

TDP

TYPE DIMENSIONS PROFILER® — PROFILE REPORT

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|----|---|
| 01 | YOUR FOUR DIMENSIONS AND PREFERENCE CLARITY |
| 02 | TYPE DYNAMICS — THE ORDER YOUR TYPE DEVELOPS IN |
| 03 | PREFERENCE SCORED — NOT NORM-REFERENCED |
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A REPORT FOR:

SAM SAMPLECREATED 30 SEPTEMBER 2026
CONFIDENTIAL

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BASED ON CARL JUNG'S THEORY OF PSYCHOLOGICAL TYPE

ABOUT THE TDP©

This report describes your reported Type – the habitual preferences you showed when you completed the Type Dimensions Profiler©. It is written to support your development, not to categorise you.

The TDP© is built on Carl Jung's theory of psychological type. Jung observed that people differ in reliable ways: in where they direct and recover their energy, in the kind of information they instinctively trust, in how they reach conclusions, and in how they prefer to organise their dealings with the outside world. The TDP© measures four such dimensions. Each has two opposing preferences, and the combination of your four gives one of sixteen Types.

THREE THINGS TO HOLD IN MIND

01 PREFERENCES ARE NOT ABILITIES

A preference describes what you find natural and energising, not what you are capable of or good at. Everyone uses both preferences on every dimension, every day. The question the TDP© asks is which one you fall back on when nothing forces you to do otherwise – in the same way that you can write with either hand, but one of them feels like yours.

02 NO TYPE IS BETTER THAN ANOTHER

There is no profile that predicts success, no combination that is more mature, and nothing in this report that should be used to select someone into or out of a role. The TDP© is preference-scored rather than norm-referenced: your results are not compared against a population and there is no high or low score. Each of the sixteen Types brings a distinctive contribution and carries characteristic difficulties, and this report describes both.

03 YOU ARE THE FINAL AUTHORITY ON YOUR OWN TYPE

The TDP© reports what you said about yourself on one occasion. It can be affected by the mood you were in, by the role you were playing at the time, and by how you read the questions. Page 11 sets out how to check whether the reported Type is genuinely your best fit. If it is not, that is useful information rather than an error, and the Type that fits is the one to work with.

How to read what follows. Read the whole report before deciding what you make of it. Some passages may feel immediately recognisable; others may not fit, and a few may describe something you have deliberately grown out of. Mark the parts that land and the parts that miss – the disagreements are usually where the most useful conversation starts. If you are discussing this report with a coach or facilitator, bring those marks with you.

YOUR FOUR DIMENSIONS

Your responses on the Type Dimensions Profiler® indicate you are **ENFJ**. The four dimensions are set out below, with your own reported preference marked.

THE WAY YOU DIRECT AND RECEIVE ENERGY

EXTRAVERSION People with a preference for Extraversion tend to like group activities and get energised by social interaction. They think by talking, and often need to say something aloud before they know quite what they think.	ei	INTROVERSION People with a preference for Introversion tend to enjoy independent activities and time to think. They work out their position privately, value close relationships, and present as thoughtful.
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THE WAY YOU PROCESS INFORMATION AND WHAT YOU PAY ATTENTION TO

SENSING People with a preference for Sensing tend to be observant, practical and down-to-earth. They trust what can be verified, work from experience, and focus on what is happening or has already happened.	sn	INTUITION People with a preference for Intuition tend to be imaginative, open-minded and curious. They read situations for patterns and implications, and focus on hidden meanings and future possibilities.
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THE WAY YOU MAKE DECISIONS AND COMMUNICATE EMOTIONS

