NATURAL TENDENCIES™

Basic report

ISFJ

SAMPLE REPORT

31.01.2017

Introduction to interpretation of the results

This analysis has been developed to identify our natural tendencies. It gives us information and ideas about ourselves and the way we are different from others. It also gives us information about our strengths, things that develop in us without any special effort, by just being ourselves.

Besides our strengths, there are also some not very well-developed areas in our personality - the things that we normally pay attention to. Sometimes it's worth recognizing them, though, because everybody can develop their skills in these areas.

The basic ideas for the model used here were developed by **Carl Gustav Jung**, a Swiss psychiatric. There are four dichotomies in the model, each with two alternatives. One of them is more natural for us, just as is using your right or left hand for writing.

The codes in front of the options (tendencies) are the same as in the MBTI model, for example.

Your four-letter combination or the code of your natural thinking style, e.g. ESFJ, are based on your answers. Every letter refers to the alternative in each dichotomy, which is stronger for you according to the analysis.

You will find as well graphic as written information about your probable thinking style on the following pages. They have been designed with a view of working life.

Proficiency

Your natural thinking style doesn't reveal much about your abilities. It tells you which things develop in you without much effort by just being yourself. It also explains what kinds of tasks or situations you enjoy the most.

Proficiency is a wider a concept than tendencies, because - besides your tendencies - it's affected by all the skills you've learned in life, such as social skills, language skills, physical skills and different work skills. Abilities can and are worth developing, but there isn't much you can do about your tendencies.

Proficiency sums up our natural tendencies and the skills we've acquired during the course of our life. This analysis will help you to identify the areas of thinking and operating that won't develop by just being yourself.

Natural tendencies + Acquired skills = Proficiency

Tendencies of the analysis

Most of all, tendencies affect the way we react and what we direct our attention to. This means that tendencies affect everything we do and the way we do it. Below are short descriptions of the tendencies (preferences) as described in the MBTI model.

E

Extroverts (E tendency) draw their attention usually on incentives and happenings of the outside world or anything new that reaches our field of vision. Especially other people and interaction with them are interesting to extraverts. Extraverts usually react to things quickly, without too much consideration.

I

Introverts (I tendency) draw their attention more on their inner than their outer world: experiences they've had, insights they've learned, etc. Introverts think before they act. Introverts have an additional "filter" in their thinking.

Every person naturally has an outer as well as an inner world. This dichotomy **(E/I)** describes the mutual relationship of these worlds (and how we favor them) in our thinking.

S

Sensing (S tendency) means seeing, hearing, smelling, tasting and touching anything that surrounds you. Senses don't imagine or envision. A strong S tendency makes a person realist, a practical thinker. Usually, people with an S tendency remember facts better than N people.

N

Intuition (N tendency) tends to see what could be, or how things are connected into bigger entities. A strong N tendency makes a person idealist and an innovator. N people are likely to remember ideas, visions and imaginations better than facts (names, events, etc.).

For some people, the **S or N tendency** is very clear, and for others the tendencies are almost equally strong. A very clear **S or N tendency** often indicates that the tendency is the strongest factor in the person's thinking.

T

Thinking (T tendency) makes a person's thinking sharp and straightforward. It easily notices mistakes and illogicalities in plans and ideas. People with a T tendency are usually great planners and organizers of things. As supervisors they are often managers of things.

F

Feeling (F tendency) makes a person's thinking soft and empathetic. It recognizes people's emotions, values and attitudes easily. People with a F tendency are usually good teachers, customer servants and team leaders. As supervisors they are supportive people leaders.

For some people, the **T or F tendency** is very clear, and for others the tendencies are almost equally strong. A very clear **T or F tendency** often indicates that the tendency is the strongest factor in the person's thinking.

J

Judging (J tendency) can be recognized in a person by their quick decision-making and the desire to move forward with things fast. Schedules as well as sticking to them is characteristic of the J tendency. The J tendency makes a person a natural organizer.

P

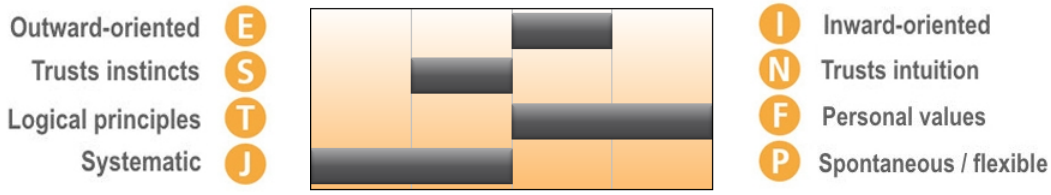
Perceiving (P tendency) can be recognized in a person by their desire to find out and examine all possible alternatives before making a decision. Schedules usually come secondary to that. That's the reason that P people usually get things done only at the last minute.

