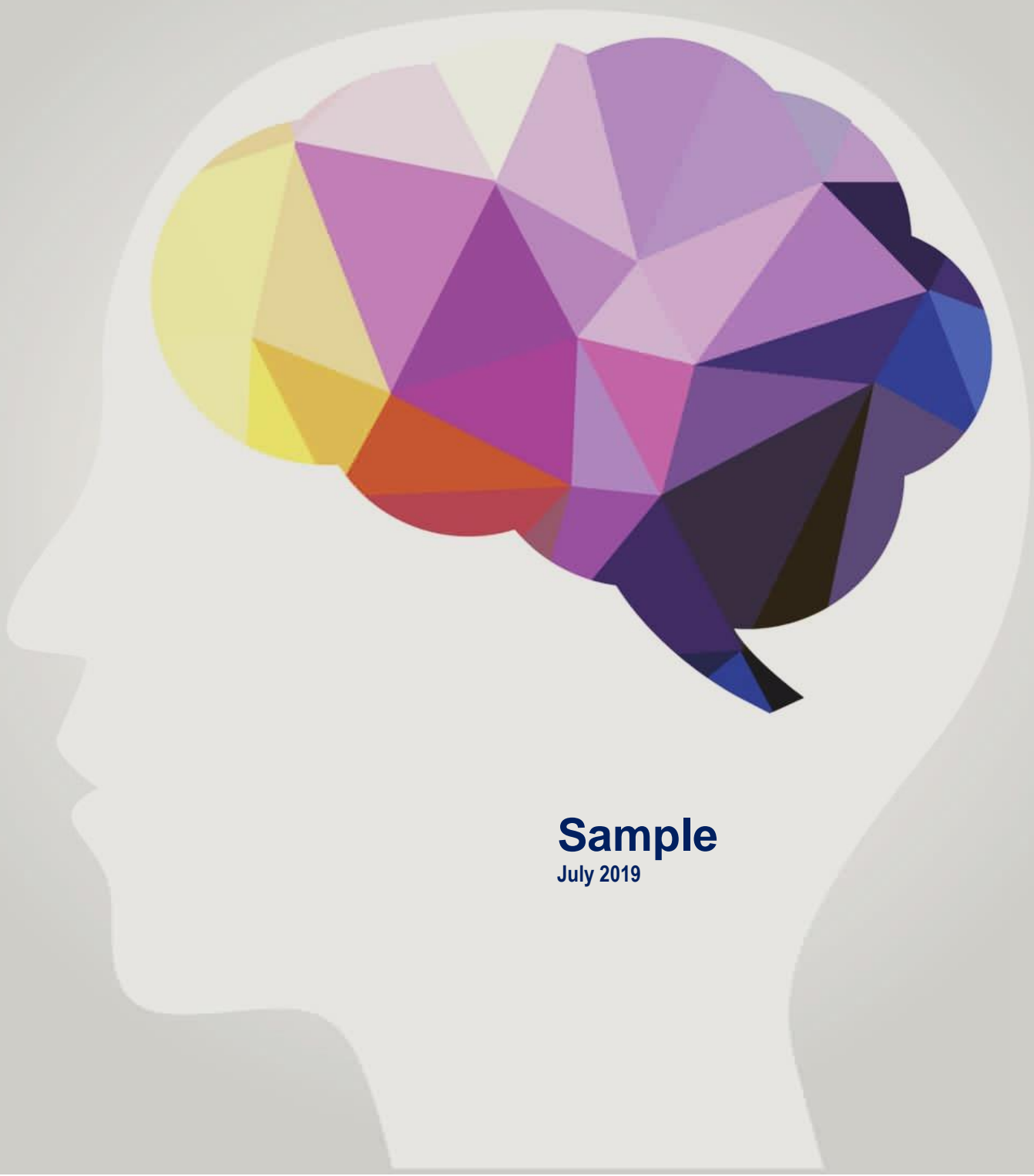


# TYOLOGY: SYNERGY PROFILE

*A Developmental Report*



**Sample**  
July 2019

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## INTRODUCTION

This report is designed to help develop yourself by clarifying your type preference based on four dichotomies.

### The Personality

In 1921, Carl Jung published mental kinds, where he introduced the idea that everyone has a distinct psychological kind or set of preferences. His research discussed extraversion and introversion and how people make choices.

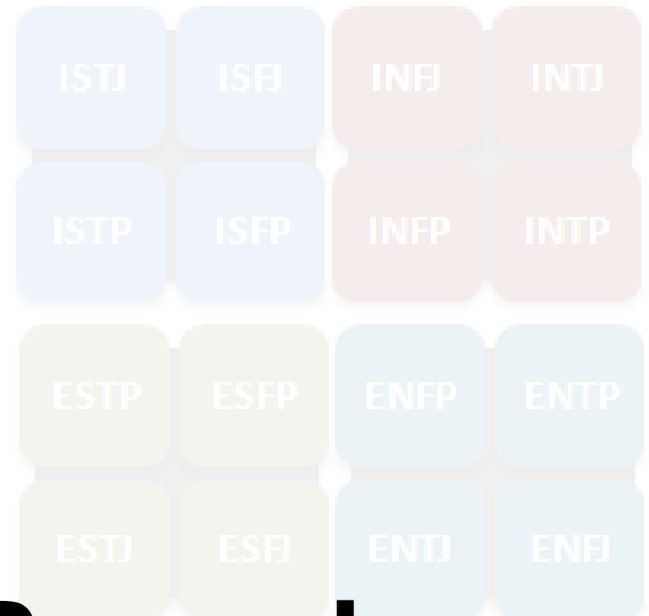
The Typology device is based on the research of psychologist Carl Jung. One's personality kind is one of the 16 different personality types that can be used to explain human beings.

There are four preferences to begin with in this theory. You give preference to:

- People and things (Extraversion or "E"), or ideas and information (Introversion or "I").
- Facts and reality (Sensing or "S"), or possibilities and potential (Intuition or "N").
- Logic and truth (Thinking or "T"), or values and relationships (Feeling or "F").
- A lifestyle that is well-structured (Judgment or "J"), or one that goes with the flow (Perception or "P").

Thus, the four dichotomies of preferences are the basis for personality types. The combinations of these preferences give birth to the 16 personality types.

Where you get your energy from, the source of your information, and your basis for decision making are determined by the various types. The type is recognised by the four letters which will reveal a lot about you as a person.



