
*Personality Profile
Reporting System
MBTI Feedback Report*

for

Simon Major
Blue Square Management Workshop

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Narrative

The personality type, according to the Myers-Briggs Type Indicator, that best describes your preferred style is INTP. The nickname for this type is "Architect" or "Designer" and it is shared by approximately 1% of the population. Thus, 99% of those you meet perceive the world around them differently from the way you do. Your type is further differentiated by the numerical scores indicated above.

Professor David Keirse, a prominent California psychologist, investigated the relationship between Type and temperament. He observed that four combinations of the sixteen MBTI Type preferences correspond to the four historically described basic human temperaments used to determine the core of a person's behaviour patterns and characteristics. Adapted from the MBTI, these combinations have been identified as SJ (Sensing-Judicious), SP (Sensing-Perceptive), NT (Intuitive-Thinker) and NF (Intuitive-Feeler).

THE NT TEMPERAMENT

Professor Keirse describes the NT temperament as that of the Visionary leader, Architect, Builder. According to the Myers-Briggs classification, four types are described as being of the NT temperament--ENTJ, INTJ, ENTP, INTP.

The NT thrives on conceptualisation, principles, design and intellect. Inspired by visions of the future, enjoying complexity, focusing on the possibility, technically ingenious and with the courage of convictions, the NT is the architect and designer of change. An NT will use keen intellect to dissect complexities, draft models for accomplishing greater efficiency and productivity and design systems to side-step crises. Although the NT can often see years into the future to avert disaster, solutions may occasionally be viewed as too non conforming and ahead of the times.

The NT's world view is one of laws and principles, and as a result, could be a sceptic and is often unaware of the feelings of others. Honourable, tranquil and non-competitive, an NT finds it exciting to assist a colleague in solving a problem. But once the design is complete, the NT is apt to hand over the execution to someone else. Natural leaders, an NT is able to conform and follow as the situation demands, but will remain adamant in pursuing a logical and impersonal vision. If a team is missing an NT, planned change could be absent and stagnation might develop.

An NT is not prone to offer praise or acknowledgements, since that would be stating the obvious and could be interpreted by the receiver as manipulative and underhanded. However, appreciation for ideas, genius, willpower and competency is well received especially if the recognition is provided by those respected and competent to make the comments.

Stress factors for the NT temperament would include incompetence, loss of control, rigidity, absolute statements, inexact language and inefficiency.

Decisive, self-aware, non conforming, efficient, exacting, independent, curious, inventive and analytical best describe the essence of the NT temperament--the visionaries, pioneers, strategists and architects of our culture.

YOUR MBTI TYPE

Of all the sixteen personality types, INTPs epitomise analytical geniuses such as Albert Einstein, Woodrow Wilson, and Carl Jung. Like these prominent scholars and theorists, you have the ability to single-mindedly pursue your goals and move around obstacles while avoiding distractions that would derail most people. Absorbed by the inner world of thoughts and ideas, you use your rational ability coolly, objectively and impersonally. Your family and friends most likely tend to describe you as creative and ingenious yet also understated and a bit shy.

Your greatest personal strength lies in your ability to patiently and thoroughly work out the fundamental principles

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of a system, an operation or a problem. In fact, you happily tend to lose yourself in thought. You do not need encouragement or support from others to continue your work. Indeed, it is not essential that others even understand or appreciate what you do for you to function. You are an independent thinker, content in a world unto yourself.

Overall the INTPs tend to have very accommodating and flexible personalities. Moving from one intuitive understanding to another is usually effortless for you. Deep in thought, your first interest is mostly on solving puzzles. Before you will communicate and contribute your thoughts, you want to make sure you have them clearly organised internally first. As a result, you can sometimes be seen as reserved and withdrawn. In fact, you may even tend to regard others as a disturbance to your intense thinking process. That is because your focus is to pay more attention to the realm of logic and principles than situations or people.