Every person has factors in their thinking that support judging as well as perceiving. The strength of the tendencies J/P indicate which of them are more clearly visible to the outer world.

Your natural thinking style

Based on your answers, the strength of your different thinking tendencies is as follows:

The results of the analysis are shown in the chart below. There's a zero point in the middle of each dichotomy. The results of the weaker tendency have been subtracted from the results of the stronger tendency. The final result of the remaining stronger function indicates the strength of that tendency.



Thinking style is, according to Jung, a part of our persona. Therefore, it's difficult, probably impossible, to change. There is no need for that, either, because every thinking style has their own strengths and areas for development. According to Jung, the development of our thinking happens when we learn to consciously control the factors contributing to our thinking better and better.

According to Jung, thinking is based on two main functions: gathering information and making decisions based on this information (the middle tendencies). These four factors (S, N, T and F) that contribute to our thinking, may create an inner hierarchy of reacting, i.e. a thinking style, in 16 different ways.

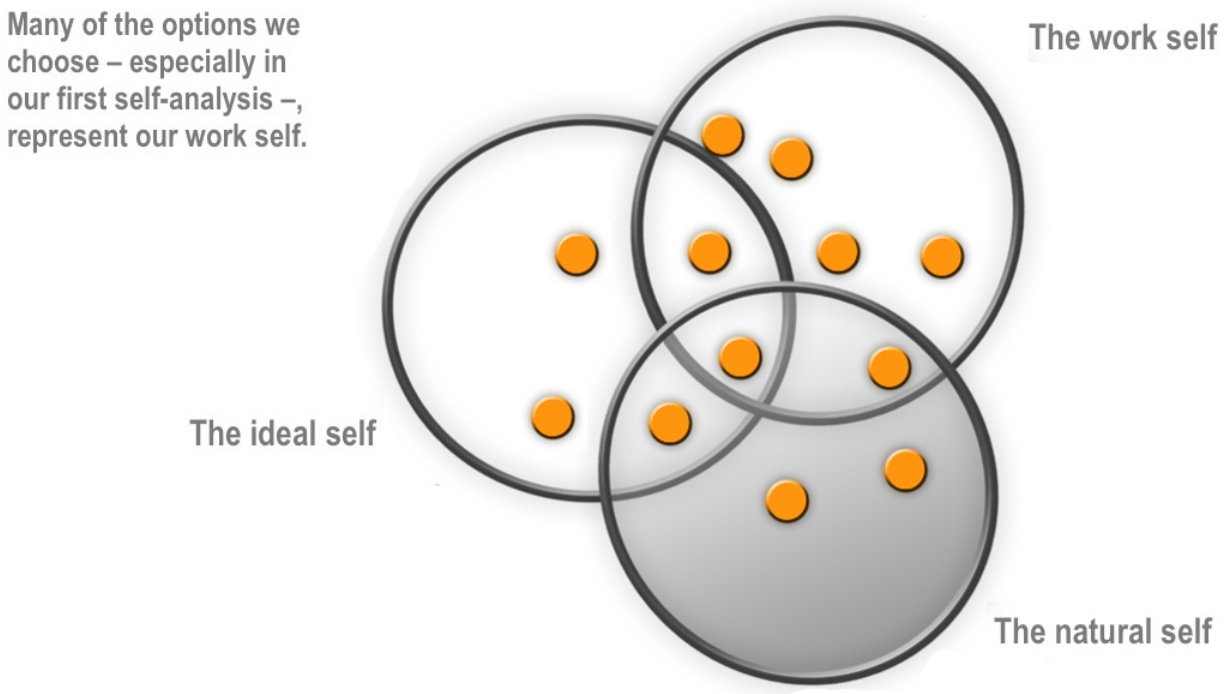
The two other dichotomies of our thinking style, E/I and J/P, are attitudes by nature. The first of them defines whether the best-developed factor of our thinking is extraverted (outward-oriented) or introverted (inward-oriented) by nature. The other attitude (J/P) describes our lifestyle: whether we are systematic (J) or spontaneous (P). If the J is stronger than the P, our decision-making function, T or F, is the tendency most visible to the outer world. Respectively, if the P is stronger than the J, the tendency most visible to the outer world is our information function, which is S or N.

Can tendencies be equally strong?