# Sample Report

## Characteristics Frequently Associated with Each Type:

Sensing Types		Intuitive Types	
ISTJ	ISFJ	INFJ	INTJ
<p>Quiet, serious and very responsible. Value traditions and loyalty. Earn success by concentration and thoroughness. Practical, orderly, matter of fact, logical, realistic, and dependable. See to it that everything is well organized. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.</p>	<p>Quiet, friendly and responsible. Notice and remember specifics about people they care about. Work devotedly to meet their obligations. Lend stability to any project or group. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.</p>	<p>Meaning seeker in all things. Interested in understanding what motivates others. Succeed by perseverance. originality, and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious. Respected for their firm principles. Likely to be honoured and followed for their clear visions as to how best to serve the</p>	<p>Strong drive to implement their ideas and achieve their goals. Have long-range vision and quickly find meaningful patterns in external events. In fields that appeal to them, they have a fine power to organize a job and carry it through. Sceptical, critical, independent, determined. have high standards of competence and performance.</p>
ISTP	ISFP	INFP	INTP
<p>Analyses what makes things work and can organize large amounts of data. Cool onlookers -- quiet, reserved, observing and analysing life with detached curiosity and unexpected flashes of original humour. Excel at getting to the core of a practical problem and finding the solution.</p>	<p>Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done because they enjoy the present moment and do not want to Spoil it by undue haste or exertion.</p>	<p>Quiet observers, idealistic, loyal. Important that outer life be congruent with inner values. Curious, quick to see possibilities, often serve as catalysts to implement ideas. Adaptable, flexible. and accepting unless a value is threatened. Want to understand people and ways of fulfilling human potential. Little concern with possessions or surroundings.</p>	<p>Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.</p>

# Sample Report

## Characteristics Frequently Associated with Each Type:

Sensing Types		Intuitive Types	
ESTP	ESFP	ENFP	ENTP
<p>Good at on-the-spot problem solving. Like action, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, pragmatic; focused on getting results. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.</p>	<p>Outgoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like action and making things happen. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability.</p>	<p>Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.</p>	<p>Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems but may neglect routine assignments. Apt to turn to one new interest after another. Skilful in finding logical reasons for what they want.</p>
ESTJ	ESFJ	ENFJ	ENTJ
<p>Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in abstract theories; want learning to have direct and immediate application. Like to organize and run activities. Often make good administrators; are decisive, quickly move to implement decisions; take care of routine details.</p>	<p>Warm-hearted, talkative, popular, conscientious, born co-operators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and visibly affect people's lives.</p>	<p>Responsive and responsible. Feel real concern for what others think or want and try to handle things with due regard for the other's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism. Like to facilitate others and enable people to achieve their potential.</p>	<p>Frank, decisive, leaders in activities. Develop and implement comprehensive systems to solve organizational problems. Good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well informed and enjoy adding to their fund of knowledge.</p>

# Sample Report

## YOUR PERSONALITY TYPE:

# ENFJ

*Extraversion-Intuition-Feeling-Judging*

Your personality type is the result of you consciously making choices on four dichotomies, each of which is made up of two opposite preferences:



Although everyone uses all eight of these preferences, people find one preference in each pair more interesting or comfortable than its opposite.

Think of your choices as somewhat like being right- or left-handed. Both hands are valuable, but most people reach first with the dominant hand. They almost invariably use that hand more often and become more skillful with it. In the same way, your type preferences are choices between equally valuable and useful qualities.

Your personality type **ENFJ**, came up after you chose E-N-F-J in their respective dichotomies, as shown below and described further in this guide.



# Sample Report

## YOUR ORIENTATION:

## ENFJ

*Extraversion-Intuition-Feeling-Judging*

Your orientation is majorly decided by the Extraversion-Introversion and Judging-Perceiving dichotomies:



The nature and extent of differences between introversion and extraversion translate into profoundly different approaches to or orientations towards your life. A preference for Extraversion or Introversion identifies the direction in which a person's energies typically flow, outward or inward.

**E** In the extraverted attitude, energy and attention flow out, or are directed towards the outer world. The extraverted attitude is further divided into the 'RATIONAL FUNCTIONS' ie. Sensation and Intuition.

## Extraversion

You may experience a desire to act on the environment, to affirm its importance, to increase its effect. You direct your energy and attention outward and receive energy from interacting with people and from taking action. You may have developed characteristics like:

- Awareness of and reliance on the environment for stimulation and guidance
- Preference and eagerness to communicate by talking and interact more with the outer world
- An action oriented, sometimes impulsive way of meeting life
- Openness to new experiences and a desire to "Talk things out"
- Ease of communication and sociability
- Attuned to external environment
- Learn best through doing or discussing and work out ideas by talking them through
- Sociable and expressive
- Ready to take initiative in work and relationships

You may want:

- Face-to-face communication
- Time to talk about what is going on
- Involvement, something to do
- To be heard and paid attention to- to have a voice
- Action, to get on with it, to keep up the pace



Your preference for judging or perceiving influences the way you structure your time and environment. These preferences describe your orientation to completing tasks and achieving goals.

Perception refers to all the ways of becoming aware of things, people, events, or ideas. It includes information gathering, the seeking of sensation or of inspiration, and the selection of a stimulus to attend to. All the perceiving activities is further divided into the 'RATIONAL FUNCTIONS' ie. Sensation and Intuition.

Judgement means all the ways of coming to conclusions about what has been perceived. It includes evaluation, choice, decision making, and the selection of a response after perceiving a stimulus. All the Judging activities is further divided into the 'RATIONAL FUNCTIONS' ie. Thinking and Feeling.

**J** Judging refers to decision making, the exercise of judgement, and is a valuable and indispensable tool. With a Judging attitude, you may be concerned with making decisions, seeking closure, planning operations, or organising activities. For one who is Thinking Judging types, the decisions and plans are more likely to be based on logical analysis; and for the Feeling Judging types, the decisions and plans are more likely to be based on weighing and assessing values. But for both TJ and FJ people, who characteristically live in the Judging attitude, perception tends to be shut off as soon as they have observed enough to make a decision.

## YOUR ORIENTATION:

ENFJ

*Extraversion-Intuition-Feeling-Judging*

You like to live in a planned, orderly way seeking to regulate and manage your lives. You want to make decisions, come to closure, and move on. Your life tends to be structured and organized, and you like to have things settled. Sticking to a plan and schedule is very important to you, and you are energized by getting things done. You may often seem to be in your outer behaviour to be organised, purposeful, and decisive. You may have developed characteristics like:

- Scheduled and Organized lives
- Systematic and Methodical
- Make short- and long-term plans
- Like to have things decided
- Try to avoid last-minute

You may want:

- A clear and concise plan of action
- Defined outcomes, clear goals
- A time frame, with clear stages
- A clear statement of priorities
- Completion – to get it done  
No more surprises!