An INTP may also have difficulty communicating ideas effectively. Conversations can quickly turn into articulating the exactness of the tiniest pieces of the entire puzzle. Before you know it, the answer to a question can be so precise and complicated that few can follow the discussion. But an INTP certainly appreciates those who have the patience and attentiveness to keep up with the dialogue.

If you are called upon to share information or instruct others, however, remember to be organised, keep the ideas simple and use common language instead of jargon. As a result, your presentations and communications will become more successful. Also, do not hesitate to ask for feedback from your friends and colleagues, even in casual conversation, and then use that feedback to enhance your communication style.

Intimate relationships can sometimes pose a dilemma for Introverting-Thinking types, simply because of the feelings involved. You do not intend to be coarse or unkind-sometimes you are simply inattentive to the significance of the Feeling dimension. So intent are you on the content of a conversation, that you may not be aware of another's feelings or how your behaviour affects others. You might let feelings affect your own attitudes and behaviour so little that it may be difficult to convince you about anything except through reason and logic.

On the other hand, you and other INTPs do have feelings and you do relate to people. But the Feeling dimension is not your first preference-Thinking is. It could take more awareness and practice on your part to become more aware of the important part your feelings and those of others play in communication and relationships.

Introverts overall tend to invest time, caring and affection in only a few people, gauging friendships by depth and endurance, rather than by breadth and quantity. As an Introvert, carefree external demonstrations of feeling do not mean that much to you. "Still waters run deep" characterises best your view of friendships and relationships. As a result, you tend to not need liberal and open reciprocation of your feelings, nor do you require lots of active contact to sustain a relationship. When a friend is in need, you will be there--this year, next year, ten years from now. You have the ability to form a kind of quiet, intense and devoted friendship.

Although only a small segment of the population falls into your personality category, if you only counted the number of faculty teaching at distinguished colleges and universities, you would think the world was abundant with INTPs. Wherever you find a body of individuals whose distinguishing characteristics are imagination, originality, perceptive acumen, creativity and a delight in tackling the complex, you will find a number of kindred souls. You are perhaps the most intellectually profound of all the types. Thinking, combined with Intuition, gives you greater insight than Thinking alone and provides you with intellectual curiosity, speed in understanding, ingenuity and a wealth of ideas for dealing with problems. However, these same qualities also make it more difficult for you to deal with repetitive tasks or mundane facts and realities.

Continually living on the edge of logical plausibilities and potentials, you delight in abstract projects and are excited by the unknown. As long as your expansive mind and intellect are not swallowed up by mind-numbing day-to-day routines, you can succeed in any occupation. Internally, you want order, but consistent order might not be present in your external world. Instead, you tend to go through cycles of being organised and then disorganised. Intuitive, Introverted Thinkers like yourself often find themselves caught in the "absentminded professor's" syndrome in

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everyday life.

You are an individual in love with learning and are fascinated by the very concept of intelligence. You, and those like you, share an inner drive toward performance and a highly self-critical nature which allows you to continually strive for self-improvement. Always setting higher standards, you maintain a "mental list" of things you ought to learn, accomplish and master.

The times when you feel twinges of inadequacy are the times you measure your worth, and the worth of others, solely by the yardstick of achievements and accomplishments. If work is important enough, you can become a perfectionist and lose sight of when a project is "good enough." This is due to your tendency to set your personal standards so impossibly high. If you become discouraged or are under a lot of stress, it is easy for you to turn make self judgements and label yourself as incompetent. It may be difficult for you to break this cycle of negative thinking.

Your Introverted nature seeks peace to work most comfortably. Whatever the job, you will spend time thinking before acting. Given the choice, you prefer a working environment that is quiet and where you can easily work alone. You would be content if the telephone never rang and no one ever intruded or interrupted your train of thought.

For you, working long hours on a project without a break is not bothersome. You take pride and interest in your job, especially if you keep in touch with the ideas behind your assignments. Your Perceptive qualities allow you to handle great diversity in work and it is easy for you to shift from one assignment or technique to another.

