



# NATURAL TENDENCIES™

Your natural style as a supervisor or expert

ISFJ

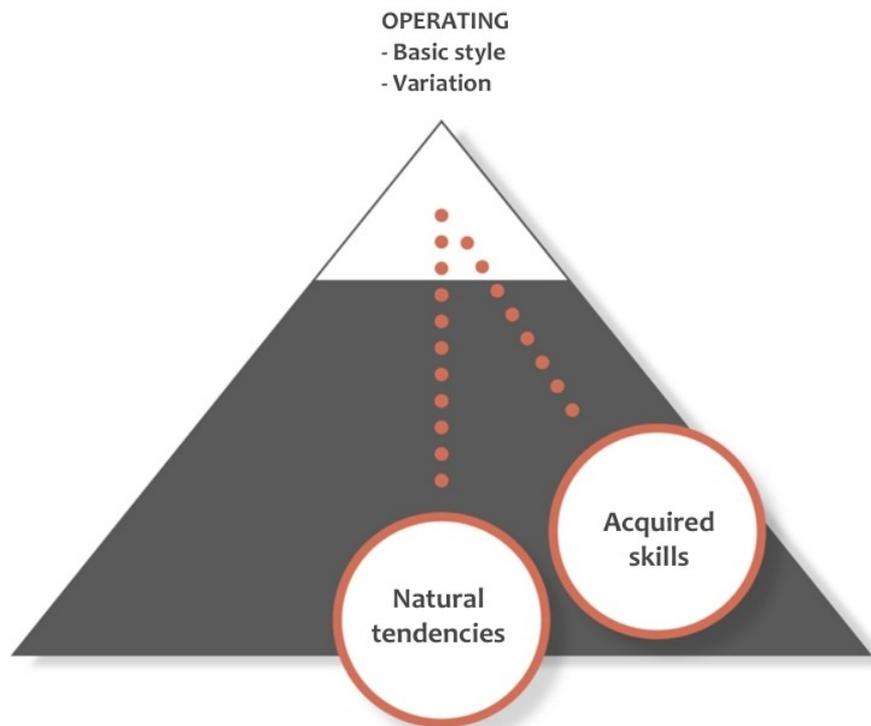
**SAMPLE REPORT**

**31.01.2017**

## What does this report tell me?

This report completes the NATURAL TENDENCIES analysis you've previously taken, by adding insights to leadership and working as a supervisor or expert. It describes, e.g., your emphasis of leading things or people, the leadership roles you favor or avoid, the role you're likely to take on in changes, as well as the feedback style you prefer.

The iceberg model below shows how our operating is guided in a very simplified way. There are two main reasons in the background: our natural tendencies and the skills we've acquired. The first one of them, natural tendencies, lies very deep in our personality and is difficult to change. The latter one, acquired skills, are developed and modified constantly. It's difficult to see from the outside which of these two factors guides our operating or behavior more.



The more we utilize our persona as leaders, supervisors and experts, the greater the role of our tendencies is. Therefore, it's very important to be aware of one's own tendencies, their good and bad effects. Even though tendencies themselves can't be labeled as good or bad, their consequences can be.

## Background of the tendencies

The inventor of the theory of tendencies is Carl Gustav Jung, a Swiss doctor and researcher. He created it, based on his research of approximately 30 years. The Jungian theory was simplified and scientifically studied by Katharine Briggs and Isabel Briggs Myers in the USA after World War II. The MBTI model (Myers-Briggs Type Indicator) was born.