## YOUR PREFERRED FUNCTIONS:

ENFJ

*Extraversion-Intuition-Feeling-Judging*

The four dichotomies or basic processes, Sensing-Intuition and Thinking-Feeling are essential for daily functions. It means that any one of the four functions can be conscious in you. The function that is most conscious or dominant, that is, has the greatest amount of conscious energy at its command, determines the degree of consciousness of the other three:



**N** Your preferred type of Perceiving activity is : Intuition

Intuition is the perception of possibilities, meanings and relationships by way of insight. It permits perception beyond what is visible to the senses, including possible future events. You may like to take in information by seeing the big picture, focusing on the relationships and connections between facts. You would want to grasp patterns and may be especially attuned to seeing new possibilities. You may at times be so intent on pursuing possibilities that they overlook actualities. You may have developed characteristics that help you become:

- Theoretical and Abstract
- Original and Creative
- Oriented to future possibilities
- Imaginative and verbally creative
- Focus on the patterns and meanings in data
- Remember specifics when they relate to a pattern
- Move quickly to conclusions, follow hunches
- Want to clarify ideas and theories before putting them into practice
- Trust inspiration

# Sample Report



## YOUR PREFERRED FUNCTIONS:

ENFJ

*Extraversion-Intuition-Feeling-Judging*

You may want:

- The overall rationale – Why?
- A general plan direction
- A chance to add their ideas and vision
- The biggest possible picture
- Options – other ways to see it

The way you make decisions


  
Feeling
Your preferred mode of Judging activity is: **Feeling** (rather than Thinking) and support

Feeling

# Sample Report

Feeling is a function by which you come to decisions by weighing relative values and merits of the issues. Feeling relies on your understanding of personal values and group values, thus making more subjective than thinking. You are more likely to be attuned to the values and feelings of others as well as to your own values and feelings. You try to understand people and anticipate also taking into account the effects of the decision at hand on the people involved and on what is important to them. You are concerned with people as opposed to the technical aspects of the problems. You value warmth and harmony and hold a desire for affiliation. You may be at a disadvantage when asked to “Justify” your judgements from the point of view of logic alone. You like to consider what is important to yourself as well as others involved. You mentally place yourself into the situation to identify with everyone to make decisions based on your values about honoring people. You are energized by appreciating and supporting others and look for qualities to praise.

Your goal is to create harmony and treat each person as a unique individual. You may have developed characteristics like:

- Guided by personal values
- Assess impacts of decisions on people
- Strive for harmony and positive interactions
- Compassionate and Empathetic
- May appear “tenderhearted”
- Fair—want everyone treated as an individual

You may want:

- Recognition of the effects on people
- Plans for meeting peoples needs
- Inclusion of themselves and others in the process
- Demonstration that each individual is valued

**Note:**

While the names of some of the MBTI preferences are familiar words, the MBTI meaning of the preferences is different from everyday use. Remember:

- “Extravert” does not mean “talkative” or “loud”
- “Introvert” does not mean “shy” or “inhibited”
- “Feeling” does not mean “emotional”
- “Judging” does not mean “judgmental”
- “Perceiving” does not mean “perceptive”

## YOUR TYPE DESCRIPTION:

## ENFJ

*Extraversion-Intuition-Feeling-Judging*

- Warm, empathetic, responsive, and responsible.
- Highly attuned to the emotions, needs, and motivations of others.
- Find potential in everyone, want to help others fulfill their potential.
- May act as catalysts for individual and group growth.
- Loyal, responsive to praise and criticism.
- Sociable, facilitate others in becoming confident individuals, inspiring leadership.

The ENFJ is portrayed as charismatic, responsible and congenial. Diplomatic and personable, the ENFJ consider people their highest priority. Approximately 5% of the general population share the ENFJ personality. The ENFJ intuition is strongly and usually accurate when dealing with others.

They have a special ability to understand and meet others' needs and are dynamic group leaders, influential and able to motivate people into action. They are happiest when they can channel those groups into serving humanity. However, they can become depressed or even bitter if their ideas and leadership are not accepted and followed. They also have a tendency to become too involved with others' problem, ignoring their own.

The ENFJ enjoys social interaction and makes each personal contact memorable. They like organization and order, but detest the dull and unchanging. An opportunity to communicate with others in any situation is important to the ENFJ.

ENFJs are motivated to pursue their goals by their closely held values. They love to read and watch movies to observe and anticipate others' behaviour in life situations. Their ability to relate to life and others make them adept at helping others work towards reaching their goals.

ENFJs lean towards professions which are service oriented, ideal-oriented and people-oriented. They thrive in the workplace which reflects their values. ENFJs promote harmony with others and desire a more organized atmosphere.

Occupations which ENFJs may be attracted to include acting, education, counseling, consulting, public speaking, academia and

In relationships, the ENFJ is loyal and responsible. Initially they tend to seek the perfect relationship, but realize over time that people are not perfect. They love romance and work hard to keep it alive. ENFJs are committed and strive for harmony in the relationship. They know that life brings ups and downs and they are prepared to maintain their relationships throughout the duration.

As parents, ENFJs feels the need to help their children develop them-selves by providing clearly defined models and guidelines. They are devoted, supportive and enthusiastic parents. Although not domineering, they do stress the need for cooperation by all family members.

# Sample Report

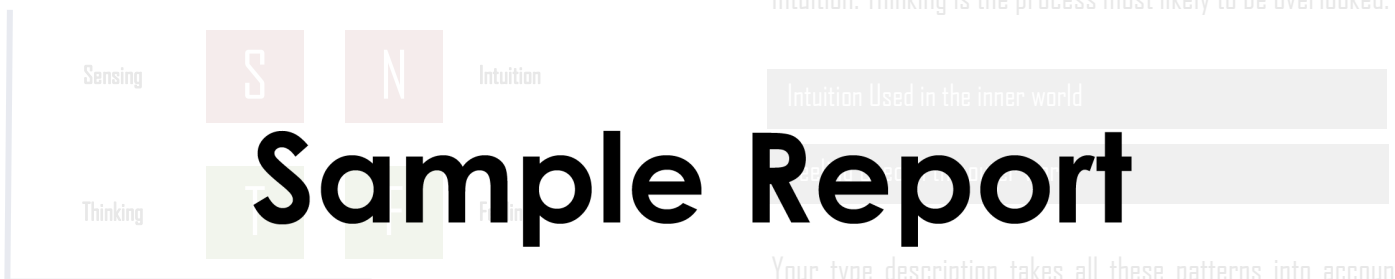
## YOUR PREFERENCES MAP:

ENFJ

*Extraversion-Intuition-Feeling-Judging*

Your personality type is much more than the combination of your four individual preferences. Each of the 16 types has its own unique pattern of preferences; this helps explain why the things that are interesting or easy for your type are uninteresting or difficult for a different type.

The two middle letters of your four-letter type code indicate your preferred mental processes.



Everyone uses all four mental processes, but each of the 16 types has its own pattern showing which of these is first in importance or the most preferred, the second most preferred, the third most preferred, and the least preferred.

ENFJs like and use Feeling first then Intuition followed by Sensing. Their least preferred is Thinking. Youth is the time for ENFJs to develop Feeling and Intuition. At midlife, Sensing and Thinking often become more interesting and easier to use.