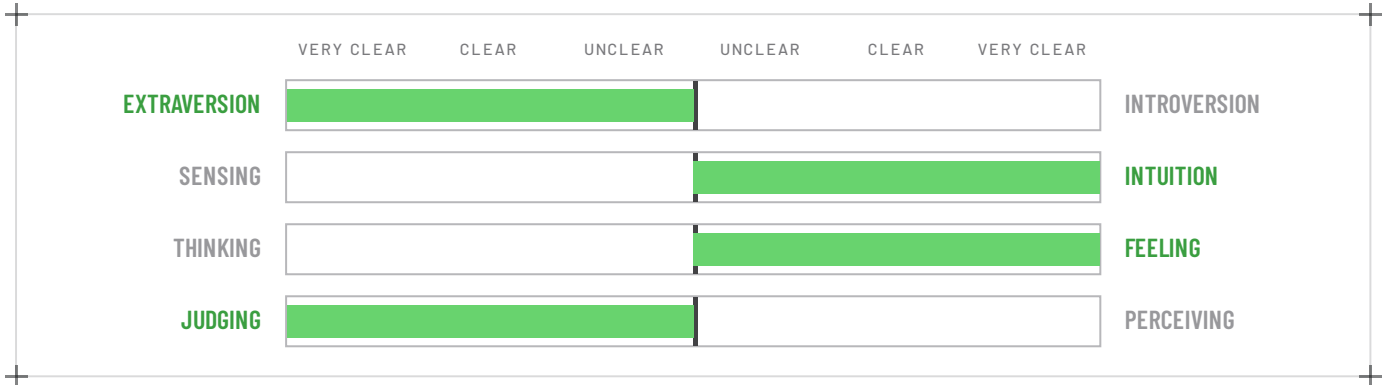
THINKING People with a preference for Thinking tend to be objective and logical. They step outside a situation and apply consistent principles, and will accept an unpopular decision if it is sound.	tf	FEELING People with a preference for Feeling tend to be empathic and led by their values. They step inside a situation and weigh what matters to the people in it, promoting harmony and cooperation.
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THE WAY YOU APPROACH LIFE AND WORK AND ACHIEVE OUTCOMES

JUDGING People with a preference for Judging tend to be decisive and organised. They value clarity, predictability and closure, and are uncomfortable leaving decisions open longer than necessary.	jp	PERCEIVING People with a preference for Perceiving tend to keep their options open and defer decisions until needed. They are flexible, adapt as things develop, and often do their best work under pressure.
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PREFERENCE CLARITY

The scores below indicate how clearly you selected one preference over its opposite. A long bar indicates consistent responses for a preference, and therefore greater clarity. No numeric scores are shown: the bar indicates only the direction and clarity of each preference.



WHAT CLARITY DOES AND DOES NOT MEAN

Preference clarity is not a measure of how much of a quality you possess, nor of how well developed the preference is, nor of how effective you are. It records only how consistently you chose one preference over the other while answering – how clear you were, not how strong you are. Two people reported as ENFJ with different clarity scores are not more and less ENFJ; one simply answered with less hesitation than the other.

YOUR RESULTS IN WORDS

E-I Energy – very clear preference for Extraversion. People with this preference are likely to be at their best with others around, to think things through by discussing them, and to find long stretches of solitary work flattening rather than restorative. A very clear result suggests you answered almost entirely in this direction, and others are likely to see this preference before it is mentioned.

S-N Information – very clear preference for Intuition. People with this preference are likely to notice patterns and implications quickly, to be drawn to what something could become, and to find close, repetitive detail more tiring than the work itself warrants. A very clear result suggests you answered almost entirely in this direction, and others are likely to see this preference before it is mentioned.

T-F Decisions – very clear preference for Feeling. People with this preference are likely to weigh decisions by their effect on people and by what they believe is right, to find impersonal decision-making uncomfortable even when they accept the logic, and to hold their position quietly rather than argue for it. A very clear result suggests you answered almost entirely in this direction, and others are likely to see this preference before it is mentioned.

J-P Outer world – very clear preference for Judging. People with this preference are likely to want things settled, to plan rather than improvise, and to find late changes and open questions more unsettling than the practical disruption alone would explain. A very clear result suggests you answered almost entirely in this direction, and others are likely to see this preference before it is mentioned.

Where a dimension falls in the unclear band, treat the reported letter as a hypothesis to test rather than a settled result, and read the description of the opposite preference as well.

TYPE DYNAMICS

The four letters are a shorthand. What gives a Type its character is the order in which its mental processes develop – which one leads, which supports it, and which sits furthest from everyday awareness.