The theory of tendencies assumes that tendencies can't be equally strong. If that were the case, we would always have to make a conscious decision about which tendency to use at which situations. It would make our thinking too slow and too difficult. It's remarkably easier to react to situations according to an inner model, which is changed only in the case if it doesn't lead to a result we wanted.

What makes the distinction so difficult?

Identifying one's thinking style is a relatively demanding task. It's difficult because we all have at least three different "selves": our work self, ideal self and natural self.
- **The work self** is a set of skills and roles, with which we're able to meet the expectations of our work environment and our employer.
- **The ideal self** refers to our picture / conception of a good person. It mirrors the culture and the values of the environment we were raised in and where we reside.
- **The natural self** is a set of personal tendencies which we've had since childhood and which guide our development.



It's relatively typical that the work self and the natural self to get somewhat mixed up in the first identifying practice, which is organized by the employer. By familiarizing yourself with the descriptions of the thinking styles you may notice, though, that the tendency the analysis suggests, isn't correct. In such cases, it's worth reading the descriptions of the thinking style close to it.

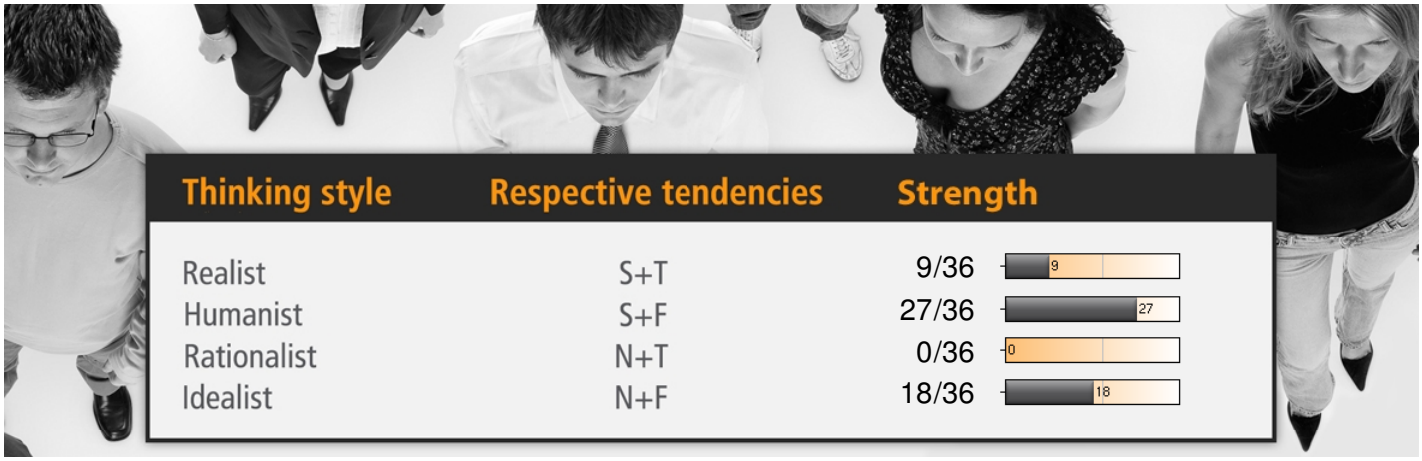
More information about thinking styles

There's plenty of written materials and research about thinking styles. When searching the internet, try keywords such as thinking style, MBTI or Keirsey.

There are thousands of books and scientific research papers that have been published about this topic, mostly in the USA. The head developer of this analysis, Kari Helin, has also written a textbook about the topic in Finnish. The book is called Ihmisten ERILAISUUS - 16 tyyppiä työelämässä ("The differences of people - 16 types in working life"). He has also written another book, which is available in English. It's called "NATURAL TENDENCIES - Theory & Type Descriptions". This book is usually ordered when a person takes a coaching session of the NATURAL TENDENCIES -analysis.

Thinking style

Thinking style (= Inner style). Our thinking style describes our tendency to point our attention to certain things. Every one of us has dozens (even hundreds) of options to divide our attention to at all times. Our thinking style makes the most decisions for us. In the chart below, you will see how your attention is divided between different styles.



Thinking style	Respective tendencies	Strength
Realist	S+T	9/36
Humanist	S+F	27/36
Rationalist	N+T	0/36
Idealist	N+F	18/36

Realists (ST) point their attention mainly to achievements and doings instead of people's feelings and motivations. Representatives of this style are called as actors and realizers. They are straightforward and concrete by nature. Approximately 40% of people are representatives of this thinking style (ST). They usually seek jobs in production or sales.