Feeling Most preferred

Intuition Second most preferred

Sensing Third most preferred

Thinking Least preferred

The patterns for each type also show whether the first, or most preferred, process is used mostly in the world of people and things (in an Extraverted way) or in the inner world of ideas and impressions (in an Introverted way). Here is how the whole pattern works for type ENFJ.

ENFJs mainly use their first, or most preferred, process, Feeling, in the outer world of people and things. This is the preference most readily observable by others, since it is expressed in the outer life of ENFJs. They use their second most preferred process, Intuition, in the inner world of ideas and impressions. ENFJs also use Sensing and Thinking, but not so readily or easily as Feeling and Intuition. Thinking is the process most likely to be overlooked.

Intuition Used in the inner world

Your type description takes all these patterns into account in describing ENFJ types in everyday life. Review this description carefully, matching it against your own self-knowledge. If the description makes you feel comfortably understood, your four-letter type code is probably right for you. The description is intended to help you trust and develop the preferences that come most naturally to you while keeping in mind that, like most people, you use all eight preferences from time to time, depending on what the situation calls for.

YOUR PREFERENCE CLARITY:

# ENFJ

*Extraversion-Intuition-Feeling-Judging*

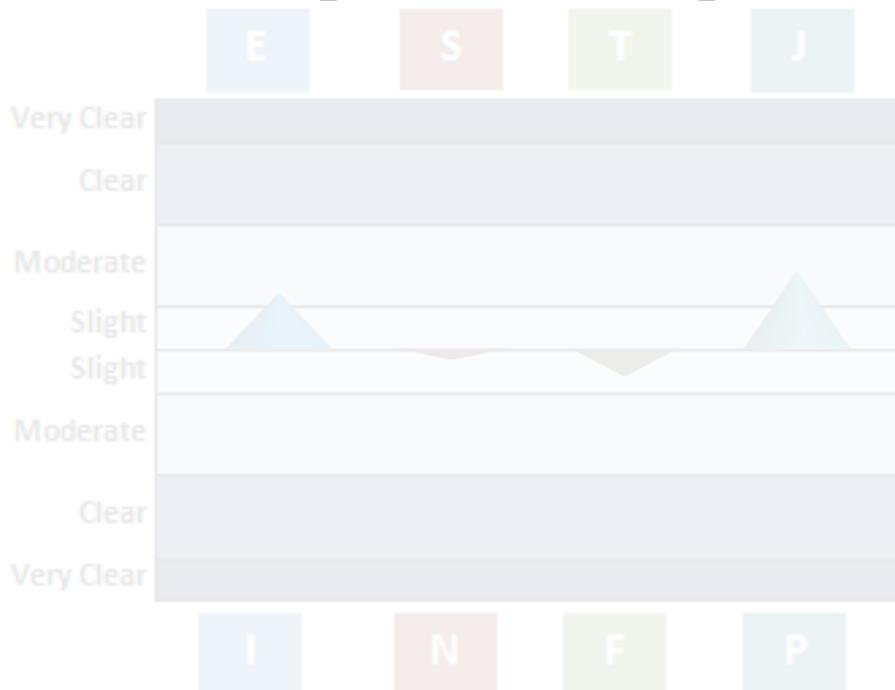
To understand your personality type better it is important to know the clarity on your preferences, that is, how clear you were in selecting each preference over its opposite. Your clarity on your preferences is produced in the graph below. A longer bar suggests you are quite sure of your preference over its opposite, while a shorter bar suggests you are less sure about that preference.

## Possible Pattern Disconnect

The human personality is too complex to be fully accounted for by a set of questions, no matter how good those questions may be. Here are some suggestions if your reported type does not seem to fit you:

Recollect your frame of mind when you completed the Typology assessment. Were you describing the preferences that come most naturally and easily to you? Or were you influenced by the way you think you ought to be, or the way others think you ought to be? If your responses did not reflect your own true way, do you have an idea of which preferences or type seems to describe you better?

# Sample Report



## WHEN STRETCHED:

# ENFJ

*Extraversion-Intuition-Feeling-Judging*

## The Energizers

Extroverted Feelings types are energized by sociable and supportive environments. They need to feel valued for their individual contributions and want to hear genuine and frequent expressions of appreciation. They work well when they feel connected to others and in tune with what is going on. Honest and open communication is integral. ENFJs also like to have control over their workload and schedule.

## The Stressors

ENFJs do not like to interact with co-workers that seem to be uncooperative or undermining. Sudden and unexpected change is difficult for them. Work that violates their integrity or personal values is unacceptable. Personal criticism and being forced to treat others impersonally causes stress as does insufficient time to do a satisfactory job.

## Duress Reactions

ENFJs are suffering from chronic stress, reactions include attitudes and behaviors that are negative, insensitive, cold, withdrawn, depressed and pessimistic. They will approach everything in an over controlling and rigid manner. They are burdened with self doubt and a sense of incompetence. Their actions will become inefficient and chaotic.

## The Remedies

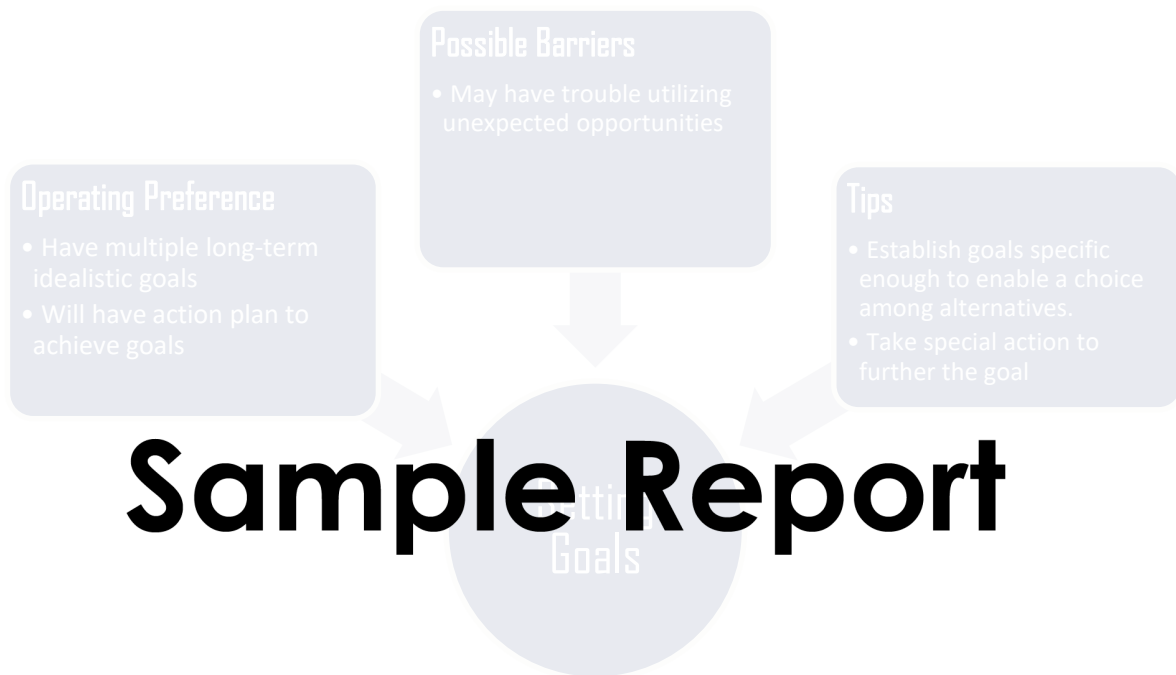
Extroverted Feeling types should spend time alone to nurture themselves. Frequent breaks and talking to an uninvolved person is helpful. Often ENFJs will rely on spiritual values and meanings to overcome the negative effects of stress. Joining a support group is also advantageous. Any help in transforming a stressful situation into a rewarding one is beneficial.

