

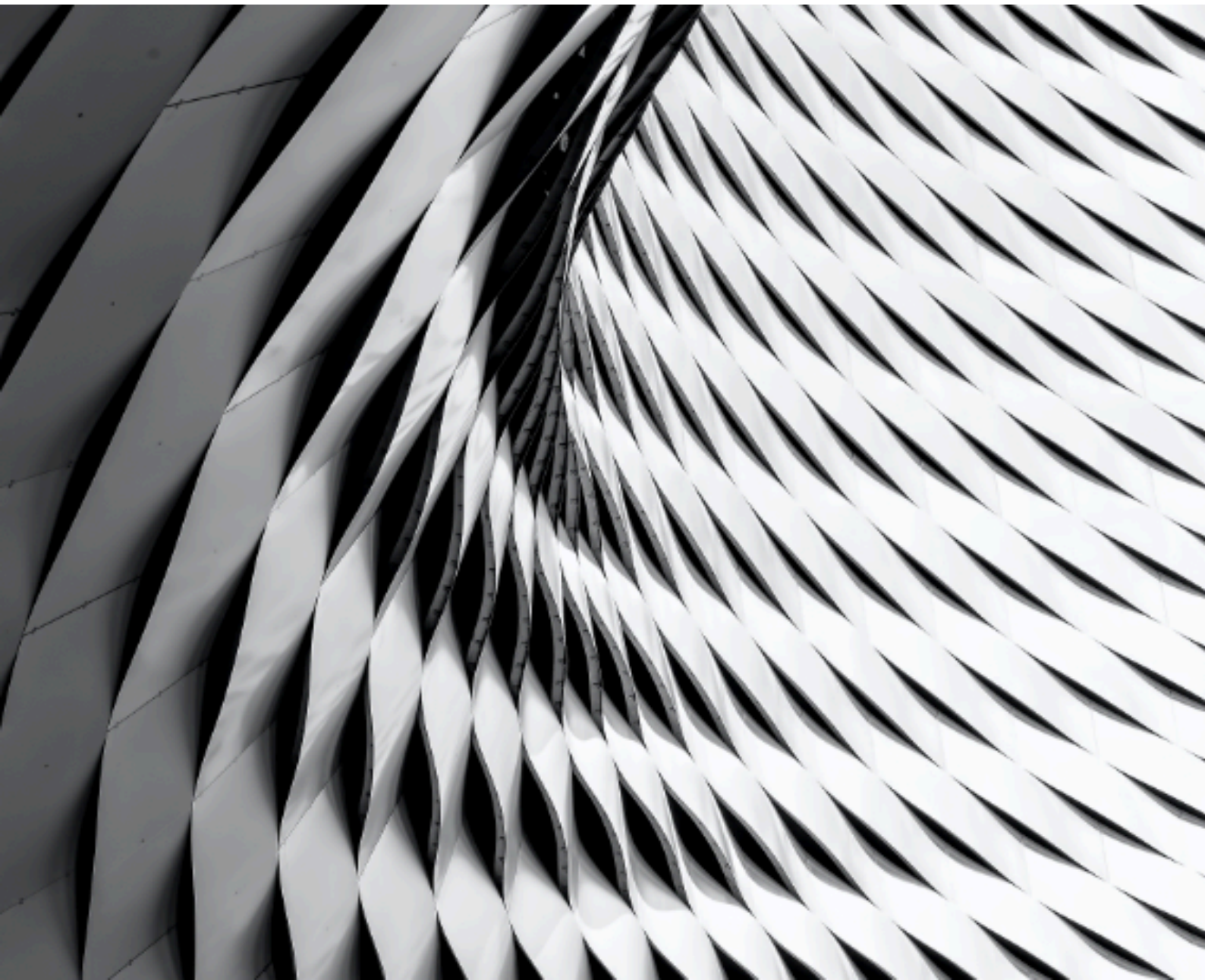


# Type Dimensions Profiler

A report for:

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## TDP & Leadership

The application of personality type in leadership has proven to be a powerful tool for understanding and harnessing the unique qualities and strengths that individuals bring to their leadership roles. By recognising and embracing the diversity of personality types, leaders can enhance their self-awareness, adapt their leadership styles, build effective teams, and drive organisational success.