Humanists (SF) point their attention to a great deal on people's needs and well-being. The representatives of this style are also called nurses and teachers. They enjoy working at nursing, teaching or customer service. Humanists are friendly by nature and they're more interested in people than technology. Approximately 35% of people are representatives of this thinking style (SF).

Rationalists (NT) point most of their attention to things that could and should be enhanced. Representatives of this style are also called as enhancers and innovators. Their thoughts revolve constantly around new ideas that have to do with procedures, work processes, technical devices and business ideas. Approximately 10% of people are rationalists, and they most likely seek developer and manager positions.

Idealists (NF) naturally point most of their attention to developing people and organizations. The representatives of this style are also called as coaches and supporters. A common difference between them and rationalists lies in their focus of development, which is on people and their cooperation. Approximately 15% of people are idealists. They like to seek tasks that require creativity.

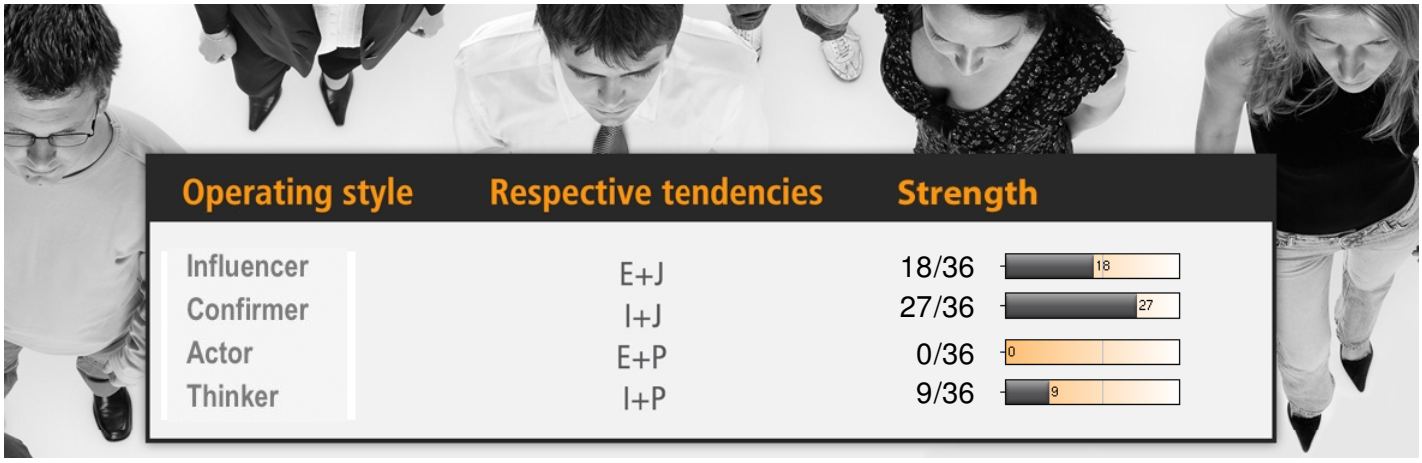
Changes in thinking style

The basic style of our thinking doesn't change very easily, because its roots are deep in our persona. It's definitely easier to modify our operating style than our thinking style.

On the other hand, there's usually no real need for a change, because every thinking style has its own strengths and blind spots. If a person is e.g. a Rationalist by their thinking style, it's advisable for them to seek work as a developer or a manager rather than work as customer servants or teachers. It's smart to seek positions where one can manage well with their natural thinking style.

Operating style

Operating style (= Outer style). Our operating style describes our natural way to react to challenges and incentives in our environment. There are four main styles in this analysis. Below you can see which styles are the strongest and the weakest for you.



Operating style	Respective tendencies	Strength
Influencer	E+J	18/36
Confirmer	I+J	27/36
Actor	E+P	0/36
Thinker	I+P	9/36

Influencers (EJ) strive to be in control of situations by reacting quickly and strongly to things. Representatives of this style are natural situation leaders, who enjoy challenges and surprises. The natural strength of this style is a good ability to react and organize. Representatives of this style have downsides, too: they make hasty (and sometimes bad) decisions and listen to the ideas and views of others poorly.

Confirmers (IJ) react to things more slowly than Influencers, because they go through a large number of alternatives in their head before expressing any of them. Representatives of this style have a good ability to consider and organize. They also notice weaknesses in other people's plans easily. The downsides of this style include bad (minimal) communication and sometimes slow decisions in urgent situations.

Actors (EP) are quick to take a stand on things, but they usually don't present any ready-made plans, only views and ideas related to the challenge. Representatives of this style enjoy team work enormously, because they want to plan and do things together. The natural strengths of this style include social courage and sharp observation skills. On the negative side, they are often indecisive in problem situations.