# Sample Report

## YOUR CAREER GROWTH POINTS:

# ENFJ

*Extraversion-Intuition-Feeling-Judging*

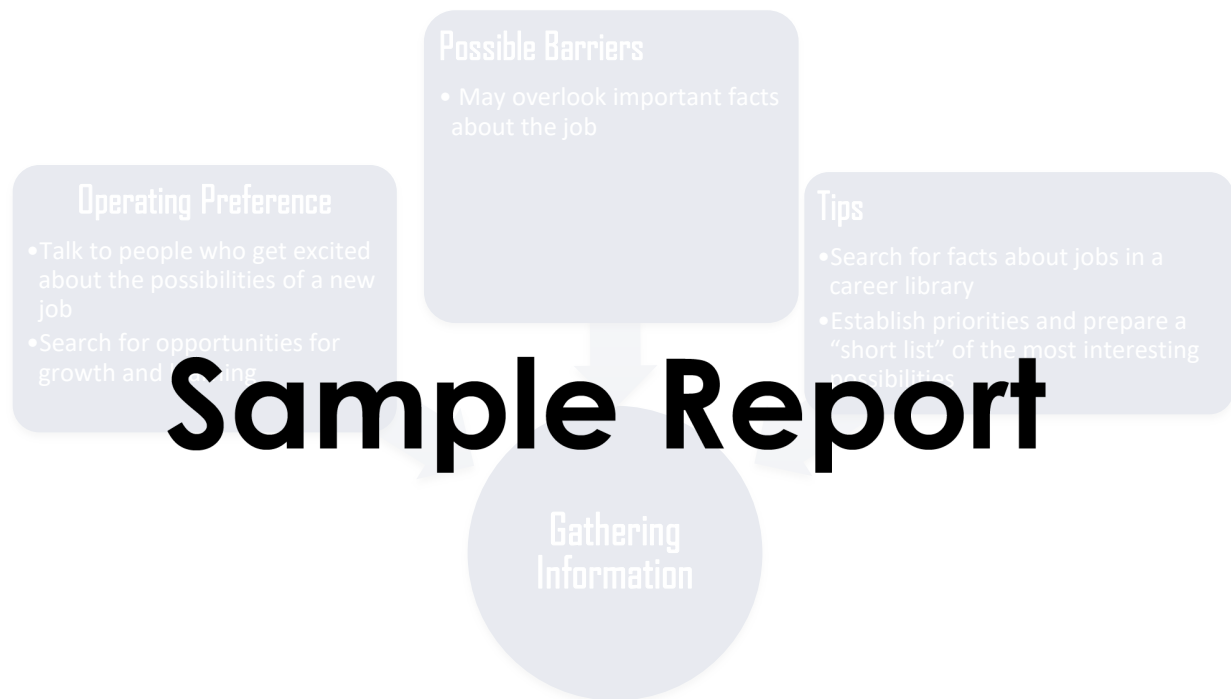


### Notes

## YOUR GROWTH POINTS TO SEEKING INFORMATION:

# ENFJ

*Extraversion-Intuition-Feeling-Judging*

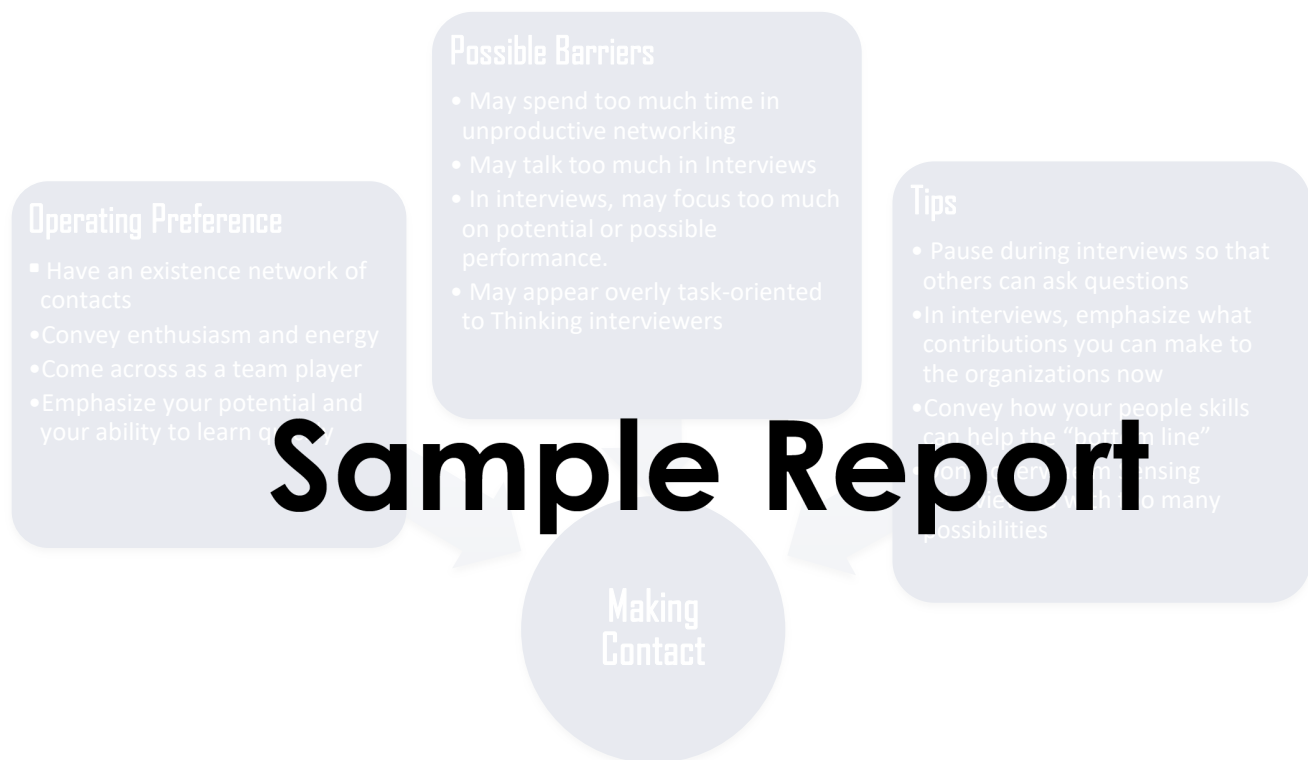


### Notes

YOUR GROWTH POINTS TO COMMUNICATION:

# ENFJ

*Extraversion-Intuition-Feeling-Judging*



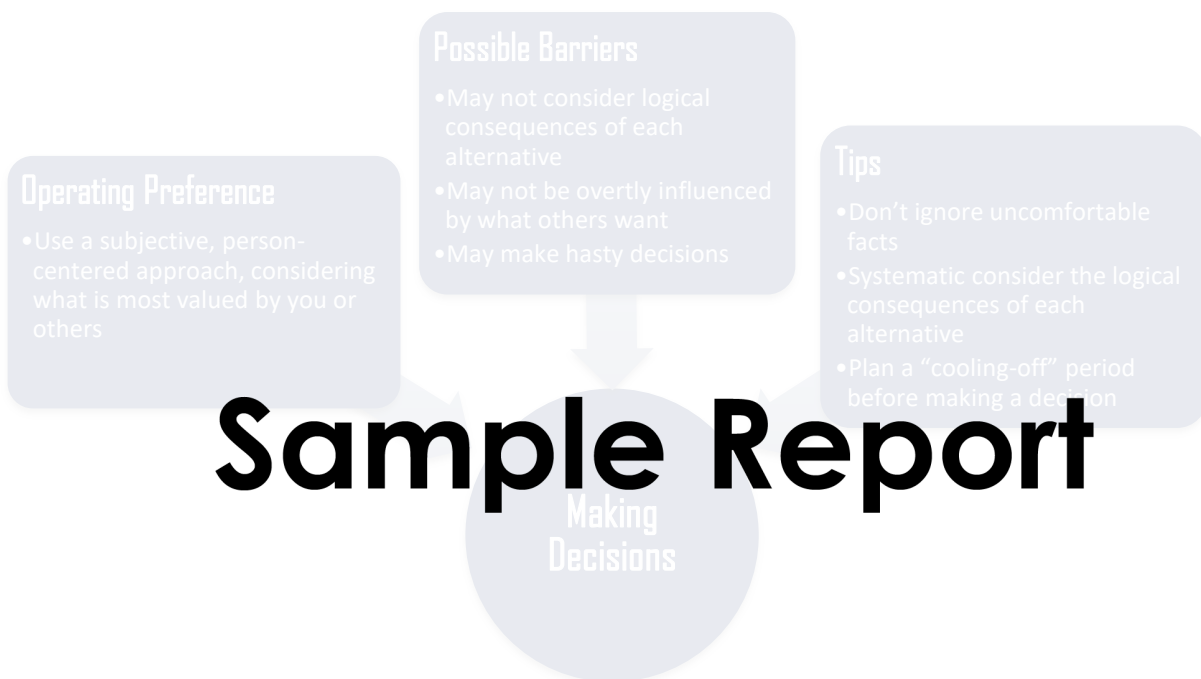
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## YOUR GROWTH POINTS TO DECISION MAKING:

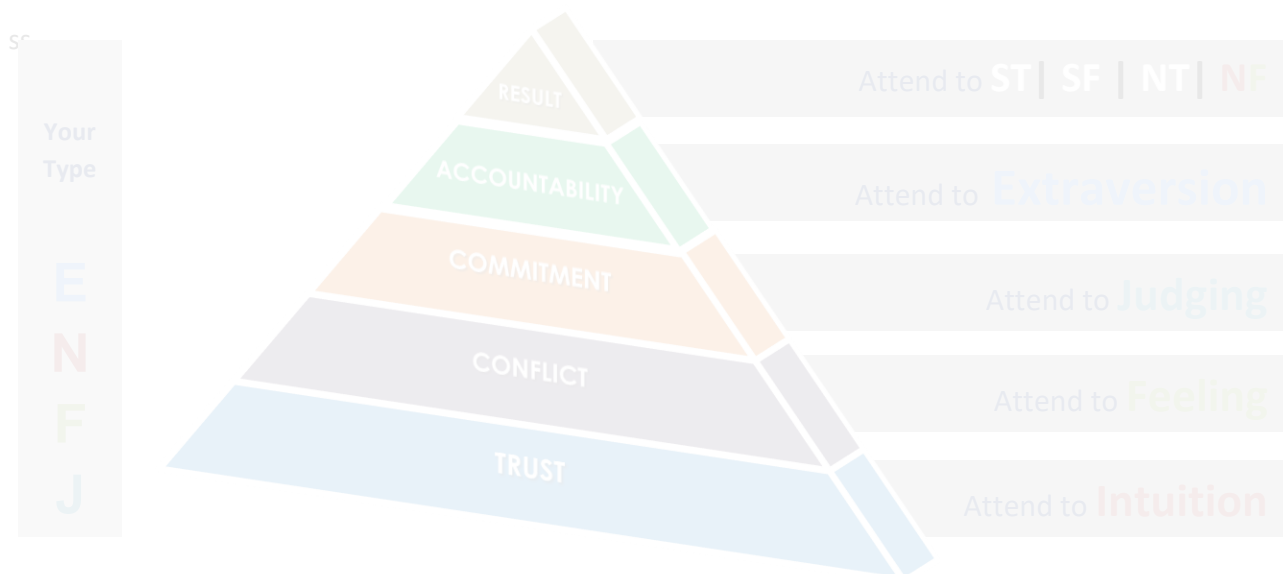
# ENFJ

*Extraversion-Intuition-Feeling-Judging*



### Notes

## TYPE AND SYNERGY PROFILE



### BUILDING TRUST AS | ENFJ

Trust is the foundation of teamwork. Shared experiences over time, follow-through of successful deliverables, credibility and the understanding of every team members' unique interaction styles are the pre-requisites of building trust. Without a serious examination of this, clients are that building working trust relationships is a long and arduous process.