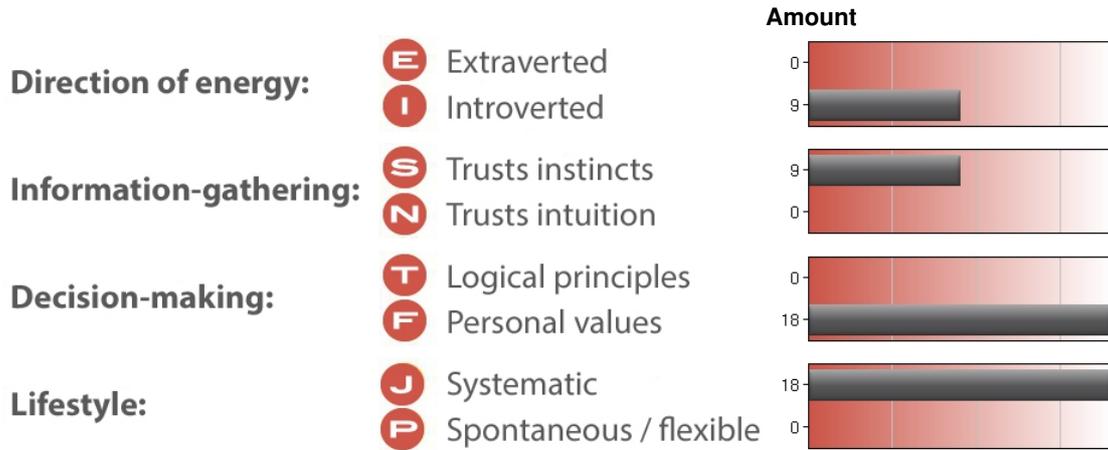
The NATURAL TENDENCIES analysis is a modern version of the MBTI tool. It was created by a slightly different technique than the traditional MBTI. Both of these tools were designed to analyze exactly the same things: our personal tendencies that affect our thinking and actions.

## Example of a tendency

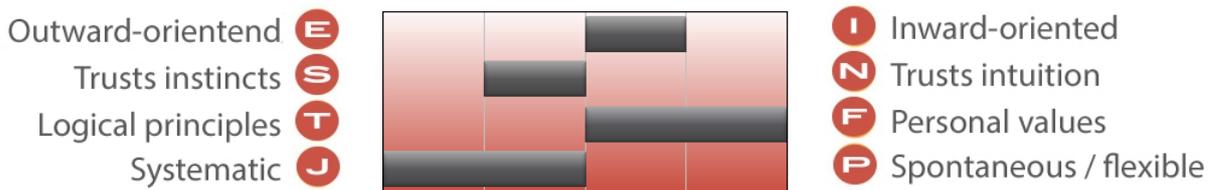
Folding your hands is a good example of the nature of tendencies. For some people, it's the right thumb that rests on top; for others, it's the left. It feels strange to fold our hands the other way, against our tendencies. Try it out. Only a few people even know which way they fold their hands, even though we've repeated the action thousands of times.

**Your tendency profile**

Below you will find your tendency profile according to the NATURAL TENDENCIES analysis, which is the same as in your basic report. You will find short descriptions of different tendencies on page 3 of the basic report.



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.



I S F J

**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 its 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.

## Four leadership types

David Keirsey, a researcher of temperament, divides people into two main categories based on their information function (S/N). We use the names Actor (S) and Developer (N) of them here. Actors are mostly guided by facts that perceived by our senses and Developers by ideas and insights through their intuition. Representatives of both of these categories are needed in organizations in order to be able to renew, but also take care of basic tasks.

### Actors

Keirsey divides this type into two subcategories, depending on where the impulses guiding the person's actions usually come from: from their inner world (rules, values, agreed upon goals) or from their outer world (clients' needs, arising problems).

- Guardians are guided by their inner world.
- Artisans are guided by their outer world.

These two types share a pragmatic thinking style.