It is this Perceptive side that allows you to be open and tolerant of changing situations and tasks requiring repeated revisions. However, this open style of working could find you initiating too many revisions, additions, changes and alterations when they are unnecessary. Besides the danger of continually revising or changing material unasked, there is the twin danger of beginning projects that you never finish--because they are always changing! As a result, many of these activities you have launched wind up in a file, first delayed, then forgotten.

Your Intuiting nature has you continually scanning the horizon for any future possibilities or potentials within a situation, rather than staring down at the ground beneath you. As a result, you can easily be recognised as an explorer or visionary. New ideas and theories fascinate you, and you enthusiastically tackle new problems no matter how complex. During these times, you have an unnerving ability to gather vast stores of patience and energy to devote toward solving the problem. However, driven to understand, predict and explain reality, you may slip into a favourite pattern for those with your personality--living in a world of ideas, trying to figure out what everything around you means and, thereby, missing out on directly experiencing much of life.

An INTP will find fulfilment when developing ideas, concepts and principles and typically make great contributions to a chosen field. You are a person who appreciates intelligence, continually seeks to increase knowledge and sees possibilities beyond what is present, known or obvious.

It would also be wise, however, to surround yourself with people who view the world with their Sensing qualities. Since Sensing types focus so strongly on the concrete world and direct experience, and always keep track of the smallest facts and details, you will probably find their counsel and feedback useful. Since Intuiting people usually prefer the company of other Intuitives, you may find this uncomfortable. Yet an Intuitive person with a Sensing partner is more likely to achieve success than the Intuitive alone since their skills are complimentary.

Watch out when circumstances find you working at a job which makes little use of your Intuiting qualities. Even worse, avoid occupations requiring you to only gather, count and manage facts, figures, widgets or gadgets - activities requiring you to use your lesser developed Sensing side. You would be better off turning your sights to tasks requiring you to view the big picture and bold concepts, not minutia. If, and when, you find that job, employer, or body of co-workers who can appreciate your style and qualities, you will be valued for your creative intellect and the imaginative gems you provide to the world of everyday work.

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THE MBTI AND VALUES

There are many factors in one's personality that define and influence behaviour. Understanding one's personal values can be critical for understanding yourself and others. According to research conducted by Donald A. Johnson, Ph.D. correlating values and the MBTI, INTPs might tend to regard the following top seven Life values (long term or ultimate aspirations) and Operational values (how Life values are carried out): (LIFE) Wisdom, Self Worth, Family, Love, Freedom, Happiness and Health; (OPERATIONAL) Honesty, Knowledge, Creativity, Autonomy, Competency, Reason and Fairness.

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Contributions To An Organisation

- ♦ Seeks to continually acquire new knowledge and competencies.
- ♦ Uses systematic intellectual precision and expertise in grappling with problems.
- ♦ Has strongly defined interests and enjoys working on a technical level.
- ♦ Is strong in strategy.
- ♦ Prefers the world of ideas and analysis and designing complex systems.
- ♦ Enjoys mapping out all the feasible steps, possibilities and responses to minimise risk.
- ♦ Is flexible, unstructured and tends to ignore standard rules and procedures.
- ♦ Is a clear and quick thinker questing for logical purity.
- ♦ Is an organiser of thoughts and concepts--is more of an architect than an implementer.
- ♦ Can become totally engrossed with a project if it is found interesting; becomes bored once the problem is solved or routine sets in.
- ♦ Is reserved, quiet and deeply reflective and a high achiever.
- ♦ Believes the internal structure and organisation of thoughts are important, not the external world.
- ♦ Becomes utterly absorbed in seeking answers to his/her major interests.
- ♦ Detests being mired in organisational systems, procedures and routines.
- ♦ Has both short and long range vision; operates as a visionary.
- ♦ Can become so absorbed in personal thought processes, he/she appears detached.
- ♦ Displays strong traits of adaptability and improvisation as long as principles and interests are not violated.
- ♦ Expend energies toward change.
- ♦ Maintains loyalty to an ideal or a model, rather than to an organisation.