Thinkers (IP) react to outer challenges much in the same way as Confirmers, rather slowly. Before taking a stand they want to make sure they truly understand the subject and the available options. Representatives of this style often work as researchers and developers - in positions where they are able to utilize their natural strengths. Sharp criticism counts as a downside of this style.

Developing your operating style

Generally speaking, none of the operating styles is better or worse than the others. Every style has their own strengths and weaknesses that stand out in different situations. It's possible - and often smart - to change one's own operating style, once after you've found out which styles are needed or appreciated in different situations and in different roles.

Communication styles

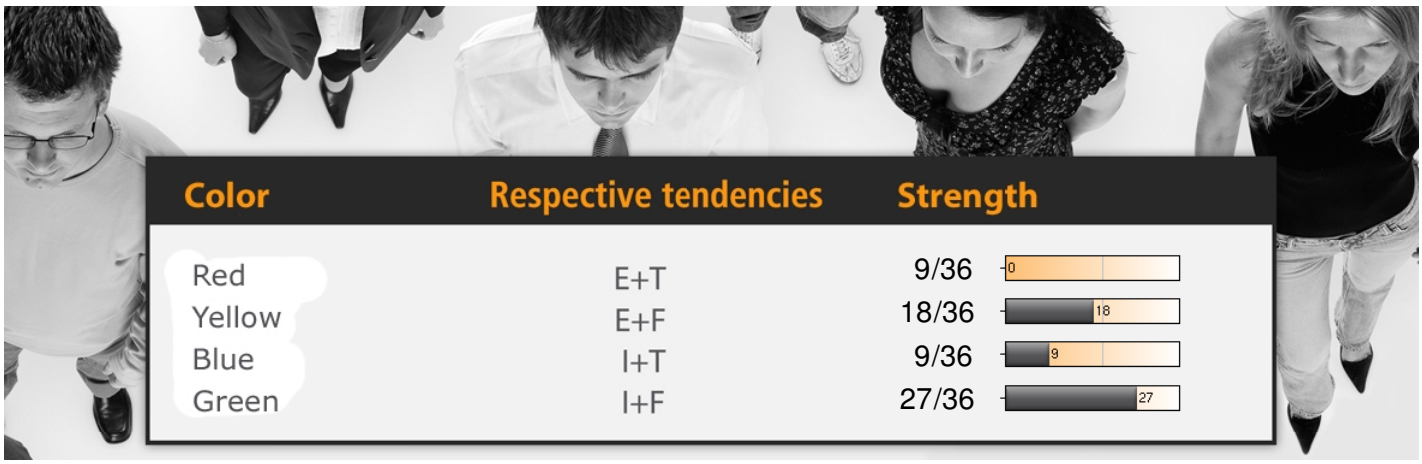
Our natural tendencies define to a great extent how we act in situations of interaction, such as meetings. The E/I and T/F dichotomies have the strongest influence on our communication style.

Extroverts (E) are people whose persona is directed outwards. Their thinking is at its best (clearest, most effective) in situations of interaction. The contents of the speech and thinking of extraverts are very similar. For **introverts** (I), the situation is different, because the best-developed part of their persona (i.e. their dominant mental function) is directed towards the inner world. Introverts possess some kind of an inner filter, which they are able to use to easily control their speaking and actions.

People with a **T tendency** are fact-oriented, straightforward and analytical by nature. They strive to take care of agreed upon tasks as well as possible. The style is only secondary to that. People with a **F tendency** are people-oriented and pleasant by nature and they emphasize soft values. They want to have a good atmosphere are to be accepted. F people also have a kind of an inner filter in their actions, which they use to avoid insulting others.

The four basic types

The combinations of dichotomies, as described above, form four basic types that have been given a specific color in temperament theory. Based on your answers in the NATURAL TENDENCIES analysis, the temperament colors stand out as follows:



Color	Respective tendencies	Strength
Red	E+T	9/36
Yellow	E+F	18/36
Blue	I+T	9/36
Green	I+F	27/36

The Red (ET)
Representatives of this type control situations of interaction by their activity and straightforwardness. They like to take a stand on almost any issue, all the while making the quieter and more sensitive people act passively. If there are several representatives of this type present, they easily end up with an argument.

The Yellow (EF)
Representatives of this type are also active in situations of interaction, but in a softer and more constructive style than the straightforward Red. The Yellow control their thinking and speaking and remove the things that annoy or insult others.