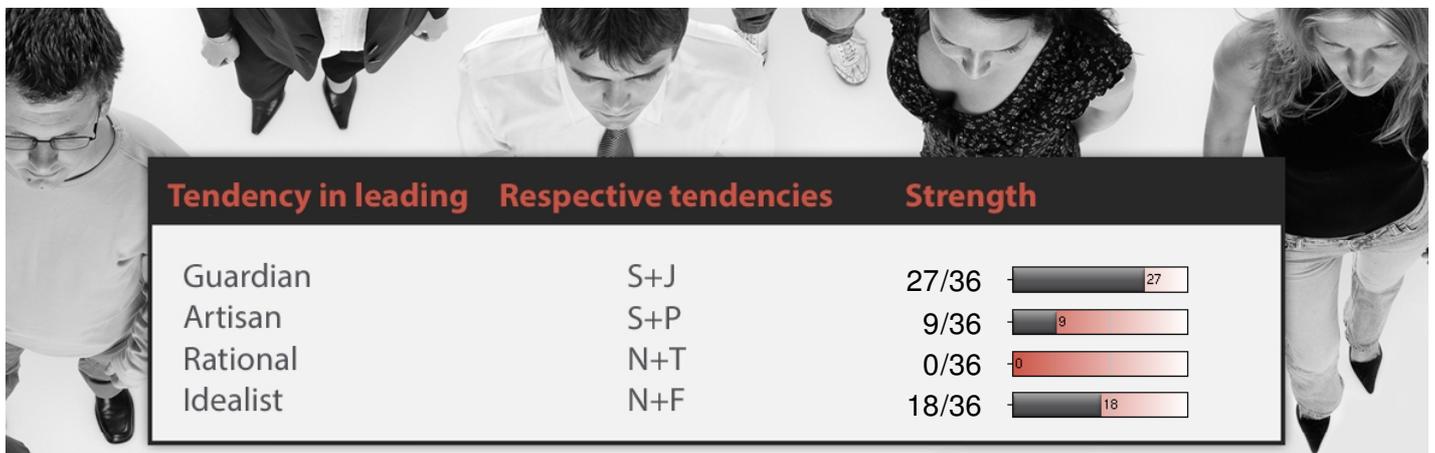
### Developers

Keirsey divides this type into two subcategories, depending on whether the person is more likely to develop things (business ideas, products, procedures, processes) or people (skills and coping of people, work atmosphere, commitment and cooperation).

- Rationals enjoy developing things.
- Idealists enjoy developing people.

These two types share a future-oriented and innovative thinking style.

According to your answers, your tendency profile looks like this:



As their name suggests, **Guardians** (SJ) guard plans, make sure that planned things get done and that agreed upon deals and values are followed. If representatives of this type are missing or there's only a few of them, it's easy to jump from one idea to another when taking action.

**Artisans** (SP) are the fastest to grasp arising problems and challenges and take care of them as well as possible. It's important to have such people working directly with customers and in places with constant surprises.

**Rationals** (NT) like to take a critical approach towards current solutions, because their passion is to question and improve everything, especially products and procedures. If there aren't enough Rationals in an organization, it's easy to keep up outdated procedures and get into a rut.

**Idealists** (NF) always see defects and opportunities for development in people's cooperation and skills. They think of people as the most valuable asset of an organization, which should constantly be developed.

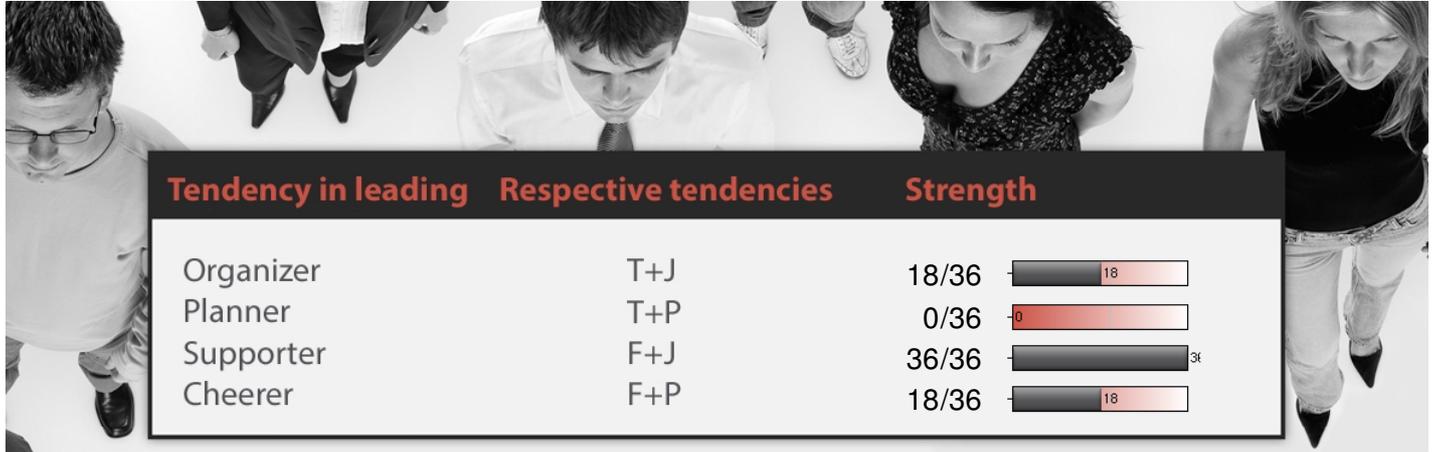
It's rare for a person to represent only one of these four types. It's common to have one that's clearly dominant and 1-2 other ones to support it. If none of the types stand out clearly, it's probable that the person's tendencies and work role got mixed up in the analysis.