Jung's central insight was not that people fall into categories but that each of us develops a hierarchy. One mental process becomes the one we lead with and trust most. A second develops to balance it: if the leading process faces inward, the second faces outward, so that we are equipped for both worlds. A third matures more slowly, usually from the late twenties onwards. A fourth remains comparatively undeveloped and outside conscious control – a source of both difficulty and, in the second half of working life, considerable growth.

Each process is either a way of taking in information (Sensing or Intuition) or a way of reaching conclusions (Thinking or Feeling), and each is directed either inward or outward. For ENFJ the hierarchy runs as follows.

DOMINANT

EXTRAVERTED FEELING

The ENFJ's leading process organises the human world. It reads the state of a group – who is uneasy, who has withdrawn, where the unspoken disagreement is sitting – and then it acts, without waiting to be asked. An ENFJ states values out loud, says what a team should stand for, and changes the temperature of a room by deliberate means. This is a decision-making process rather than a disposition, which is why an ENFJ's warmth has an edge to it: they are not simply being pleasant, they are arranging something, and they expect the arrangement to hold.

AUXILIARY

INTROVERTED INTUITION

The ENFJ's supporting process is a private, convergent sense of where things are heading. It takes a mass of impressions and settles on one reading, usually about a person or a situation over time: what this team is really about, what this individual could be doing in five years. It supplies the direction an ENFJ steers towards, and it is largely closed to inspection, including their own. Working with the leading process it produces something more than sympathy – a picture of what people could be, and an active programme for getting them there.

TERTIARY

EXTRAVERTED SENSING

The ENFJ's third process engages the physical present directly: presence in a room, timing, delivery, the ability to work with what is actually in front of them rather than with what was planned. It strengthens through the thirties and forties and often shows up as a growing enjoyment of the immediate – food, sport, travel, making something with your hands. Less developed, it appears as restlessness, or as the filling of every gap with activity because an empty afternoon is uncomfortable.

INFERIOR

INTROVERTED THINKING

The ENFJ's least developed process is private, impersonal analysis: taking something apart to see whether it holds together internally, without reference to who is affected by the answer. In ordinary conditions an ENFJ can do it with effort, and often prefers to have somebody else do it for them. Under sustained pressure it takes over in the crude form page 9 describes, arriving as certainty rather than as enquiry. Approached deliberately, it is what would let an ENFJ know what they think apart from what the room needs.

ENFJ – YOUR TYPE

EXTRAVERSION · INTUITION · FEELING · JUDGING

Warm, directive and organising, taking personal responsibility for how a group feels and for where it is going next.

ENFJs act on people. Where others notice that a meeting has gone flat or that a colleague is struggling, an ENFJ notices and then does something: brings the quiet person in, names the awkwardness, rearranges who is talking to whom, follows it up afterwards. The warmth is genuine and it is also a method. This is worth being clear about, because it is the point on which ENFJs most often misunderstand themselves – the concern for other people is real, and it is exercised as a form of management rather than as sympathy waiting to be asked for. Very little of what an ENFJ does with a group is accidental.

Behind the activity sits a private conviction about where all of this should end up. An ENFJ holds a picture of what a person could become or what a group is capable of, it arrived without their having assembled it, and they steer steadily towards it. That combination – an outward organising process serving an inward, convergent one – is what makes an ENFJ directive rather than merely accommodating. It also means that when somebody declines to move in the direction they can see, an ENFJ is liable to keep applying warmth to the problem well after that person has made their position plain.

WHAT DRIVES ENFJS

What ENFJs want is growth in other people, and they want to have caused it. Watching someone do work they did not believe they could do sits close to the centre of what makes an ENFJ's working life worth having, and they will put in years of unglamorous effort to produce it. The cost is proportionate. ENFJs take responsibility for outcomes that are not theirs to control, find it very hard to let somebody fail when the failure would teach them something worth knowing, and carry, for far longer than is useful, the disappointment of people who have quietly decided not to change.

The second pull is towards alignment: a shared purpose, stated out loud, that people have actually agreed to rather than merely tolerated. Working in a group pulling in several directions is not simply inefficient to an ENFJ; it is uncomfortable in a physical way, and they will spend real energy fixing it. This is also where an ENFJ is most exposed. They need endorsement rather more than they generally admit, and disagreement with a position declared publicly can register as personal rejection instead of as an argument about the work. The two are hard to tell apart from the inside, and colleagues will not know which one the ENFJ has heard.