The Blue (IT)
Representatives of this type have a similar thinking style as the Red (analytical, straightforward, fact-oriented), but they have a more careful and diplomatic operating style. This is made possible by the inner filter of introverts.

The Green (IF)
Representatives of this type are diplomats, who usually act in a smart and pleasant way in situations of interaction. This is made possible by two inner filters (the I and the F filters) that control their thinking and actions.

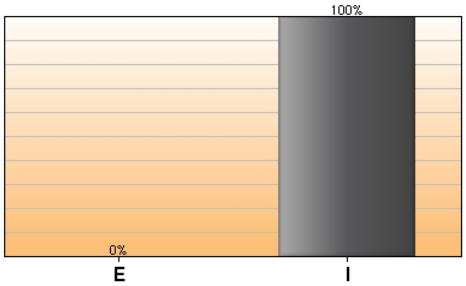
Everybody can modify their interaction style by developing different interaction skills (listening skills, feedback skills, performing skills, etc.). The basic tendency of a certain style still remains.

Learning Styles

There may be big differences between people's learning styles, mostly because of their thinking tendencies. A rule of thumb: the stronger a tendency, the more effective (faster and easier) it is to learn new things by utilizing that tendency. Same applies the other way round: every one of us has learning methods that suit us poorly. It's advisable to avoid them when possible.

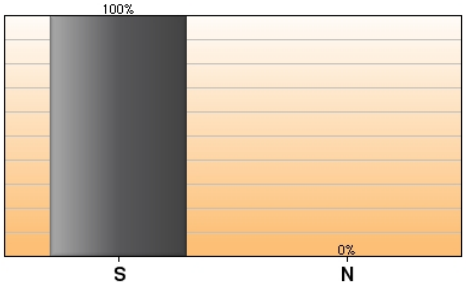
The bars in the chart below describe how well different learning styles suit you. The higher the bar, the better the style.

The most suitable learning style for **E types** is interactive, meaning conversation and developing things together. It's because their best-developed mental function is oriented towards the outer world.



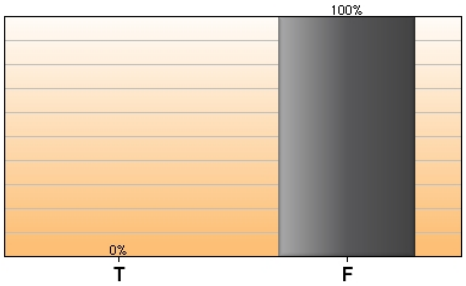
I types learn best when they are given a chance to familiarize themselves with things independently by reading, analyzing, thinking, surfing the web. It's because their strongest mental function is directed towards the inner world.

S types learn most effectively by doing or through practical examples. It's because they gather information mainly with their five senses that are directed towards the outer world.



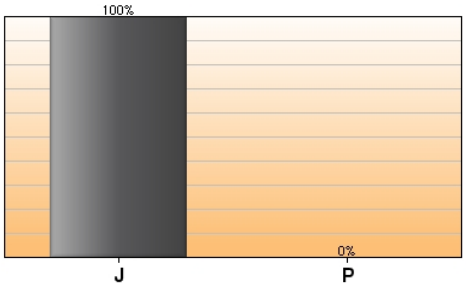
N types learn things best through theories and creative experiments. It's because they acquire information mainly through their sixth sense (intuition, imagination).

T types are most likely to learn things if there's a logical structure in them. The MBTI theory is a good example of this. They easily lose their interest in things without a logical structure.



F types easily become interested in things that align with their own (soft) values. The MBTI theory is a good example of this, too, because it doesn't classify people into good and bad.

Some essential values of **J people** are order, achievements and good control of things. J people will rather easily learn any skills or things that support these.