# Sample Report

#### SKILLS TO BE DEVELOPED

Primary Skills and Orientations	Secondary Skills and Orientations
<ul style="list-style-type: none"> <li>Analytical skills</li> <li>Pragmatic skills</li> <li>Detail orientation</li> <li>Information handling skills</li> </ul>	<ul style="list-style-type: none"> <li>Integrity</li> <li>Effective Communication</li> <li>Listening</li> </ul>

### MANAGING CONFLICT AS | ENFJ

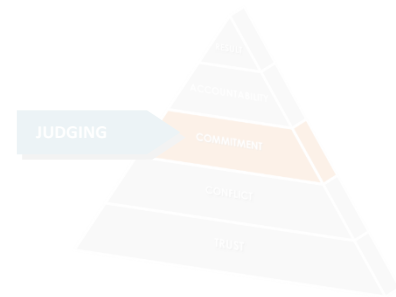
It is the nature of conflict to cause discomfort, yet successful teams are those that manage to address the discomfort caused by conflict in constructive ways. Teams that have managed to overcome discomfort arising out of conflict recognize conflicting interactions as an opportunity to build trust and enhance productivity. They also succeed in examining their interactions by creating norms.

#### SKILLS TO BE DEVELOPED

Primary Skills and Orientations	Secondary Skills and Orientations
<ul style="list-style-type: none"> <li>Cause and effect thinking skills</li> <li>Taking tough/ unpopular decisions</li> <li>Standard and rule thinking</li> </ul>	<ul style="list-style-type: none"> <li>Listening</li> <li>Empathy</li> <li>Problem Solving</li> </ul>

## ACHIEVING COMMITMENT AS | ENFJ

One of the biggest teamwork challenges is lack of commitment. When teams lack commitment, it is an indication that they haven't fully explored the issues. The idea is not for team members to reach a consensus, but to get buy-in even when some members have reservations and don't agree. When teams lack trust and they fear conflict, members are likely to avoid commitment. Instead, they focus on self-preservation and maintaining amicable relationships. As people attempt to avoid confrontation, they stop listening to others' concerns. Discussions become superficially polite.



### SKILLS TO BE DEVELOPED

#### Primary Skills and Orientations

- Agility
- Comfortable with variety
- Being comfortable in open-ended situations

#### Secondary Skills and Orientations

- Managing Vision and Purpose
- Caring about Direct Reports
- Motivating Others

## BUILDING ACCOUNTABILITY AS | ENFJ

For a culture of accountability to thrive mature team players must demonstrate a willingness to work through difficult and unforeseen situations. Being accountable is to be responsible for delivering in-time what one promises. It is to be held accountable for behavior that demonstrates commitment and successful results. It is to be held accountable for meeting the needs of others and to meet accountable behaviours among their peers.

# Sample Report



### SKILLS TO BE DEVELOPED

#### Primary Skills and Orientations

- Focus on internal realities
- Second level in-depth thinking/ interpreting skills
- Patience

#### Secondary Skills and Orientations

- Drive for Results
- Integrity
- Managing Vision and Purpose

## FOCUSING ON RESULTS AS | ENFJ

The true measure of a great team is that it accomplishes the results it sets out to achieve in time. For this every team member should openly let other team members know the course and extend of his results so that collective results are achieved. When individuals solely pursue their own interests, they jeopardize the overall results of the team and fail to value the dignity of their team members. To prevent this from happening, team members should give more weight-age to the collective efforts of all team members and value their contributions.



### SKILLS TO BE DEVELOPED

- Command Skills
- Developing Direct Reports and Others
- Problem Solving

## SELF-IMPOSED RESTRAINERS

Self-imposed restrainers are about the out-of-character selves we all encounter from time to time, particularly in response to fatigue and stress. Being under the influence of self-imposed restrainers explains our seemingly abnormal experiences of ourselves and others as predictable, adaptive and necessary expressions of our normal personalities. Knowing that these self-imposed restrainers are healthy and adaptive and enable us to see them as temporary episodes from which we can benefit.

Read through the self imposed restrainers and their remedies below and work out strategies accordingly:

ESTJ and ENTJ	ISFP and INFP	ISTP and INTP	ESFJ and ENFJ
<b>Energizers</b> <ul style="list-style-type: none"> <li>○ Opportunity to lead and direct people</li> <li>○ Predictability</li> <li>○ Closure for tasks and projects</li> <li>○ Opportunity to achieve in a well-defined, structured environment</li> </ul>	<b>Energizers</b> <ul style="list-style-type: none"> <li>○ Work that encourages enactment of personal values</li> <li>○ Opportunity to help affirm others</li> <li>○ A cooperative, open, congenial atmosphere</li> <li>○ Being appreciated and valued as individual</li> </ul>	<b>Energizers</b> <ul style="list-style-type: none"> <li>○ Freedom to work as long and intensively on a project as desired</li> <li>○ Working on concrete projects with tangible results</li> <li>○ Being respected for their special expertise</li> <li>○ Autonomy and Independence</li> </ul>	<b>Energizers</b> <ul style="list-style-type: none"> <li>○ Ability to control workload and schedule</li> <li>○ Sociable, supportive environments</li> <li>○ Feeling connected to and in tune with others</li> <li>○ Honest and open communication</li> </ul>
<b>Stressors</b> <ul style="list-style-type: none"> <li>○ Lack of control over time and tasks</li> <li>○ Changing procedures and loosely defined criteria</li> <li>○ Disorganized environment</li> <li>○ Frequent interruptions</li> </ul>	<b>Stressors</b> <ul style="list-style-type: none"> <li>○ Multiple tasks, demands and roles</li> <li>○ Conflict and hostility in the workplace</li> <li>○ Controlling, demanding or confronting people</li> </ul>	<b>Stressors</b> <ul style="list-style-type: none"> <li>○ Working under strict rules and regulations</li> <li>○ Working with people who are incompetent, slow or inefficient</li> <li>○ Anything illogical, unjust, or unfair</li> <li>○ Being confronted with strong emotions</li> </ul>	<b>Stressors</b> <ul style="list-style-type: none"> <li>○ Uncooperative, undermining co-workers</li> <li>○ Inconsistent, antagonistic, divisive relationships</li> <li>○ Having to deal with sudden changes</li> <li>○ Personal criticism and being required to treat others impersonally</li> </ul>
<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>○ Frequent expressions of anger</li> <li>○ Easy loss of control</li> <li>○ Inflexibility; unwillingness to consider alternatives</li> <li>○ Withdrawal, avoidance of others who add to the confusion</li> </ul>	<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>○ Cynicism, distrust and disappointment</li> <li>○ A martyr attitude</li> <li>○ Depression, hopelessness</li> <li>○ Alternating active and passive aggression</li> </ul>	<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>○ Becoming upset, expressed or unexpressed</li> <li>○ Passive-aggressive</li> <li>○ A complaining, pouting tone</li> <li>○ Fear of permanently losing control of feelings and emotions</li> </ul>	<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>○ Negativity and pessimism</li> <li>○ An over controlling, rigid approach</li> <li>○ Withdrawal, depression</li> <li>○ Inefficiency, feeling scattered</li> </ul>
<b>Remedies</b> <ul style="list-style-type: none"> <li>○ Someone to talk to</li> <li>○ Ways to reframe, refocus energies</li> <li>○ Time alone to regain control</li> <li>○ Physical activity</li> </ul>	<b>Remedies</b> <ul style="list-style-type: none"> <li>○ Get upset but hide it from others</li> <li>○ Reflect, meditate on personal values, priorities</li> <li>○ Take time for fun; engage in relaxing activities</li> <li>○ Refocus on what is right rather than what is wrong</li> </ul>	<b>Remedies</b> <ul style="list-style-type: none"> <li>○ Avoid confiding in others as long as possible</li> <li>○ Deny and resist pervasive inner fears</li> <li>○ Ignore or disengage from the situation</li> <li>○ Take time alone to recover and regroup energies</li> </ul>	<b>Remedies</b> <ul style="list-style-type: none"> <li>○ Talk it through with an uninvolved person</li> <li>○ Withdraw, spending time alone</li> <li>○ Join a support group</li> <li>○ Take breaks; time off to nurture self</li> </ul>