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Leadership Style

- ♦ Usually does not seek management or leadership roles, preferring to work autonomously and solve complex problems at the technical level.
- ♦ Prefers intellectual, to emotional interaction.
- ♦ Focuses on logic and principles, not relationships.
- ♦ Establishes an agenda and stays focused on the long-term.
- ♦ Presents options for groups to make majority or consensus decisions.
- ♦ Views little in life as permanent; flexibility is required when solving problems and complex issues.
- ♦ Meets crisis by creatively conceptualising and analysing problems and goals.
- ♦ Does not take unnecessary risks-- actions are well thought-out in advance to mitigate possibilities.
- ♦ Expects others to implement their innovative ideas and solutions.
- ♦ Counts on others to work independently.
- ♦ Allows others to contribute and use their skills.
- ♦ Relates to others through expertise, not organisational role.
- ♦ Believes competence, not title and length of employment grant power and authority.
- ♦ Operates independently and prefers that others do also.

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Communication Style

- ♦ Contains energy and excitement inside one's self.
- ♦ Prefers to think before replying and needs to be drawn out.
- ♦ Prefers written reports to talking in person and avoids meetings.
- ♦ Keeps conversation brief and succinct; states concepts exactly and believes that the precise use of language is extremely important.
- ♦ Contributes a wealth of knowledge.
- ♦ Is directed towards insights and unusual approaches.
- ♦ Assumes others know what he/she is discussing; hesitates to state the obvious and almost everything seems obvious.
- ♦ Offers presentations that can be highly complex and detail-oriented.
- ♦ Will consider a schedule, but avoids tight timetables.
- ♦ Uses language that is a cool, logical analysis and is dumbfounded by emotional expressions.
- ♦ Persuades through logical reasoning rather than personal examples.
- ♦ Sees the big picture and presents that first.
- ♦ Talks regarding possibilities and alternatives.
- ♦ Talks more about the future than the here-and-now.

Problem Solving Style

- ♦ Revels in having complex problems to tackle.
- ♦ Likes to find order and the underlying principles in any situation or topic of interest.
- ♦ Asks if there are other ways to seek solutions.
- ♦ Ponders the similarities of other situations to this problem.
- ♦ Gathers a wide variety of information and synthesises it.
- ♦ Charts the foreseeable outcomes of each possibility; maps the logical organisational pattern.
- ♦ Grasps the greater implications beyond the obvious.
- ♦ Determines the risks of not acting.
- ♦ Creates contingency plans for all possible actions; is not afraid to change standard operating procedures.
- ♦ Applies logic first, then looks at the larger picture, next views the facts and finally considers people.

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Conflict Resolution

- ♦ Avoids conflict, preferring calm environments.
- ♦ Will stubbornly stand by his/her "right" solution when conflict cannot be avoided.
- ♦ Must be shown logically why another solution would be best.
- ♦ Expects conflict to be resolved with reason and logic, not emotions.

Motivators

- ♦ Likes peace and quiet and time to reflect alone.
- ♦ Likes future-oriented projects, not small tasks.
- ♦ Excels when not hampered by systems, procedures, and rules of operation and day-to-day routines.
- ♦ May tend to rebel against authority and stated structures if they interfere with the pursuit of his/her interests.
- ♦ Prefers non-emotional environments where justice and accuracy prevail.
- ♦ Seeks opportunities to work with other independent and hard-working people.
- ♦ Becomes irritated with surprises, errors, redundancy, inefficiencies and having to repeat him/herself.
- ♦ Wants occasions to achieve, acquire new knowledge and become more competent.
- ♦ Thrives when he/she can solve complex problems and be theoretical in private.
- ♦ Requires opportunities to research, analyse, design and build models.