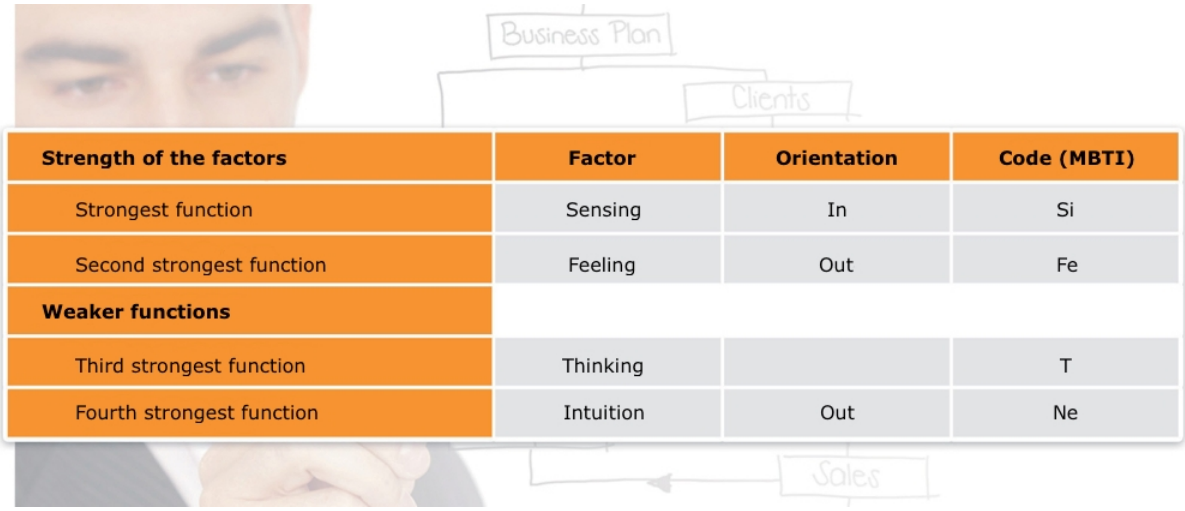


Some essential values of **P types** are freedom of thinking, freedom of actions and creativity. For this reason, they learn things best in a relaxed, creative and supportive atmosphere.

ISFJ

Distinctive characters
ISFJs are reliable, scrupulous, considerate, loyal and good at remembering details. ISFJ feel well at workplaces with clear rules and people who follow them.

The strength and direction of the tendencies
The table below describes the strengths of the mental functions of ISFJs, as well as their orientation in descending order.



Strength of the factors	Factor	Orientation	Code (MBTI)
Strongest function	Sensing	In	Si
Second strongest function	Feeling	Out	Fe
Weaker functions			
Third strongest function	Thinking		T
Fourth strongest function	Intuition	Out	Ne

Reflections on thinking and operation
When a person has introverted sensing (Si) as their dominant function, they prefer utilizing the information and skills they already have. If this is their dominant function, the person appears steady, reliable and follows traditions that they feel are good for them. When this is combined with extraverted feeling (Fe) - the willingness to help others do the right thing -, the personality type can be nicknamed "Humanistic confirmer".

Natural Strengths
The natural strengths of a personality have to do with their dominant mental function and the supportive auxiliary function. For an ISFJ, this (Si) means reliability, remembering their duties and agreements, finishing tasks and respecting traditions. Combine it with an extraverted F function and you ll get a personality which wants to take care of others and create harmony. In literary about thinking styles, ISFJs are often acknowledged for remembering, in particular, people-related details (such as names, birthdays, events) exceptionally well.

Effects of the weaker functions
The order of functions lets us assume what possible natural weaknesses this thinking style has. The inferior function of ISFJs is intuition (N), developing and trying out new ideas are not ISFJs strongest assets. They usually aren't among the first ones to become excited about new things, but they adapt to them slowly, only because everyone else does, too. Unlike many other personality types, ISFJs are usually slow to learn how to use new technical instruments and appliances.

Natural Leadership Style
The most natural leadership style for an ISFJ is "Organizer" (SJ). They pay most of their attention to daily routines and people. For example, ISFJs make excellent secretaries, because the tasks require organizing skills and the ability to get along with many different people. ISFJs make, or at least try to make, their decisions based on facts. They usually commit strongly to their organization. As a supervisor, ISFJs are usually very calm. The most challenging areas in their leadership are leading changes and things.

Difficult Partners
The most difficult partners for an ISFJ are those that are impulsive, impolite or show poor commitment to things. ISFJs don't like very impulsive or impolite people, who may surprise and hurt others, because they stand for traditional values and good manners. ISFJ specifically like to stay away from people who are likely to create conflicts in a work community.

Stressful Situations
Situations that will cause this personality type the most emotional exhaustion are human conflicts. ISFJs try to avoid or sometimes settle them. Changes can be huge stressors to ISFJs, especially if they are related to new technology, such as computing systems. ISFJs would like to operate by using models with which they re familiar with.

Operating under stress
When a person is under great stress, they start to think and act in a way that s untypical of their character. The MBTI theory explains this change by falling into the grip", which is when our dominant functions are drained and we start to use our tertiary and inferior functions. For an ISFJ, they are logic (T) and intuition (N). When these functions take over, ISFJs become restless, ignorant or even hostile, instead of being calm and alert as usual.
Negative predictions about the future (negative intuition) are also common. As the exhaustion or stress gives in, ISFJs return to their natural style, using their stronger functions.