### Benefits of Applying Personality Type in Leadership:

1. **Self-Awareness and Authentic Leadership:** Understanding one's own personality type provides leaders with valuable self-awareness, allowing them to identify their strengths, areas for development, and preferred leadership styles. This self-awareness enables leaders to lead authentically, leveraging their natural tendencies and bringing their unique perspectives to their roles
2. **Adaptability and Flexibility:** By recognising and appreciating the diverse personality types within their teams, leaders can adapt their communication styles, decision-making approaches, and motivational strategies. This adaptability fosters positive working relationships, enhances collaboration, and encourages the full potential of team members to be realised
3. **Effective Team Building:** Personality type assessments, such as the MBTI, help leaders identify and assemble diverse teams that capitalise on complementary strengths and preferences. By considering the different personality types, leaders can create balanced teams that foster innovation, creativity, and problem-solving
4. **Communication and Conflict Resolution:** Personality type knowledge enhances communication effectiveness and conflict resolution. Leaders can tailor their communication styles to meet the needs of different personality types, ensuring messages are delivered in a way that resonates with each individual. Additionally, understanding personality differences helps resolve conflicts by promoting empathy, understanding, and open dialogue
5. **Personal and Professional Development:** Applying personality type in leadership encourages continuous personal and professional development. Leaders can identify areas for growth based on their personality type and seek opportunities to enhance their skills and competencies. This commitment to growth not only benefits individual leaders but also has a positive ripple effect throughout the organisation

### Practical Applications of Personality Type in Leadership:

- **Leadership Development Programmes:** Incorporating personality type assessments and workshops into leadership development programs enables leaders to gain insights into their own strengths, areas for growth, and leadership styles. This knowledge can guide leadership development efforts and provide leaders with the tools to maximise their effectiveness
- **Conflict Management and Team Building:** Personality type assessments can be used to facilitate conflict management and team-building activities. By understanding the different personality types within a team, leaders can facilitate discussions that promote understanding, collaboration, and effective conflict resolution
- **Talent Acquisition and Succession Planning:** Incorporating personality type assessments in talent acquisition and succession planning processes helps organisations identify candidates who possess the desired qualities and characteristics for specific leadership roles. This ensures a better fit between individuals and leadership positions, increasing the likelihood of success
- **Performance Management and Employee Engagement:** Personality type knowledge can inform performance management practices, allowing leaders to tailor their approaches to motivate and engage individual team members effectively. Recognising and leveraging the unique strengths and preferences of team members enhances job satisfaction and overall employee engagement

In conclusion, the successful application of personality type in leadership offers numerous benefits, including enhanced self-awareness, adaptability, effective team building, improved communication, and personal development. By embracing the diversity of personality types and understanding their implications in leadership, leaders can unlock the full potential of their teams and drive organisational success. Applying personality type knowledge in various aspects of leadership, from development programs to talent acquisition, helps create an environment that values and maximises individual strengths, fosters collaboration, and cultivates a positive and productive workplace culture.

# The Four Dimensions & Leadership

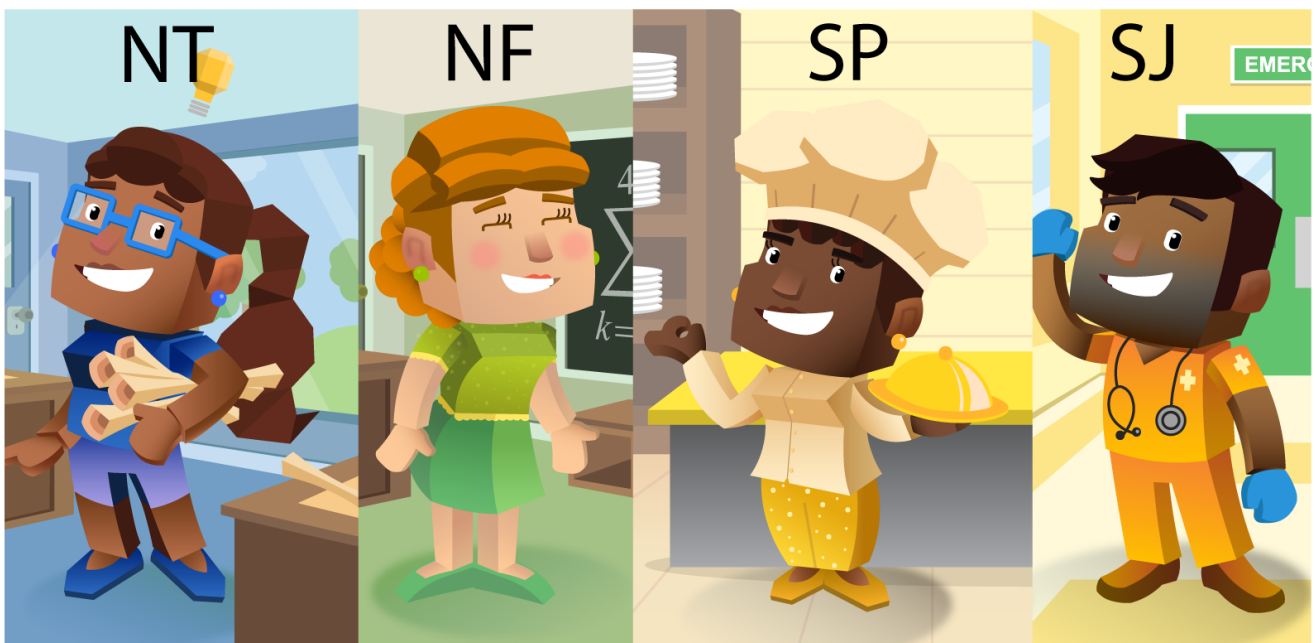
The TDP© sorts you into one of two categories across four, distinct dimensions. Look at the following tables and see which side you fit on for each:

<p><b>Extraversion (Es):</b></p> <ul style="list-style-type: none"> <li>• E leaders excel in verbal communication and are skilled at articulating their ideas and visions to others</li> <li>• E leaders have a natural ability to energise and motivate their team members, creating a positive and enthusiastic work environment</li> <li>• E leaders thrive in networking and building relationships, which allows them to establish connections with stakeholders and create opportunities for collaboration</li> <li>• E leaders enjoy working in group settings, fostering teamwork, and valuing the contributions of each team member</li> </ul>	<p><b>Introversion (Is):</b></p> <ul style="list-style-type: none"> <li>• I leaders are thoughtful and reflective, taking the time to analyse information and make well-considered decisions</li> <li>• I leaders are attentive listeners who value the input and perspectives of others, creating an environment of trust and collaboration</li> <li>• I leaders often possess a depth of knowledge and insight in their areas of expertise, providing valuable expertise to guide their teams</li> <li>• I leaders tend to remain calm and composed under pressure, providing stability and reassurance to their teams in challenging situations</li> </ul>
<p><b>Sensing (Ss):</b></p> <ul style="list-style-type: none"> <li>• S leaders have a practical and grounded approach to problem-solving, focusing on tangible and realistic solutions</li> <li>• S leaders pay meticulous attention to detail, ensuring accuracy and precision in their work</li> <li>• S leaders prefer a hands-on approach, relying on their direct sensory experiences to gather information and make decisions</li> <li>• S leaders excel in executing tasks step by step, following established processes and ensuring thoroughness</li> </ul>	<p><b>Intuition (Ns):</b></p> <ul style="list-style-type: none"> <li>• N leaders have a future-oriented mindset, envisioning possibilities and exploring innovative ideas</li> <li>• N leaders are skilled at strategic planning, considering long-term goals and potential outcomes</li> <li>• N leaders think outside the box and find creative solutions to challenges, leveraging their imagination and insight</li> <li>• N leaders are comfortable with ambiguity and uncertainty, adapting their strategies as new information emerges</li> </ul>
<p><b>Thinking (Ts):</b></p> <ul style="list-style-type: none"> <li>• T leaders approach problem-solving and decision-making with logic and analytical thinking</li> <li>• T leaders strive to be objective and impartial in their assessments, considering facts and evidence</li> <li>• T leaders prioritise fairness and consistency in their interactions and decision-making</li> <li>• T leaders rely on rationality and data-driven insights to guide their strategies and actions</li> </ul>	<p><b>Feeling (Fs):</b></p> <ul style="list-style-type: none"> <li>• F leaders have a strong sense of empathy and compassion, considering the emotions and well-being of others</li> <li>• F leaders make decisions based on personal values and principles, aiming to create a positive impact</li> <li>• F leaders prioritise creating harmonious relationships and fostering a collaborative work environment</li> <li>• F leaders are considerate of their team members, providing guidance and encouragement</li> </ul>
<p><b>Judging (Js):</b></p> <ul style="list-style-type: none"> <li>• J leaders prefer a structured and organised approach to work, ensuring clarity and efficiency</li> <li>• J leaders make decisions efficiently and set clear goals, driving progress and achievement</li> <li>• J leaders are reliable and responsible, fulfilling commitments and meeting deadlines</li> <li>• J leaders prioritise closure and completion, ensuring tasks and projects are brought to a successful conclusion</li> </ul>	<p><b>Perceiving (Ps):</b></p> <ul style="list-style-type: none"> <li>• P leaders embrace flexibility and adaptability, adjusting their plans and strategies as needed</li> <li>• P leaders have an open-minded and curious approach, embracing new ideas and perspectives</li> <li>• P leaders are comfortable with ambiguity and uncertainty, exploring multiple possibilities</li> <li>• P leaders are quick to recognise and seize opportunities that arise, taking advantage of emerging situations</li> </ul>