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On A Team

- ♦ Naturally becomes the expert resource on the problem for others to consult.
- ♦ Works for the group project and goals by working alone.
- ♦ Brings to the team both critical vision and precise mental discernment.
- ♦ Uses logic and reason to support conclusions.
- ♦ Offers insightful conclusions only after an intense, internal thinking process.
- ♦ Solves problems related to concepts and illuminates the underlying principles operating in the work at hand.
- ♦ Pays attention to the big picture.
- ♦ Can irritate others by being too intellectual and reducing everything to logical statements.
- ♦ May upset team members with fault- finding and criticism.
- ♦ Tends not to consider others' feelings or emotions.
- ♦ Becomes frustrated when a lack of vision, direction and commitment is present.
- ♦ Is disturbed by redundancy and interruption.
- ♦ Is irritated by team members who are unprepared, easily upset or who veer off track into non-essentials.

Learning Style

- ♦ Is a life-long learner and deeply inner-reflective.
- ♦ Prefers assignments that are theoretical; may perceive a test as irrelevant and redundant and might even refuse to take it.
- ♦ Likes to concentrate on concepts, abstracting theories, identifying working principles and categorisation; is bored by rote, drill and the memorisation of details.
- ♦ Likes focusing on systems, theories and concepts regarding universal truths, always with an eye toward the future.
- ♦ Focuses always on the broad picture, is a terrific theoriser and delves deeply into subjects.
- ♦ Views instructors and facilitators as equals and does not hesitate to challenge them; expects trainers and facilitators to display competence to earn respect.
- ♦ Easily becomes absorbed in learning a subject that is interesting, often appearing lost in thought.

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Opportunities For Growth

- ♦ Concentrate more on the niceties of human interaction and learn about people's personal and professional lives--because you are so lost in thought and focused on logical thinking, you appear to others as cold, impersonal, critical and caustic.
- ♦ Notice things that people are doing right before you point out their mistakes.
- ♦ Comment on success more often than you remark on failure.
- ♦ Make a concerted effort to compliment the accomplishments of others.
- ♦ Pay greater attention to follow through and taking action, even though theory and planning are more preferable to you than implementation.
- ♦ Pay attention to details.
- ♦ Increase communication with others-- include them in your internal thinking processes so they can follow your conclusions.
- ♦ Improve ability to discern minor inconsistencies of a plan or project--understand when to let them go because they are hurting team and individual progress and when they are important to address.
- ♦ Ask for feedback from others regarding your performance--you are your own worst critic with your perfectionist tendencies.
- ♦ Train yourself to become more aware of your inner feelings to avoid the occasional intense emotional outburst.



This profile is designed to help you understand your results on the *Myers-Briggs Type Indicator®* (MBTI®) assessment. Based on your individual responses, the MBTI instrument produces results to identify which of sixteen different personality types best describes you. Your personality type represents your preferences in four separate categories, with each category composed of two opposite poles. The four categories describe key areas that combine to form the basis of a person's personality as follows:

- **Where you focus your attention – Extraversion (E) or Introversion (I)**
- **The way you take in information – Sensing (S) or Intuition (N)**
- **The way you make decisions – Thinking (T) or Feeling (F)**
- **How you deal with the outer world – Judging (J) or Perceiving (P)**

Your MBTI type is indicated by the four letters representing your preferences. Based on your responses to the assessment, your reported MBTI type is INTP, also described as Introverted Thinking with Intuition. Your results are highlighted below.