Feedback Style
ISFJs like to give positive feedback, if someone has been considerate about them or has accomplished a task well. Positive feedback motivates ISFJs themselves very much. They are reluctant to address negative things, because as this is against their personality (Fe as an auxiliary function). ISFJs want to do their work so well that there won t be any reason for negative feedback.

Areas for growth
Every thinking style faces their developmental challenges, which has to do either with overpreferring our dominant function or with the very little use of our tertiary and inferior functions. The challenges described below are the most common ones for this personality type. It s possible for a person to have recognized them, or at least some, and come up with skills to tackle those traps" that their personality type easily falls into.

- A natural challenge for ISFJs is to be more open to new things and changes. They are a part of work life nowadays. This has to do with the N function, which is naturally their weakest function.

- Another great developmental challenge is learning to express negativity about things they don t like. It will reduce pressure and make others more aware of what s expected or valued of them. It eases collaboration and adds a needed edge to the persona. This challenge has to do with the T function.

Frequency of the type
The frequency of this personality type is 9.1%. Among men the frequency is 4.8%, among women it s 7.9%. The statistics are based on NATURAL TENDENCIES background materials collected by Feelback (n = 13.980).

Popular occupations
People with this personality type can be found e.g. in the following occupations: priest (or other parish worker), office worker, secretary, social services expert, doctor, nurse, teacher at an elementary school, librarian.

House of the types:

	ST Realist	SF Humanist	NF Idealist	NT Rationalist
IJ Confirmer	ISTJ	**ISFJ**	INFJ	INTJ
IP Thinker	ISTP	ISFP	INFP	INTP
EP Responser	ESTP	ESFP	ENFP	ENTP
EJ Influencer	ESTJ	ESFJ	ENFJ	ENTJ

Conclusion

It's worth pointing out that none of the thinking styles is actually better or worse than the rest. There are differences only in different situations. For every style, there are always situations and tasks they naturally excel at, but there are also situations and tasks naturally difficult and agonizing for them. Our greatest areas for development as humans and as supervisors has to do with situations and people, who are difficult for us.

How to continue? How to learn more?

The NATURAL TENDENCIES basic report gives you information about your personal characters that are difficult to change. The analysis also recognizes your natural talents or things that you able to easily develop to a level above average. If you're interested in learning more and deepening your understanding of the tendency-related information, you will find some opportunities and tools below. More information at www.luontaisettaipumukset.fi.

NATURAL TENDENCIES analysis - (free) retake
When studying their analysis report at a coaching session, many people notice that they have answered several questions as their work self or ideal self, which is how they try to act as e.g. supervisors or customer servants. Such role- or work-related answers make the recognition of one's natural tendencies complicated. For this reason, the provider of the analyses would like to offer a free retake of the analysis.

NATURAL TENDENCIES - Report for supervisors and specialists
The data of the basic report can be used to create additional reports to support the coaching of e.g. supervisors, specialists and salespeople. The report for supervisors and specialists is the most advanced one of them. We have developed this analysis to "reveal" our natural leadership style: the things we naturally draw our attention most and least to as supervisors or specialists, in what ways we give feedback, how we act in changes and how we approach problematic situations.

TOIMINTATYYLIPALAUTE (TTP, Operating style feedback)
With this tool, we are able to gather information on how your operating style and our tendencies appear to the outer world, i.e. what they look like in the eyes of others. This tool is kind of a hybrid of the NATURAL TENDENCIES analysis and the 360-degree feedback. There's a difference to the 360-degree feedback, though: TTP doesn't tell us how good or bad we are in relation to certain things but it explains how clearly different tendencies appear in us. An essential starting point for the development work of this tool was to clarify the connection and the differences between natural tendencies and the operating models we've learned.

TENDENCIES OF A WORK GROUP -analysis
This tool can be used to analyze invisible tendencies or tensions within a team or a work group. It can be used to evaluate how well the tendency structure of a certain group is aligned with the basic tasks of the group. The analysis can be used e.g. for developing work division inside the group and for choosing new members for the team. The analysis can be conducted directly from the NATURAL TENDENCIES analyses of the team members.

TUORETTA MOTIVAATIOTA TIIMEIHIN (TMT, Increasing motivation within a team)
This product can be used to increase work motivation within a team, often very fast. The method is based on the cyclic nature of motivations and the differences between them. In the background of this product, there's the Minä ja Työni Analyysi (MTA, "Me and My Work Analysis"), which can be used to analyze the emotional relationship between a person and their current job. Besides the new division of work, the analysis reveals how time is divided between the most important tasks of the team or what abilities the team has.

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