## Type & Leadership Temperaments

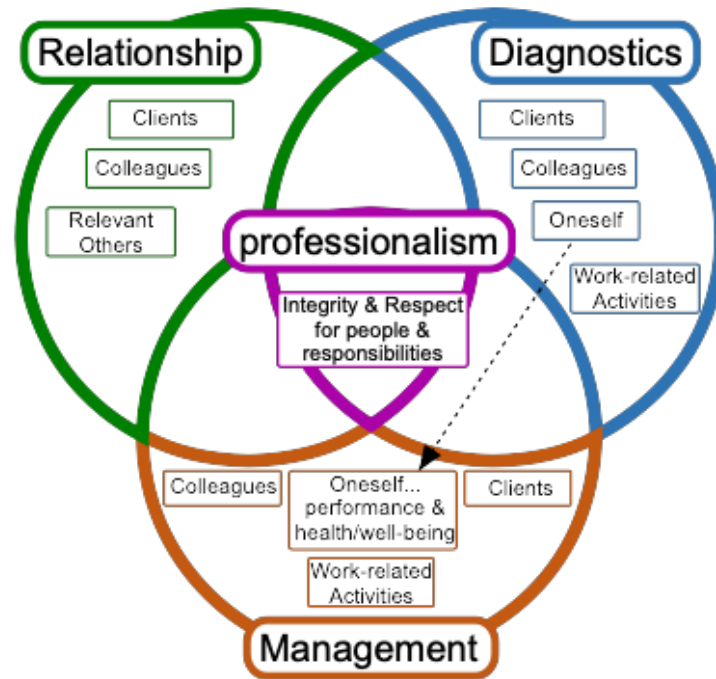
The notion of Personality Type and Leadership started with David Keirsey and Marilyn Bates' 1984 book 'Please Understand Me', who focused on the classification and categorisation of personality Types. They believed it to be crucial that leaders gain an insight into their own personality Types before being able to comprehend and successfully manage the divergent characteristics seen in their employees and followers. Their approach divided up the Types into four distinct leadership style based on the 'Temperament' of each Type:

- **SJ Temperament (ISTJ, ISFJ, ESTJ, ESFJ):** Known as the 'Epimethean or Guardian temperament' they are practical and organised, seeking security and belonging. SJs are concerned with responsibility and duty. Their greatest leadership strength is often considered to be logistics. They excel at organising, facilitating, checking, and supporting.
- **SP Temperament (ISTP, ISFP, ESTP, ESFP):** Known as the 'Dionysian or Artisan temperament' they are realistic and adaptable, seeking stimulation and expertise. SPs are concerned with making an impact. Their greatest strength is tactics. They excel at troubleshooting, agility, and the manipulation of tools, instruments, and equipment.
- **NF Temperament (INFJ, INFP, ENFJ, ENFP):** Known as the 'Apollonian or Idealist temperament' they are idealists are abstract and compassionate. NFs are concerned with personal growth and finding their own unique identity. Their greatest strength is diplomacy. They excel at clarifying, personalising, unifying, and inspiring.
- **NT Temperament (INTJ, INTP, ENTJ, ENTP):** Known as the 'Apollonian or Rational temperament' they are abstract and objective, seeking mastery and self-control. NTs are concerned with their own knowledge and competence. Their greatest strength is strategy. They excel in any kind of logical investigation such as engineering, conceptualising, theorising, and coordinating.



Although influential, Keirsey & Bates' work on Leadership Temperaments was also controversial, with some noting its departure from Jung's Type Model due to the inconsistency in grouping Sensing Types with Judging & Perceiving, and iNtuitive Types with Thinking and Feeling. Controversy aside, the model has been applied successfully in many situations so worth considering as a way of helping to understand Type and Leadership. To ensure a valid and comprehensive understanding of leadership, the RDM-p© model we have applied to Type & Leadership, as it offers a unifying and coherent framework of all behaviour. It is also a model that has been successfully used for many years to assess leadership behaviour.