More information on Keirsey's temperament model: [www.keirsey.com](http://www.keirsey.com).

### Leadership roles

It's possible to lead either things or people. Looking at different tendencies, the T/F is the most distinguishing factor. Another factor is the J/P dichotomy, which reflects how organized operations are and how fast decisions are made. Tendency combinations are expressed here as leadership roles, with their descriptive names. The first two roles (Organizers and Planners) place a great deal of emphasis on leading things, the last two roles (Supporters and Cheerers) on leading people.

According to your answers, your role tendencies look like this:



**Organizers (TJ)** are fact-oriented and effective. They strive to get things going and done as fast as possible. This role represents the traditional leadership of things. They face the most difficulties in situations of change, because people commit to new thinking and operating models more slowly than Organizers believe.

**Supporters (FJ)** are people-oriented and effective. They strive to get things going effectively, in a way that motivates people. Supporters as leaders put a great deal of emphasis on skills, values and work atmosphere. Analyzing things isn't one of their favorite tasks. They face the most challenges with technical matters.

**Planners (TP)** are fact- and analysis-oriented. Things are prepared well before any decisions about their execution are made. Planners aren't willing to take risks. This role represents the traditional "engineer-thinking". They face the most difficulties with leading people, because the logic of people is very different from that of machines.

**Cheerers (FP)** are more people-oriented than any other of the four roles. They enjoy being the assistant, the facilitator of a group, the person who moves things forward with the help of other people. Cheerers aren't willing to make decisions, especially unpleasant ones, concerning other people. Their greatest challenges have to do with effectivity and being organized.

### Proficiency as a leader

Can a natural Organizer also be a good supporter or can a natural Supporter be a good organizer? The answer is YES. It is possible by developing certain skills necessary for the role. Here's a simple formula of proficiency:

$$\text{Natural tendencies} + \text{Acquired skills} = \text{Proficiency}$$

Identifying one's natural tendencies is actually a shortcut to finding the areas where the person has natural readiness and the ones where the person can't develop their skills by just being themselves.