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## SELF-IMPOSED RESTRAINERS

ESTP and ESFP	INTJ and INFJ	ISTJ and ISFJ	ENTP and ENFP
<b>Energizers</b> <ul style="list-style-type: none"> <li>Freedom to interact with people</li> <li>Clear structures, specific tasks and goals</li> <li>Working as a part of a team</li> <li>Being able to make good use of their memory for specifics</li> </ul>	<b>Energizers</b> <ul style="list-style-type: none"> <li>Maximum autonomy</li> <li>Clarity in role definition and limits of responsibilities and expectations</li> <li>Ability to achieve closure on tasks and projects</li> <li>An organized, structured and predictable environment</li> </ul>	<b>Energizers</b> <ul style="list-style-type: none"> <li>Organizing facts and details to accomplish a goal</li> <li>A quiet workspace with few interruptions</li> <li>Clear and stable structures, procedures, and expectations</li> <li>Being in control of work schedule</li> </ul>	<b>Energizers</b> <ul style="list-style-type: none"> <li>Variety and challenge</li> <li>Being taken seriously – valued for competence and special skills</li> <li>Permission to delegate implementation solutions to others</li> <li>Adequate unstructured time</li> </ul>
<b>Stressors</b> <ul style="list-style-type: none"> <li>Deadlines</li> <li>Long-term planning</li> <li>Inability to control circumstances</li> <li>Vague directions and unclear guidelines</li> </ul>	<b>Stressors</b> <ul style="list-style-type: none"> <li>Too much extraversion</li> <li>A noisy, disorganized work environment</li> <li>Lack of follow-through and poor performance by co-workers</li> <li>Dealing with details especially things in the outer world</li> </ul>	<b>Stressors</b> <ul style="list-style-type: none"> <li>Being asked to change something with no good rationale provided; dealing with sudden change</li> <li>Requirement to do things in an inefficient, ineffective way</li> <li>Others' incomplete or sloppy work that affects the quality of their own work</li> <li>Being asked to "wing it" or to "wing it" or to "wing it"</li> </ul>	<b>Stressors</b> <ul style="list-style-type: none"> <li>Having to reach closure too soon</li> <li>Being disrespected; competence doubted</li> <li>Supervision that is very close, communicates distrust and doubt</li> <li>Rules that inhibit the creative process and drain energy</li> </ul>
<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>Reading negative implications between the lines</li> <li>Withdrawal, distancing from others</li> <li>Sense of incompetence at work and at home</li> <li>Chronic anxiety and sense of impending doom</li> </ul>	<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>Intense anger; agitation; irritability; fatigue</li> <li>Physical stress symptoms such as muscle tension</li> <li>Seeing external details as major obstacles that impede progress</li> <li>Sleeplessness due to persistent reviewing of problems</li> </ul>	<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>Blaming and accusing others</li> <li>Decreased efficiency and productivity</li> <li>Sleepless nights; obsessive thinking about problems</li> <li>Shutdown; avoid working for extended periods, then become depressed</li> </ul>	<b>Self-imposed Restrainers</b> <ul style="list-style-type: none"> <li>Work harder, longer, less effectively</li> <li>Worry, chronic anxiety</li> <li>Withdraw, shutdown, avoid people</li> <li>Extremes of both emotion and activity level</li> </ul>
<b>Remedies</b> <ul style="list-style-type: none"> <li>Change of focus by reading or engaging in other distracting activities</li> <li>Asking others for help with tasks</li> <li>Being reassured about their own mental stability</li> <li>Help in identifying possibilities and options</li> </ul>	<b>Remedies</b> <ul style="list-style-type: none"> <li>Focus on hobbies and recreation</li> <li>Schedule in unscheduled time; take time off</li> <li>Engage in simple, non-pressured Sensing activities</li> <li>Receiving non-intrusive, forthright concern from others</li> </ul>	<b>Remedies</b> <ul style="list-style-type: none"> <li>Getting away; time alone in a pleasant Sensing environment</li> <li>Not being offered advice and help from others</li> <li>Help with priorities</li> <li>Take support from others to accomplish required goals</li> </ul>	<b>Remedies</b> <ul style="list-style-type: none"> <li>Rest, Pay attention to physical needs</li> <li>Setting boundaries; saying no selectively</li> <li>Engaging in relaxing Sensing activities</li> <li>Planning, list-making to avoid unwelcome surprises</li> </ul>

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## SUGGESTED DEVELOPMENTAL PRACTICES:

- Rethink decisions minus the business jargon. Which outcome is really better?
- Monitor and ask for feedback on how quickly and efficiently you get to the point of the business at hand.
- Ask yourself how a sensible, impartial person would regard this information. Then work to separate your work performance from your personal identity.
- Note factors from the past that allowed charlatans to operate. Develop a checklist for you to be sure others are playing by mutual rules.
- Especially when deadlines loom, take time to notice the reactions of others. Ask yourself what a given stance might cost you.
- Take care of yourself, too. Get away from work, take vacations, and find creative diversions to rejuvenate yourself.

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SELF REFLECTION  
WORKBOOK

In accordance to your type write in your developmental plans in the following template –

What are your strengths?

How can you use your strengths to your advantage?

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In accordance to your type write in your developmental plans in the following template –

What are your Areas of Development?

Mention some of the adverse implications if these are unattended to?

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What could be your Core Incompetence?

(Core Incompetence is defined as a weakness that adversely impacts your strengths)

Which optimal behaviours will you demonstrate in which situations?  
Give one example.

	Situation	Default Behaviour	Optimal Behaviour
Decision Making			
Managing Conflict			
Collaboration	<h1>Sample Report</h1>		
Client Engagement			
Giving Feedback			
Any Other			

Which optimal behaviours will you demonstrate with which people?  
Give one example.

	Situation	Default Behaviour	Optimal Behaviour
Senior			
Peer			
Subordinate			
Client	<h1>Sample Report</h1>		
Family Member			
Stakeholder 1			
Stakeholder 2			

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