## RDM-p©: The Dynamics of Leadership Performance



### The Leadership Map: Summary

**Relationship:** Relating with others in a professional context (whether clients or colleagues), including: *Empathy, Communication skills, Negotiating skills, Relating & Influencing skills.*

**Diagnostics:** Gathering & managing information in search of optimal decision-making (whether with clients, colleagues, or oneself). A combination of knowledge and expertise, including: *Information gathering skills, Logical & Lateral Thinking skills, Numerical skills, Technical skills, Decision-making skills.*

**Management:** The wider handling of one's professional responsibilities. Keeping on top of relevant issues over varied lengths of time, including: *Single activities* (e.g., site visits, audits), *ongoing activities* (e.g., monitoring resources / performance), *relationships* (e.g., with challenging colleagues), and *oneself* (e.g. performance / learning / development, one's mental & physical health / well-being).

**professionalism:** Not a performance area in itself but acting as the 'spine' running through the three performance areas (Relationship, Diagnostics, & Management). One's commitment/respect, at any given moment, towards the various aspects of the job. Thus, a lack of sufficient respect (a) for others, will weaken aspects of Relationship; (b) for 'due process', will weaken Diagnostics, or (c) for meeting one's ongoing responsibilities, will weaken Management.

## Type and RDM-p

There are a number of useful ways to apply the RDM-p model to Type. In this report, we will be focusing on the following interfaces:

For **Relationship**, we look at the middle two letters, composed of iNtuition vs. Sensing and Thinking vs. Feeling. This creates four ways in which the types will prefer to approach interpersonal interactions:

1. STs lean towards transactional leadership. STs are most likely to trust in and understand tangible, objective things, and so are more likely to try to motivate people with material rewards, or on occasion, punishments
2. NFs lean towards transformational leadership. NFs are most likely to trust in and understand the intangible, subjective factors that drive people, and so are more likely to appeal to people's inner motivations and pursuit of greater meaning
3. NTs lean towards laissez-faire leadership. NTs are most likely to detach from day-to-day interactions and focus instead on broader, strategic concerns, and so are going to be most confident when they can allow those under them to make decisions for themselves, provided that they are competent in doing so
4. SFs lean towards participative leadership. SFs are the most involved in the day-to-day interpersonal interactions, and so are going to be most confident seeing their team every day and interacting continuously with them in either reaching a consensus or drawing on their expertise

For **Diagnostics**, we look at the first two letters, composed of Extroversion vs Introversion and iNtuition vs. Sensing. Again, this creates four ways in which the types will prefer to gather data and make decisions:

1. ENs lean towards ideational intelligence. ENs are best at seeking out and drawing from a broad range of different ideas and perspectives in making decisions, leading to 'out of the box' thinking, and are the quickest to embrace new initiatives
2. ISs lean towards logistical intelligence. ISs are the most grounded in the detail of decision-making and can cast their meticulous eye over each factor to ensure no part is out of place, making them great at spotting errors and maintaining existing systems
3. INs lean towards strategic intelligence. INs are best at considering matters in terms of the most significant, long-term trends, reflecting deeply and carefully on the grand map of cause and effect to find strategies that will lead to the most important outcomes
4. ESs lean towards tactical intelligence. ESs are the most in-the-moment of the types, and best geared towards action, rapidly making decisions based on an instinctive grasp of the present situation and the immediate opportunities and threats available to them

For **Management**, we look at the last two letters, composed of Thinking vs. Feeling and Judging vs. Perceiving. Once more, four ways are created from this in which the types will prefer to manage themselves, others, and the organisation:

1. FJs lean towards emotive persuasion. FJs are highly oriented towards the mood and emotion of events and experiences and are often successful at achieving outcomes when that involves expressing how they feel to change and guide groups of people
2. TPs lean towards logical structure. TPs are naturally focused on the logical coherence of any sort of plan or initiative, and so often make good system builders, considering the underlying principles or philosophy to keep actions clear and consistent across groups
3. FPs lean towards relational integrity. FPs are inclined to rely on their personal attitudes towards people and situations, building bonds of loyalty and utilising their network to find those individuals they can trust to get things done, or pass reliable knowledge to them
4. TJs lean towards pragmatic solutions. TJs direct much of their attention to how things are working, how efficiently the process is, or how likely the plan is to succeed in its aims and are inclined to continuously gather data to improve the way things function

For **Professionalism**, we look at the first and last two letters, composed of Extroversion vs Introversion and Judging vs. Perceiving (although in practice we think it is important to consider a person's whole Type for professionalism). Once more, four ways are created from this in which the types will prefer to show commitment and respect, in any given moment, towards the different aspects of their job:

1. IJs are often seen as structured and thoughtful, with a strong inner sense of how things should be. They tend to be thorough, detail-oriented, and focused, dedicating themselves to their work. As leaders, IJs might exhibit professionalism by diligently planning, ensuring the details of the project are correct, and consistently delivering high-quality work. They might struggle with rigidity and need to be open to unplanned changes and different perspectives
2. IPs characterised by flexibility and introspection. They prefer to keep their options open and are often tolerant of different ideas and behaviours. IPs might display professionalism through their adaptability and willingness to consider new methods or strategies. As leaders, they might need to work on decision-making and execution since they tend to explore options for longer and may struggle with indecision or procrastination
3. EJs are assertive, organized, and keen to bring structure to their surroundings. They have a strong commitment to their tasks and can effectively delegate. In leadership roles, EJs might show professionalism by setting clear expectations, providing direction, and making firm decisions. However, they should take care not to become overly controlling or dismissive of others' input
4. EPs are adaptable, spontaneous, and drawn to new ideas and experiences. EPs may express professionalism through their innovative problem-solving skills and their ability to motivate others with their enthusiasm. As leaders, they need to be mindful of follow-through and details, as they may tend to jump from one idea to another without fully implementing or completing tasks

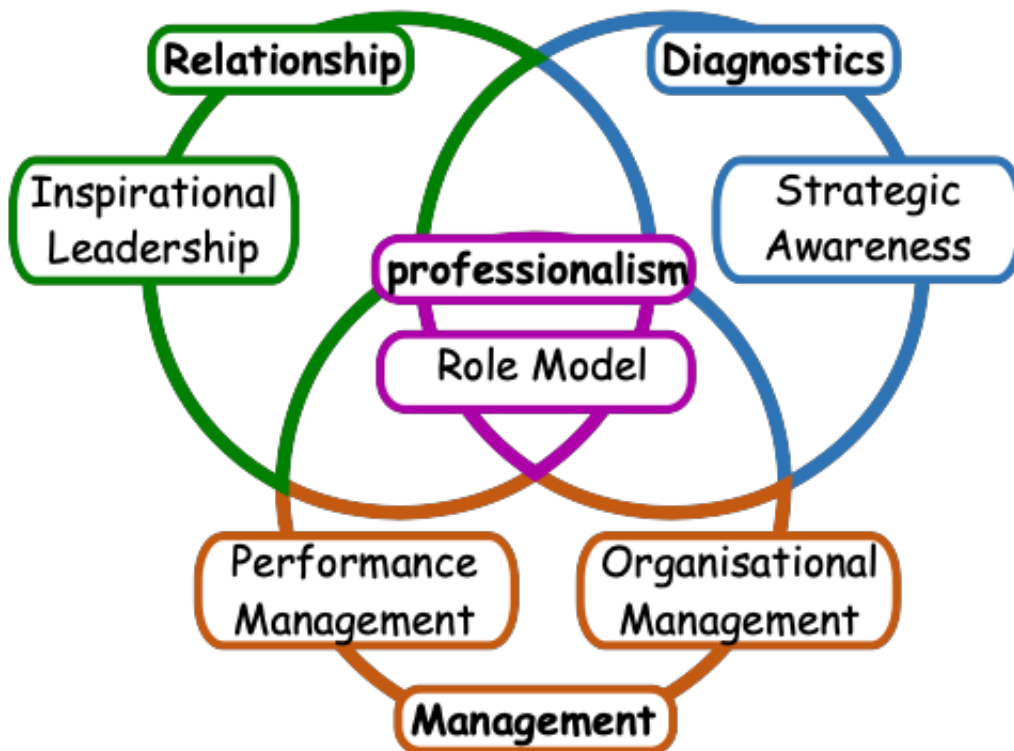
The above represents a simplified view and individual differences can be significant within a given TDP Type, especially for professionalism. It's important to note that TDP should be used as a tool to facilitate understanding and communication, not to stereotype or limit individuals

## Using RDM-p to define Leadership Competencies

Leadership involves a subtle interaction between three core activities: Relationship, Diagnostics, & Management, and the quality of this interaction is heavily dependent on the professionalism underpinning it. Thus: “Relate to people, diagnose what’s going on around you and how to respond, manage the process and yourself, and ensure you act professionally” (hence RDM-p©). The model therefore serves as a diagnostic map for exploring and explaining all leadership behaviour in professional settings.