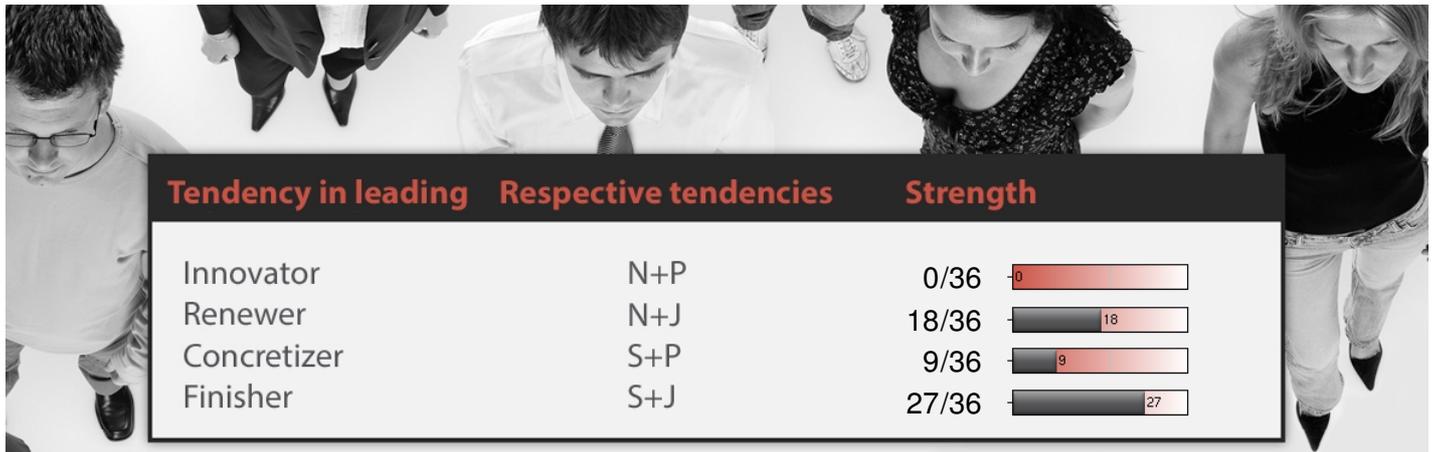
Again, it's worth pointing out that this analysis doesn't define your proficiency or development as a leader, but it tells you what tendencies there are in your background affecting your behavior.

## Your tendencies in changes

Our tendencies appear especially well in situations of change. Some of us are natural initiators of change, who enjoy brainstorming and planning new things and operating models. They usually have a clear N tendency. These people nearly always face difficulties with finishing changes. Some of us excel only towards the end of change projects, when plans have already been made and they should be applied in practice. Great finishers are usually people with an S tendency.

There's still another important viewpoint related to changes. Some people are good at coming up with more alternatives and ideas. It's clearly connected to a P tendency. Some of us would like to stop finding new alternatives and make decisions on how to move forward. This is connected to a J tendency.

Based on your answers, it's easiest for you to take on the following roles in change situations:



**Innovators (NP)** are creative thinkers, who enjoy figuring out new solution models. It's distinctive of them to brainstorm several alternatives that those in charge can choose from. Innovators aren't willing to make decisions and put them into practice themselves. Innovators are most creative in situations of interactions, because the N function of this type (NP) is extraverted by nature.

**Renewers (NJ)** strive to put ideas into practice. They create plans based on (their own or others') ideas, hoping to make use of those ideas. Renewers differ from Innovators, because they are willing to make decisions and plans about how to move forward. Renewers are most creative when working alone, because the N function of this type (NJ) is introverted by nature.

**Concretizers (SP)** pick well-proven ideas and they modify them to work well in practice. They especially enjoy solving practical problems related to ideas. They are most interested in needs and ideas from the outside world. Concretizers like to communicate, because the S function of this type (SP) is extraverted by nature.

**Finishers (SJ)** are the anchors of change projects. They are willing to grab ideas only after they've been tested well enough and the decisions about putting them into action have been made. Finishers turn ideas and plans into new practices. Finishers mainly trust the operating models and facts they have seen before, because the S function of this type (SJ) is introverted by nature.

## Observations

Many change situations are left unfinished, because they are led by either Innovators or Renewers. It's important to understand that these types are at their best only in the beginning of change projects, only when things are in the planning and developing stage. They will lose their natural interest at the point when ideas have been made into plans. They wish that others would move things forward from that point on.

The success of change projects is very much up to the motivation structure of the leader of the project. It's often smart to change the leader when plans have been carried out far enough, to the point when the project is being moved forward to its execution stage.

## Feedback styles

Extraverts (E) usually give clearly more feedback than introverts (I). The difference between them can be condensed into one sentence: "Extraverts say what they think, and introverts think what they should say."

The content of the feedback we give is mostly related to our ability to evaluate things, draw conclusions. That's what the T/F dichotomy affects the most. T's are more likely to notice mistakes, whereas F's are quite the opposite.