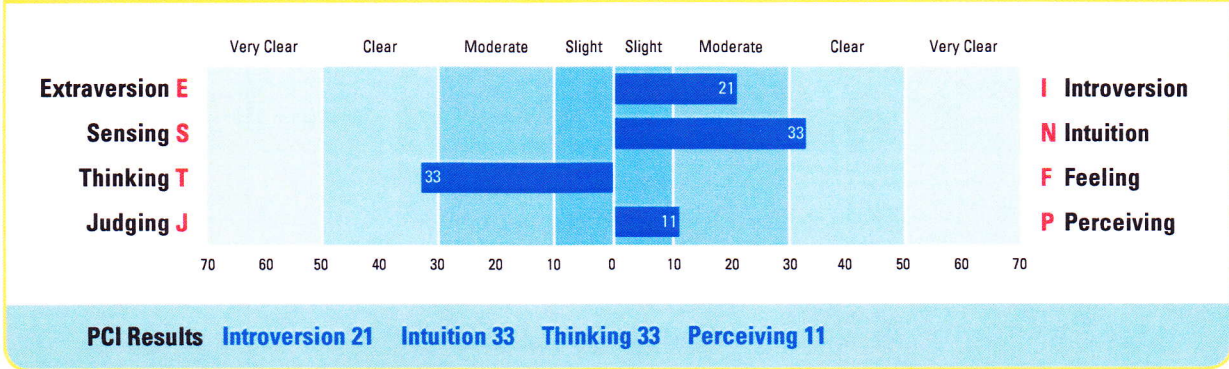
Reported Type: INTP

Where you focus your attention	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">E</div> Extraversion People who prefer Extraversion tend to focus their attention on the outer world of people and things.	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">I</div> Introversion People who prefer Introversion tend to focus their attention on the inner world of ideas and impressions.
The way you take in information	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">S</div> Sensing People who prefer Sensing tend to take in information through the five senses and focus on the here and now.	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">N</div> Intuition People who prefer Intuition tend to take in information from patterns and the big picture, and focus on future possibilities.
The way you make decisions	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">T</div> Thinking People who prefer Thinking tend to make decisions based primarily on logic, and on objective analysis of cause and effect.	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">F</div> Feeling People who prefer Feeling tend to make decisions based primarily on values and on subjective evaluation of person-centred concerns.
How you deal with the outer world	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">J</div> Judging People who prefer Judging tend to like a planned and organised approach to life, and prefer to have things settled.	<div style="border: 1px solid black; display: inline-block; padding: 5px; margin-right: 10px;">P</div> Perceiving People who prefer Perceiving tend to like a flexible and spontaneous approach to life, and prefer to keep their options open.

Your responses to the MBTI assessment not only indicate your preferences; they also indicate the relative *clarity* of your preferences – that is, how clear you were in expressing your preference for a particular pole over its opposite. This is known as the *preference clarity index*, or pci. The bar graph on the next page charts your pci results. Note that a longer bar suggests you are quite sure about your preference, while a shorter bar suggests you are less sure about that preference.



Clarity of Reported Preferences: INTP



Your type professional can give you more insight into your Profile results as well as elaborate on the type description provided for you in the chart below. Does the description of your reported type seem to fit you? Many people find that their MBTI results describe them quite well. For others, changing a letter or two may help them discover an MBTI type that more accurately captures their personality. If you feel the characteristics do not fit you quite right, the person who administered the MBTI instrument can help you identify a better-fitting type.

Type Description: INTP

ISTJ	ISFJ	INFJ	INTJ	<ul style="list-style-type: none"> • Logical, analytical and objectively critical • Quick, insightful and ingenious; intensely curious about ideas and theories • Adept at providing a detached, concise analysis of an idea or a situation • Likely to approach situations with scepticism and form independent opinions and standards • Likely to value intelligence and competence • Flexible and tolerant of a wide range of behaviours • Usually seen by others as quiet, contained and independent
ISTP	ISFP	INFP	INTP	
ESTP	ESFP	ENFP	ENTP	
ESTJ	ESFJ	ENFJ	ENTJ	

Each type, or combination of preferences, tends to be characterised by its own interests, values and unique gifts. Whatever your preferences, you may use some behaviours that are characteristic of contrasting preferences. For a more complete discussion of the sixteen types, and applications such as career choice, relationships and problem solving, see the *Introduction to Type®* booklet by Isabel Briggs Myers (1998) or *Gifts Differing* by Isabel Briggs Myers with Peter B. Myers (1995). These publications and many others to help you understand your personality type are available from OPP Ltd.