The RDM-p Model has been successfully applied to leadership roles for many years. Through this work 5 Leadership Competencies have emerged as the most common. Therefore, this report focuses on these 5 competencies to provide a more relevant TDP & Leadership profile.

### The Definitions of the RDM-p Leadership Competencies



1. **Inspiring Others:** How an individual supports and motivates others to give their best.
2. **Organisational Vision:** How an individual establishes and defines the vision & strategy.
3. **Performance Management:** How an individual optimises own & others performance.
4. **Organisational Management:** How an individual optimises organisational performance & achieves results.
5. **Role Model:** How an individual promotes respect and credibility whilst taking responsibility for faults / improvements.

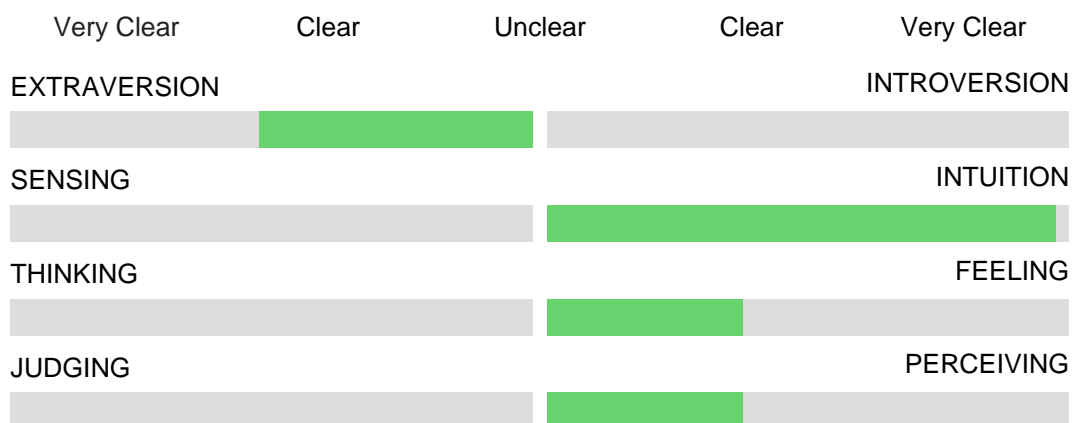


## Summary Profile

Your responses on the Type Development questionnaire indicate you are ENFP. A short description of the 4 Dichotomies are presented below.

THE WAY YOU DIRECT AND RECEIVE ENERGY			
<p><b>EXTRAVERSION</b></p> <p>People with a preference for Extraversion tend to like group activities and get energised by social interaction. They can be enthusiastic, high energy and easily excited.</p>	e	i	<p><b>INTROVERSION</b></p> <p>People with a preference for Introversion tend to enjoy independent activities and time to think. They value close relationships and present as thoughtful.</p>
THE WAY YOU PROCESS INFORMATION & WHAT YOU PAY ATTENTION TO			
<p><b>SENSING</b></p> <p>People with a preference for Sensing tend to be observant and practical and down-to-earth. They live in the moment and focus on what is happening or has already happened.</p>	s	n	<p><b>INTUITION</b></p> <p>People with a preference for Intuition tend to be imaginative, open-minded and curious. They enjoy novelty over stability and focus on hidden meanings and future possibilities.</p>
THE WAY YOU MAKE DECISIONS & COMMUNICATE EMOTIONS			
<p><b>THINKING</b></p> <p>People with a preference for Thinking tend to be objective and logical. They are competitive and value efficiency, so look for quick ways to get things done.</p>	t	f	<p><b>FEELING</b></p> <p>People with a preference for Feeling tend to be empathic and led by their values. They promote harmony and cooperation.</p>
THE WAY YOU APPROACH LIFE/WORK & ACHIEVE OUTCOMES			
<p><b>JUDGING</b></p> <p>People with a preference for Judging tend to be decisive and organised. They value clarity, predictability and closure, preferring structure and planning.</p>	j	p	<p><b>PERCEIVING</b></p> <p>People with a preference for Perceiving tend to keep their options open and put off making decisions until needed. They are flexible and often to do their best work under pressure.</p>

The preference scores at the bottom of the page indicates how clearly you have selected one preference over its opposite. A long bar indicates consistent responses for a preference, and therefore greater clarity.



## ENFP (GREEN)

### Summary

The leadership of an ENFP is characterised by curiosity in the diverse perspectives of other people and a desire to learn from them. ENFPs are leaders who naturally tend to avoid clear-cut, rigid understandings of what is true, instead diving into the nuances of complexity from talking to a range of different people. They are charismatic, engaging people who know how to unlock the potential in others, while offering much in the way of practical advice to help people improve.