By taking these two dichotomies into account, we are left with four different feedback styles. Based on your answers, you have the following tendency structure in giving feedback.



**Spontaneous critics (ET)** express things in a straightforward way, not sugar-coating them in any way. Their reactions match their thinking style quite well. It's worth pointing out that ET people (usually) don't intend to insult other people, they only want to express their opinions on things. Many people, especially those with an F tendency, find direct criticism to be insulting. A development challenge for this type is to learn to notice and give credit for good accomplishments, as well as formulate their feedback in a more constructive fashion.

**Spontaneous supporters (EF)** also give plenty of feedback, but it's usually supportive. They either do not mention the things they find negative, or they express them in a constructive way. Representatives of this style are natural diplomats and settlers. Spontaneous supporters tend to ignore the most difficult problems. A development challenge for this type is to point out and handle negative things more courageously.

**Considerate critics (IT)** are similar to spontaneous critics by thinking style, but they appear to be more restrained to the outside world. They control everything they say and do more than ETs. On one hand, it's a good thing: it creates less debates and insults. On the other hand, it's a bad thing: many problems and issues are ignored. A development challenge for this type is to express things more spontaneously, as well as to acknowledge good achievements more actively.

**Considerate supporters (IF)** are similar to spontaneous supporters by thinking style, which means that they emphasize positive things. They remind of spontaneous critics by their expression: they give feedback very rarely. With their facial expressions and gestures, though, which are difficult to control, they give others plenty of support and encouragement. A development challenge for this type is to more bravely express the things they've experienced in a positive way, as well as negative things.

### Feedback style suitable for everyone

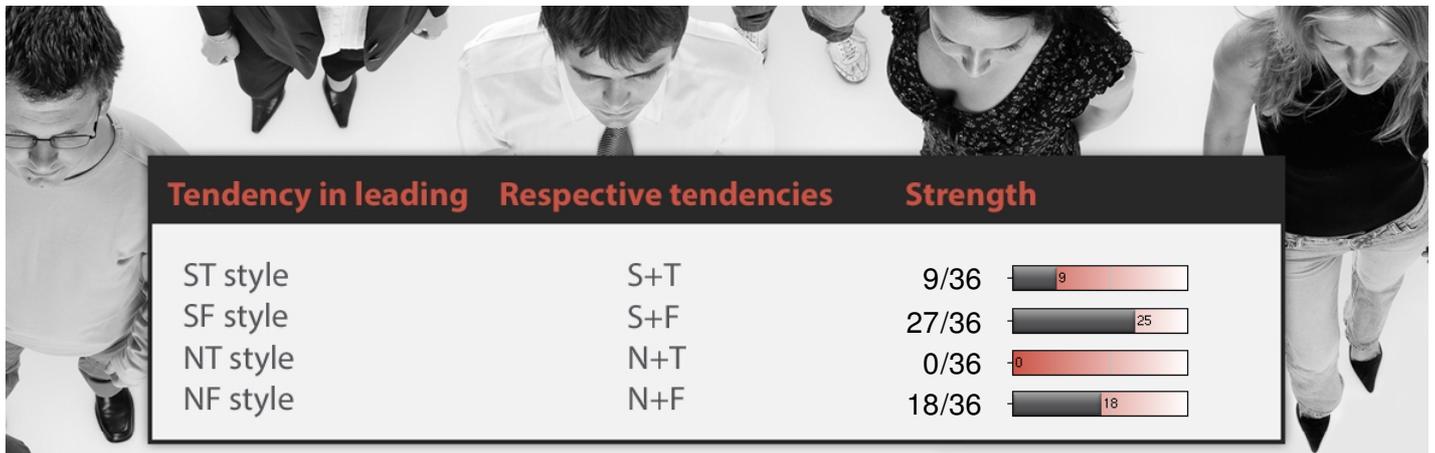
The most favored feedback style nowadays is feedback by coaching or asking. The core idea is to make a person evaluate their own actions in situation X. This goes well by asking appropriate questions, such as: How do you think you succeeded in taking care of X?, What things could you improve in taking care of X?, What do you think about my taking up this subject? The most important thing is to make the person evaluate and change their actions in situation X.

