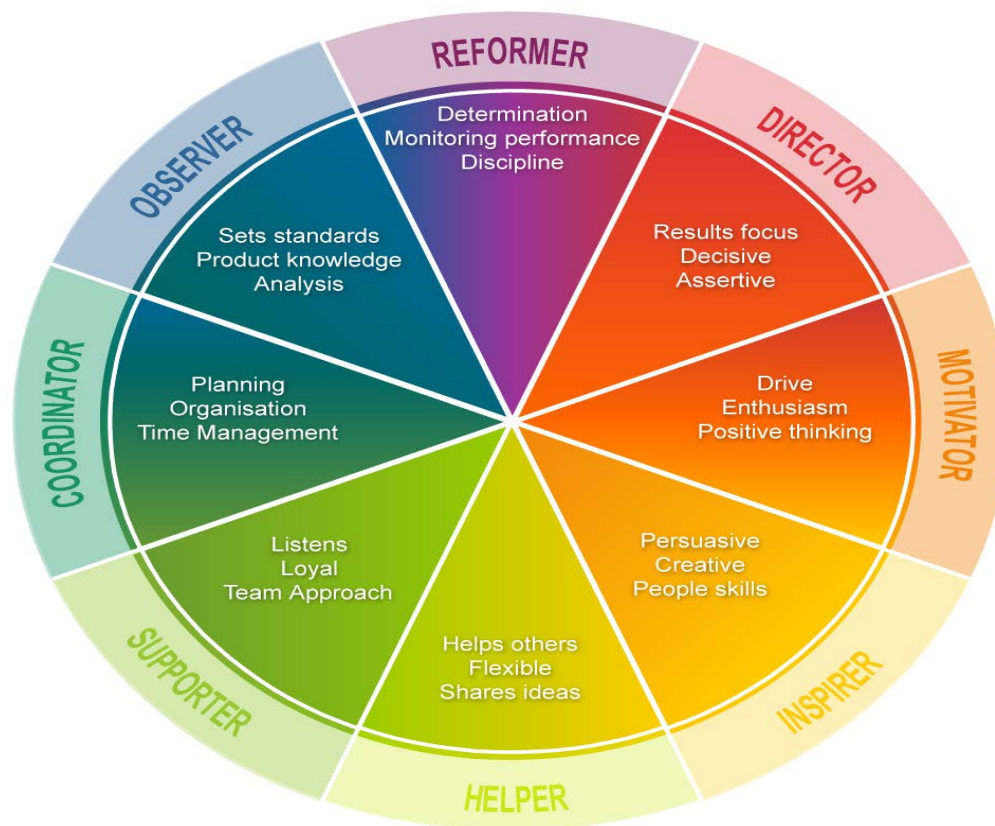


Which 8 Type Are You?



The Observer

Set Standards – Product Knowledge – Analysis

The Observer can write the book on the **product knowledge** required for the job. When others need the facts to make a decision he knows them. He **sets the standards** for others and **analyses** and collects the data.

Observers are precise, cautious and disciplined, and are painstaking and conscientious in work which requires attention and accuracy. They have highly developed critical perception abilities and emphasise the importance of drawing conclusions and basing actions on factual data. Observers are objective thinkers, who combine intuitive information with the facts they have gathered in a most effective way. They avoid making a 'fool' of themselves by meticulous preparation. They tend to select people like themselves who are more effective in a peaceful environment and may be reticent about expressing their feelings. Observers are concerned with the 'right' answer and may avoid making decisions. They may hesitate to acknowledge a mistake and immerse themselves in researching for materials to still support their mistake. Observers tend not to trust strangers and worry about outcomes, their reputation and their job. They can read situations well and be both sensing and intuitive. They can be seen as unresponsive, cool and uncaring by some. The Observer is Jung's Introverted (or Empirical) Thinking type.

Inner drive: Doing things right, rejecting interpersonal aggression.

Goal: Correctness, predictability, the need to perceive and understand.

Judges others by: Mental functioning.

Influences other by: Logical arguments, factual data.
Value to the organisation: Tests, clarifies and evaluates.
Over uses: Analysis and tests; past processes.
Under moderate pressure becomes: Worried, gets bogged down.
Fears: Ridicule; abrupt change.
Would be more effective with more: Flexibility of decision making, understanding of people, enthusiasm.

The Co-ordinator

Planning – Organisation – Time Management

The Co-ordinator can pull all the loose ends together to **organise** themselves and others in a structured approach. Her **planning** and **time management skills** make her thorough and reliable.

Coordinators tend to be dependent and objective, usually possessing a strong value system. A careful, cautious conventional person who is diplomatic and sincere. They tend to be very loyal, precise and disciplined with high standards and expectations of self. Decisions are difficult to make until facts and details are available. Many see Coordinators as critical and ideological thinkers who may be quiet and reserved around strangers. Coordinators do not always say what they think or feel, and want to be needed in a secure environment. They can work well with their hands and can do repetitive work but may need specific instructions before starting a job. Coordinators do not like stress or chaos and tend to be rather private, surrounding themselves with a few similar people. They strive for system and order with a need to know why! They require support and reassurance and tend not to be outgoing. Coordinators take time to trust and will not generally impose their thinking on others. Their patience and steady follow-through allows them to perform routine tasks particularly well, and they are systematic and precise. However, if they feel that they are being taken advantage of Coordinators may respond in an otherwise uncharacteristic manner. The Coordinator is Jung's Introverted Sensing type.