### Inspirational Leadership

ENFPs are often very interested in the potential of those around them and like to get to know people from a broad range of different experiences, exploring their perspectives and getting to understand each person as an individual. This strong desire to appreciate different backgrounds is backed up by their enthusiasm for self-development, and the ENFP will often have ideas or advice to share to help their people continue to learn skills and get better in their roles. In addition, ENFPs are often immensely likeable people, easily establishing a loose and informal network of contacts across an organisation, both building connections on the one to one and winning people over with their lightly-worn charisma. This allows the ENFP to quickly see new opportunities to connect people and thereby unlock new potential for personal growth.

- Interested in the potential of the people around them
- Get to know and learn from people of all different experiences
- Give people advice to help them learn skills and improve in role
- Immensely likeable people, building a loose, informal network

### Strategic Awareness

ENFPs are highly curious and interested in the breadth of different perspectives on offer from the people they meet, and they are quick to get to know people and find as much as they can about them. Through such questioning, ENFPs learn new information about the world, coming to see various situations from a multitude of different and not necessarily cohering perspectives. Over time, ENFPs develop a keen factual knowledge and the ability to apply what they know effectively, not being bound by set ways of thinking, but looking to learn about whatever might work best for a given situation, while continuously looking for new opportunities to grow. Furthermore, ENFPs use these connections to understand their people and any hidden potential, allowing them to see it and bring it out.

- Very curious and interested in perspectives of different people
- Find out whatever they can from others to learn and grow
- Can see the hidden potential within people and how to unlock it
- Develop a broad, factual knowledge over time that they can apply

### Performance Management

ENFPs are interested in the growth and inner potential of the different people they meet, wanting to build a close relationship through which they can unlock a person's strengths. To this end, they greatly enjoy sitting down with people through informal feedback sessions, hearing out an individual's issues and, with greater confidence, offering various pieces of advice and useful tips to help that person improve. This curiosity in others extends to the ENFP in their own performance, and by learning from others' perspectives, ENFPs take on all sorts of new pursuits and challenges to feel like they are continuously growing and flourishing in all directions, enabling them to be very capable in a breadth of different fields. In applying this knowledge, ENFPs are often pragmatic, not restricting themselves to any one method to get it done.

- Prefer informal discussions and feedback to bring out potential in others
- Focused on self-development and growth, while learning skills with time

- Thrive in dynamic environments and can adapt to changes swiftly, encouraging their team to do the same
- Good at understanding their team members' feelings and motivations, which can help them to foster a supportive and understanding work environment

## Organisational Management

ENFPs continue in how they pursue organisational objectives, with them largely preferring to work on the one-to-one in unlocking the potential of the various people around them. As well as this, ENFPs tend to be highly engaging, and are adept at seeing how the bringing together of different people can best serve their organisations, making key connections and serving as a catalyst for positive, practical change. ENFPs also show a solution-oriented side, and with time, will work alongside their stakeholders to come up with out-of-the-box solutions to problems and apply them, which the ENFP will lead in a creative and free-spirited fashion, not sticking to anyone, limited paradigm but exploring whatever could work to enable the business to progress.

- Capable of identifying long-term goals and conveying a compelling vision to inspire others which helps to align their team with organisational objectives
- Their ability to see patterns and connections allows them to solve complex problems in unique ways, driving success for the organisation
- They can use their empathy and charisma to unite team members, stakeholders, or even different departments towards common goals
- By focusing on the development of their team members, they can help to improve productivity, retain talent, and ultimately, enhance the organisation's performance

## Professional Integrity

ENFPs have a desire to continuously grow in their own capabilities and unlock their potential, sincerely wanting to make themselves as useful as they can to their chosen organisation and enjoy learning whatever they can to develop in new ways. At the same time, they are often good at getting to know a diverse range of different people, finding a way of connecting with just about anyone. This enables them to explore many different perspectives and they will often approach people without assumptions, believing they could learn something from them, regardless of their backgrounds. As a result, ENFPs continue to get better as people and ENFPs also try to unlock the capabilities of others, often giving practical tips or else, may simply like to listen, empathise and help people to feel understood as individuals.

- Want to continuously grow and develop as people to be as useful as possible
- Open to all perspectives, respectfully listening to diversity of people
- Like to help people to unlock their inner potential
- Empathetic and tend to appreciate people as individuals