## Dealing with problems

According to MBTI, our thinking happens with four different mental functions, which are marked with the letters S, N, T and F. The first two have to do with gathering information and the last two with making decisions. We tend to favor only one of the information functions (either S or N) and one of the decision-making functions (either T or F) in our thinking. These inner choices define our basic style, our way to approach problems.

### Styles that stand out

According to your answers in the NATURAL TENDENCIES analysis, different styles may stand out for you, as shown below. The longer the bar, the more distinctive the style.



**ST style (emphasizes facts and practicality)** Representatives of the ST style place a great deal of emphasis on finding out facts (which is based on the S function) and studying different alternatives rationally (which is based on the T function). The natural weaknesses of this style have to do with actively seeking new (creative) kinds of solutions (which is based on the N function) and making others commit to a found solution (which is based on the F function).

**SF style (emphasizes people and service)** Representatives of the SF style place a great deal of emphasis on acknowledging facts (which is based on the S function) and making sure that people have a positive attitude and are committed (which is based on the F function). The natural weaknesses of this style have to do with actively seeking new kinds of solutions (which is based on the N function) and the rational comparison of alternatives (which is based on the T function).

### Developing models of problem solving

All problem solving models are developed in the same way, by directing more attention to the stages and viewpoints that are naturally weak in one's own thinking style. The goal is to go for the "Z model", going through the viewpoints of all functions in the order S -> N -> T -> F.

### Power of teams

The power of teams in problem-solving lies much within the variety of the team: there are almost always representatives of several thinking styles in a team. Therefore, it's important to ask and listen to everybody's point of view.

### NT style (emphasizes innovations and effectivity)

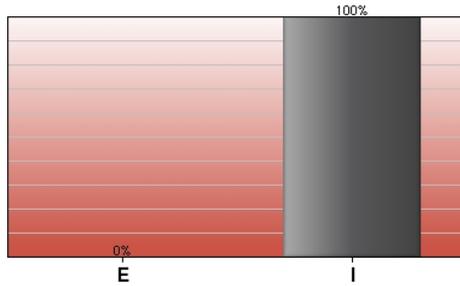
Representatives of the NT style place a great deal of emphasis on actively seeking totally new (creative, exceptional) alternatives (which is based on the N function) and rationally evaluating the alternatives (which is based on the T function). The natural weaknesses of this style have to do with poorly finding out facts and expectations of people (which is based on the S function), as well as with making people commit to new solutions (which is based on the F function).

### NF style (emphasizes development and people)

Representatives of the NF style place a great deal of emphasis on actively seeking new (fresh, creative) alternatives (which is based on the N function) and making people commit (which is based on the F function). The natural weaknesses of this style have to do with poorly finding out facts (which is based on the S function) and the logical analyzing of different alternatives (which is based on the T function).

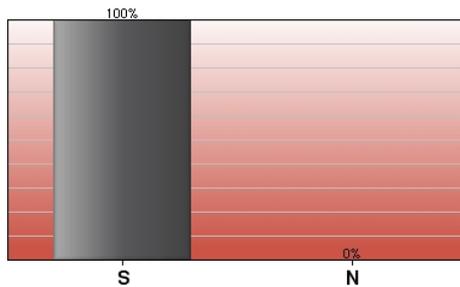
**Communication styles**

**E**  
 A typical communication style for E people is oral and spontaneous. They are more likely to talk about their own thoughts than listen. By being so active themselves, they may easily make their subordinates become passive.



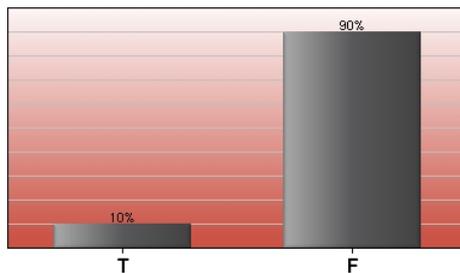
**I**  
 A typical communication style for I people is literal and condensed. They are more likely to listen than talk. By writing, they have enough time to consider what to say and how. E-mail is a suitable tool for them.