Inner drive: Tends to avoid and reject interpersonal aggression.

Goal: Correctness and orderliness.

Judges others by: Cognitive and sensing abilities.

Influences others by: Factual data, logical arguments, systematic methodology.

Value to the organisation: Defines, clarifies, gets information, criticises and tests.

Over uses: Analysis and order.

Under moderate pressure becomes: Worrysome, detail seeking, anxious.

Fears: Impulsive decisions, irrational acts.

Would be more effective with more: Confidence, job clarification, sincere appreciation, a non-stress environment, a systematic manager.

The Supporter

Listens – Loyal – Team Approach

The Supporter has a true **team approach**. His expert **listening** skills can uncover others' true needs and he is **loyal** to both his colleagues and the organisation.

Supporters are affable, amiable steady individuals who get on well with others. With their moderate, controlled stance they are considerate, patient and always willing to go along with and help those they consider friends. They build a close relationship with a small group of associates in the work environment. Their efforts are directed towards retaining the familiar and predictable. Supporters are most effective in specialised areas of endeavour and plan their work for a

remarkable consistency of performance. They look for constant appreciation from others and are slow to adapt to change. Prior conditioning may be necessary to change their procedure and still maintain a consistent level of performance. Supporters may also require help in developing short-cut methods to meet deadlines. Projects are often put aside before they are completed. Supporters will go the 'extra mile' to help someone they consider as a friend. They may require assistance in eliminating the 'old' and embracing the 'new'. Supporters may become stubborn and defiant if challenged when under pressure and this may frustrate some colleagues.

The Supporter is Jung's Introverted (or Sensory) Feeling type.

Inner drive: Moderation and accommodation.

Goal: Controlled environment; minimum change.

Judges others by: Friendship, relating abilities.

Influences others by: Consistency and amiability.

Value to the organisation: Predictable, maintains steady pace, loyal.

Over uses: Low risk-taking; passive resistance to change.

Under moderate pressure becomes: Quasi adaptable to authority and peers.

Fears: Change, disorganisation, redundancy.

Would be more effective with more: Sharing ideas; self-confidence based on affirming feedback.

The Helper

Helps Others – Flexible – Shares Ideas

The Helper has a genuine desire to **help others** and put their needs first. This makes her **flexible** and adaptable with a natural ability to **share ideas** and knowledge.

Helpers are warm, understanding and sociable individuals who strive for positive relationships with people both at work and at home. They are ambitious for others and work well in a team situation. However, they may take criticism personally and find it difficult to become authoritative over others when necessary. They may find it difficult to make decisions without consultation. Because people are more important to Helpers than the accomplishment of tasks 'the end may not justify the means', in their opinion.

Ideal counsellors, their nature tends to be steady, which may cause others to see them as lacking in pro-activity. Helpers however will always encourage others and may in fact take on too much on their behalf. They tend not to like stress and fast moving situations which change without warning. They prefer secure environments where they can organise their work load at their own pace. Helpers have poise in most social situations. People come to them as they can both listen and suggest solutions and they are positively accepted by a wide range or acquaintances. The Helper is Jung's Feeling type.

Inner drive: Understanding others and empathy.

Goal: Intimacy, low-pressure, and service.

Judges others by: Loyalty, personality.

Influences others by: Offering services, counsel.

Value to the organisation: Dependable, sincere, loyal.

Over uses: Tolerance, personal relating.

Under moderate pressure becomes: Soft, grudge holder, 'Poor me'.

Fears: Conflict, high pressure.

Would be more effective with more: Objective comment, refusing involvement, concentrated task orientation.

The Inspirer

Persuasive – Creative – People Skills

The Inspirer has well developed **people skills** and has a constant need to enjoy interactions with others. She is **persuasive** and her quick mind produces **creative** solutions to others' problems.

Inspirers are outgoing and enthusiastic, seeking favourable social environments where they can develop and maintain contacts. They are able to create enthusiasm in others for their own cause and have a wide network of acquaintances which provide an active basis for doing business. Socially adept, Inspirers develop friendships easily, and usually do not antagonise others intentionally. Verbally effusive, they are good at prompting their own ideas. Inspirers' wide range of contacts often have the capacity to help them. They tend to misjudge the abilities of self and others. Usually, but not if they are upset, they are optimistic and see the good in most people and situations. Inspirers often leap to favourable conclusions without all the information. To others they may appear inconsistent. Democratic supervision helps to develop their objectivity. Controlling and planning their time may be extremely difficult. Inspirers should remind themselves of the urgency of accomplishing any task and limit the time they articulate if necessary. The Inspirer is Jung's Extraverted (or intuitive) Feeling type.

Inner drive: Wishing to accept others; connecting with others.

