects or events.
J-P	5	JUDGING is concerned with organising and processing information in an orderly and regulated manner.		PERCEIVING is concerned with receiving information without evaluation.

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.

Since Sam Sample's scores on more than two of the JTI dimensions fell within in the middle range, it is not possible to assign his personality profile to any one of the basic 16 JTI types. His profile rather shows features of several different types.

ISTJ	ISTP	INTP	INTJ
ISFJ	ISFP	INFP	INFJ
ESTJ	ESTP	ENTP	ENTJ
ESFJ	ESFP	ENFP	ENFJ



PERSONALITY ASSESSMENT

EXTRAVERSION - INTROVERSION

Sam Sample'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.

Sam Sample 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

Sam Sample's score on this dimension falls within the middle band, showing more or less equal tendencies towards sensing and intuition. He is likely therefore to show a good balance between attention to detail on the one hand and concern with the abstract and underlying features of a situation on the other. He will want to make sure that he has made a reasonably accurate appraisal of the details of a situation first of all and will then use this information to stand back in order to gain an overall perspective, 'reading between the lines' of the detail where necessary.

He will be quite open to innovation and change, but will want to ensure that any proposed innovation is well supported by evidence and can be shown to have proved its worth first of all. If however, traditional methods and approaches are still of value, then he will want to see them retained and would not want to see change merely for change's sake. In considering any course of action, it will be important for him to take into consideration the immediate needs of the organisation. However, he will want also want bear in mind future needs as well and would not be content with solutions which would only be effective in the short-term.

Where innovation is called for, Sam Sample will be happy to join in the innovation process himself and will probably feel that he has at least some capability for creativity. He will feel reasonably content with working at the hypothetical / conceptual level but will also feel himself able to deal with concrete issues which require an accurate appraisal of the facts of a situation.



THINKING - FEELING

Sam Sample's score on this scale falls within the middle band, showing more or less equal tendencies towards 'Thinking' and 'Feeling'. He will therefore approach most situations initially from a logical perspective but will then try to factor into the analysis his more subjective appraisal of the situation based on his intuitions and his 'gut reactions'.

When dealing with people, Sam Sample will try to strike a balance between how people feel and the requirements of the situation. He will want to know if anyone might be adversely affected by a proposed course of action and will pay attention to their reactions. Nevertheless, he will be firm when necessary, trying at the same time to be fair to all concerned.

Sam Sample will also show a reasonable amount of interest in people at the emotional level. He will want to know how they are feeling and will be prepared to help if people are experiencing difficulties. At the same time, he will not let himself be influenced unduly and will be able to remain more detached if he feels the situation warrants it.

JUDGING - PERCEPTION

Sam Sample's score on this dimension falls within the middle band of the scale showing equal tendencies towards 'Judging' and 'Perception'. He will therefore value spontaneity and flexibility, but not to the extent where he will not recognise the need for careful planning. His approach to projects will be to set up a plan of action once enough information has been gained. He will plan the basics and also some of the details but will prefer to leave other details to be settled at the time.

During the project itself, he will keep a careful eye on progress to ensure that the project is on schedule and that targets are being achieved. He will want to make sure that external circumstances are not changing and will want to keep well informed if they do. If circumstances do change, he will normally think quite carefully before instituting a new plan of action. If circumstances change dramatically, then he will not find it too difficult to adapt, having kept some of his options open at the outset. He should also be able to be flexible where necessary as he will not feel completely constrained by earlier decisions he has taken.



WORK STYLE THEMES

WORKING RELATIONSHIPS

Sam Sample'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

Sam Sample's preferred style of management will be to have relatively little day-to-day contact with his subordinates but at the same time to impose a reasonable amount of structure on how they do their work. He will tend not to involve himself at a practical level in their work, preferring rather to offer them a framework for what they have to do in advance and then expecting them to stay within this framework as far as possible.

His approach to project planning will be to set out the main details of what is to be done, but leaving a certain amount open to be decided at the time. He will provide deadlines for task completion where appropriate and will want his subordinates to keep him informed of progress. During the project, he will prefer to leave his subordinates alone for much of the time to get on with the task by themselves, but will still remain available for consultation should any difficulties arise.

On whole, Sam Sample will strike a balance between formality and informality with his subordinates. He will want them to show some acknowledgement of his position as their manager and will expect a reasonable degree of loyalty and conscientiousness from them. But, at the same time, he will be keen that status should not get in the way of his relationships with his subordinates and will want them to feel that a certain degree of informality would be acceptable.

He will emphasise to his subordinates the importance of a firm foundation of traditional methods and skills which can then be used as a basis for innovation and change and will want to see them following this pattern in their work. However, he will also discourage both extreme cases of creativity (which he may see as overly radical) and extreme adherence to traditional approaches (which he may see as associated with a reluctance to change).

In general, Sam Sample will try to strike a balance between firmness on the one hand and sensitivity on the other. If he feels an individual's work is not up to standard, then he will be prepared to raise it with them and will be prepared to be reasonably direct about it, but he will also want to understand the individual's perspective as well and will want to know if particular personal or work circumstances may be contributing to the observed poor performance.

He will be concerned about harmony within the team but will not see this as essential if the team are already performing up to standard. He will want to see that individuals are able to co-operate effectively with one another and are able to work together as colleagues and, if this is not so, then he may be prepared to raise it as an issue for discussion.



THINKING STYLE

Sam Sample's equal tendencies towards both 'thinking' and 'feeling' suggests that his thinking style will show a good balance between analysis and subjectivity. Furthermore, since he shows more or less equal inclinations towards both 'sensing' and 'intuition', he will also achieve a balance between creativity and pragmatism in his thinking. On the whole therefore, he should be able to work reasonably effectively with theoretical and conceptual systems which may be of relevance in his work. He should also be able to be innovative and creative when necessary, yet still maintain his thinking within the bounds of what is practical and of relevance to current realities.

Sam Sample'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

On the whole, Sam Sample will want to take a reasonable amount of time before making a decision in order to ensure that the issues have been considered with sufficient care and that there has been at least some consultation with others who may have useful opinions or information to contribute. He will enjoy devoting this time to careful reflection on his own part and will prefer to see his role somewhat more as that of the 'decision-maker' than the 'action-taker'.

His decisions will tend to be reasonably well informed and he will feel it necessary to have a basic grasp of the situation before taking a decision. However, he will also be prepared to take a more intuitive, global appraisal and his decisions will be just as much influenced by this as the specific details. On the whole he will try to achieve a balance between consideration of the immediate and pressing needs of the situation and the longer-term needs of the organisation.

DEPENDABILITY AND STRUCTURE

Sam Sample's responses to the JTI suggest that he will show a degree of independence of mind but will still show a regard for basic organisational values. He is likely to fit in quite well with traditional, hierarchical organisational structures and will feel a reasonable sense of duty to do what is asked of him. Being fairly well structured and organised in his approach and acknowledging the importance of well proven methods, he should be seen as a fairly dependable employee who will make efforts to achieve both his own goals and those of the organisation, though not without the occasional demonstration of a more individualistic approach.



STRENGTHS AND DEVELOPMENT AREAS

The following section lists a number of points which can be inferred from Sam Sample's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

SPECIAL STRENGTHS

Sam Sample's special strengths will lie in his technical and thinking skills. He will be of particular value to the organisation due to his high level of reliability and dependability in relation to task completion and follow through.

POSSIBLE SELF-DEVELOPMENT AREAS

Sam Sample's scores on each for the four JTI dimensions fell in the middle range, suggesting a balance on each of these aspects of personality. No self-development areas will therefore be reported in this section.