**S**  
 A typical communication style for S people is to emphasize facts, details and achievements. They point their attention either to this moment or to the past.



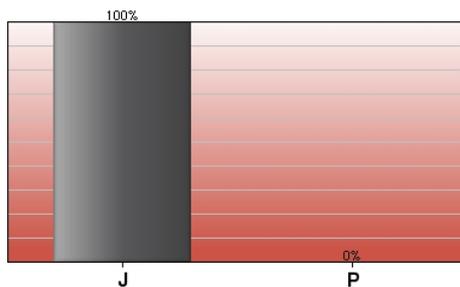
**N**  
 A typical communication style for N people is to emphasize ideas, possibilities, future, visions and the "big picture". They point their attention to the future and its new opportunities.

**T**  
 A typical communication style for T people is factual, analyzing and they like to reason things logically. T people are likely to appeal to sense and facts rather than feelings.



**F**  
 A typical communication style for F people is to emphasize positivity, teamwork and soft values. F people are likely to appeal to people's feelings, rather than sense and facts.

**J**  
 J people prefer to communicate about made plans and how the plans were followed successfully. Communication is a way for J people to make sure that plans are also carried out.



**P**  
 A basic communication style for P people is spontaneous, initiated by their own feelings, ideas and situations. P people see communication as general interaction, rather than as a means to accomplish something.

## ISFJ as a supervisor or expert

You'll find a condensed description of the tendencies of ISFJs as supervisors, experts and leaders below. They are Humanists (SF) by thinking style and Confirmers (IJ) by operating style. Their most distinctive character is loyalty.

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

### Leadership type

According to Keirsey's leadership classification, ISFJs are Guardians (SJ). They make sure and see that agreed upon things are taken care of according to the schedule.

### Favorite leadership role

ISFJs' favorite leadership role is Supporter (FJ). They mostly direct their attention towards people's skills, motivation and good work attitude. ISFJs are typical people leaders.

### Role in changes

In changes, ISFJs are typical actors and finishers (SJ). They don't easily get excited about ideas and visions related to changes, which is one of the favorite things to do for N people.

### Special strengths

Among ISFJs' strengths is their good memory: they remember details about people (names, birthdays, addresses) especially well. Another great strength of ISFJs is their reliability: they remember their promises well and act accordingly.

### Feedback style

ISFJs are Considerate supporters (IF) by their feedback style. They give quite little feedback, but the feedback is supportive. You'll only hear criticism from them when they're under great stress.

### Operating under stress

According to the stress theory of MBTI, people are taken over by their weakest mental function under prolonged stress (and sometimes after consuming alcohol or sleeping poorly), and they begin to think and act accordingly. The least developed mental function of ISFJs is (extraverted) N.

### Difficult subordinates

The most challenging subordinates for ISFJs are creative and spontaneous extraverts who talk and brainstorm more than they actually do, and who don't follow agreed upon schedules.

A poorly developed N function is the opposite of a well-developed S function. Under stress, ISFJs have a difficulty in telling what's true and what's imagination. This is when their mind may begin to produce negative images e.g. about the future or their partners. As the stress gives in, this kind of imagining ends.

### What is this description based on?

The previous description is based on the MBTI theory, as well as your answers in the NATURAL TENDENCIES analysis. If the description sounds strange to you, you have at least two ways trying to find a more accurate thinking style and its description.

- The first thing is to retake the analysis.
- You may also ask your partners for feedback and how they see your tendencies. More on that (TTP) on the next page.

## How to continue? How to learn more?

The NATURAL TENDENCIES Report for supervisors and experts gives you information about how your personal tendencies are reflected in your leadership style. Below you will find some other popular applications.

### How our tendencies appear to the outer world (TTP)

With this tool, we are able to gather information on how our operating style and tendencies appear to the outer world, i.e. what they look like through 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.

### WORK GROUP TENDENCIES 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.

### Increasing motivation within a team (TMT)

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.