Goal: Popularity and approval.

Judges others by: Their articulation and empathy.

Influences others by: Praise and favours.

Value to the organisation: Relieves tension; promotes people, including themselves.

Over uses: Optimism and flattery.

Fears: Loss of self-worth and social acceptance.

Would be more effective with more: Control of time and emotions, objectivity, follow-through on promises.

The Motivator

Drive – Enthusiasm – Positive Thinking

The Motivator has enormous **enthusiasm** that he spreads to those around him. His **drive** to succeed gives him a high level of motivation to achieve his dreams. He is not easily put off and finds it easy to **think positively** about every situation

Motivators have the ability to equally value results and people. They are natural participative persons who work with and through people. Motivators dislike detailed work but can do it to achieve a specific objective. Both contacts and the respect of people are important to Motivators. They are good decision makers who consider others in making unpopular decisions. They enjoy public recognition and work assignments which they believe make them look good. However, they may be too optimistic about what they and other people can produce. Motivators are socially assertive and typically good communicators, and can lead and motivate others. They may be difficult to manage. Motivators are not natural administrators. Some people may see them as dynamic personalities with a great deal of enthusiasm while others see them as indiscreet and often hasty individuals.

Motivators need a variety of activities and the opportunity of working in a people environment. They like work requiring mobility and the chance to travel. Challenge and opportunities are key to their success. They may become 'workaholics' if not aware of their limits. The Motivator is Jung's Extraverted

Intuitive type.

Inner drive: To express an enthusiastic and charismatic presence.

Goal: Position and big picture.

Judges others by: Prejudged standards of success.

Influences others by: Optimism over projects; recognition and status.

Value to the organisation: Influences and inspires others to achieve objectives.

Over uses: Assertiveness and the big picture.

Under moderate pressure becomes: Bored easily, impatient and aggressive.

Fears: Lack of responsibility and failure.

Would be more effective with more: Control and direction; understanding of procedures; slowing the pace down, written analysis.

The Director

Results Focused – Decisive – Assertive

The Director has the ability to **focus on results**. She **decides** what it is she wants from life and sets a strategy to achieve it. Her natural **assertiveness** means she will push both herself and others to achieve goals. She is not put off by setbacks.

Directors are forceful, demanding, decisive and autocratic persons who tend to be strong individualists. They are forward-looking, progressive and compete to attain goals. Headstrong, they often have a wide range of interests. When solving problems they are logical and incisive. Directors will often come up with the imaginative and unusual. They may sometimes encounter difficulties with people as they can be seen as intimidating. They can be highly critical and fault finding when their standards are not met and may appear to lack empathy.

Directors may over-step prerogatives and may be impatient and dissatisfied with routine work.

Directors want freedom from controls, supervision and details. They prefer an ever-changing environment and enjoy the unusual and adventurous and want to find the answers for themselves. They want authority and 'important' assignments and will exert tremendous energy to make things happen. They constantly need new and stimulating assignments that will challenge and extend them. Others may see Directors as selfish and overbearing. The Director is Jung's Extraverted (or Intuitive Speculative) Thinking type.

Inner drive: Organise the external world and compete.

Goal: Dominance, independence and change.

Judges others by: Their ability to get the task done.

Influences others by: Force of character, persistence and drive.

Value to the organisation: 'Show em' attitude; imagination, thrusting.

Over uses: Impatience, individualism, power.

Under moderate pressure becomes: Belligerent, over-logical, aggressive, and defiant.

Fears: Loss of control. Being seen as too light-hearted.

Would be more effective with more: Patience, people concern, humility and Accepting that in reality he or she will make as many wrong judgements as the next Type.

The Reformer

Determination – Monitoring Performance – Discipline

The Reformer has a natural desire to **monitor** and judge performance. His own approach is **disciplined** and logical and he backs this up with a **determination** to succeed.

Reformers are creative and abstract thinkers who drive for results.

This competitive drive for outcomes is counterbalanced by a restraining need for perfection. Reformers have great speed of thought and their reaction is tempered by a wish to explore all possible solutions before deciding. They can suffer from unpredictable brilliance and conflict in 'long-term' decision making. They require a manager who gives them freedom and space to do their job. Reformers want freedom to explore, and as they enjoy problem solving, authority to re-assess their findings. They tend to get upset when found to be in the wrong and will 'canvass' support for an idea long after the decision has been made. They may become authoritarian when their hard work is not recognised. Sometimes blunt, their egocentricity may be thought overbearing by some. Reformers can be insensitive to others' needs and may be perceived as reserved and cold. The Reformer is Jung's 'Thinking' type.

Inner drive: Deep thought and attention to the task.

Goal: Striving for excellence.

Judges others by: Analytical capability and performance.

Influences others by: Efficiency and perfection.

Value to the organisation: Explore all avenues before making decisions; clinical and thorough.

Over uses: High self criticism and authority.

Under moderate pressure becomes: Overly critical, impatient and negative thinker.

Fears: Disorganisation and failure.

Would be more effective with more: Tolerance and understanding of others' work codes.