CHARACTERISTIC STRENGTHS

- Reading the state of a group accurately, and then changing it on purpose
- Articulating a shared purpose in language people will actually repeat afterwards
- Developing individuals over time, including people other managers have written off
- Persuasion – moving a position without the other person feeling defeated
- Organising people and commitments so that what was agreed actually happens
- Delivering an unwelcome message directly, and staying in the room afterwards
- A genuine gift for seeing what someone is capable of before they see it themselves
- Real, sustained investment in other people's growth, given generously and without keeping obvious score

ENFJ AT WORK

WHAT ENFJS CONTRIBUTE

ENFJs get groups moving. A team with a purpose it cannot articulate, or with a disagreement nobody will name, is a situation an ENFJ handles better than almost anybody: they say the thing, get people talking, and convert a vague aim into commitments with names attached to them. ENFJs also do the follow-up most people avoid – the difficult conversation, the check on the person who went quiet, the apology that unsticks a working relationship everyone else had written off.

The corresponding risk is that an ENFJ takes on too much of it. Work belonging to other people migrates towards them, partly because they are competent and partly because it is hard to watch something be done badly to somebody. An ENFJ then keeps a private account of how much has been absorbed, and when the account goes unnoticed the resentment surfaces somewhere unrelated. Refusing work is a technical skill here rather than a question of character, and it can be practised.

HOW ENFJS LIKE TO WORK

CONDITIONS THAT SUIT ENFJS

- Direct responsibility for developing other people
- Visible influence over decisions that affect people
- A stated purpose the organisation actually means
- Collaborative decision-making rather than instruction from above
- Regular, specific appreciation for what they have contributed
- Enough authority to act on what they can see

CONDITIONS THAT DRAIN ENFJS

- Long stretches of solitary analytical work
- Conflict left unresolved and openly tolerated
- A manager who withholds feedback and personal contact
- Cultures where warmth is read as a lack of rigour
- Implementing decisions believed likely to damage people
- Being excluded from conversations about their own team

COMMUNICATING

ENFJs are fluent, warm and persuasive, and tend to speak in the first person plural some time before the group has agreed to it. That is effective, and it carries a specific risk: an ENFJ is good enough at this that people concede without being convinced, and the disagreement reappears three weeks later as slow compliance. Building the correction in deliberately helps – ask who is not persuaded, and mean the question. Worth watching, separately, is what an ENFJ does when someone disputes a position stated publicly. The first move tends to be repairing the relationship, when what is wanted is an answer.

WHEN ENFJS LEAD

Taking charge of people is not something an ENFJ has to decide to do, and teams under them are generally well informed, well supported and clear about what is expected of them. Three failures recur: over-involvement in work that should have been delegated, treating underperformance as a personal disappointment rather than a management problem, and the use of warmth as an instrument, with approval extended and withdrawn in a way the team reads accurately even when the ENFJ has not noticed doing it. Your TDP® Leadership Report develops this in full.

ENFJ WITH OTHER PEOPLE

HOW ENFJS COME ACROSS

People feel looked after around an ENFJ. They remember what is going on in other people's lives, notice when somebody is not themselves, and act on it while others are still deciding whether it is any of their business. The circle this creates is large and the obligations inside it are real: an ENFJ is often the person a surprising number of people would ring first. What is less visible is how much of their own state an ENFJ keeps out of it. They ask the questions, rarely answer them, and it is possible to be close to an ENFJ for years without ever being asked to reciprocate.

There is an account being kept, whether or not an ENFJ would put it that way. They give a great deal, do not ask for much directly, and register with some precision what comes back. When the balance has been wrong for long enough it emerges not as a request but as hurt, usually over something small and often to somebody who had no idea a ledger existed. Asking plainly for what is needed is the single change that would most improve an ENFJ's close relationships, and it is also the one they find hardest to make.

WHERE FRICTION USUALLY ARISES

- **Influence through warmth.** Approval and attention are things an ENFJ can extend and withdraw, and colleagues register the shift accurately, usually before the ENFJ has noticed making it.
- **Manufactured agreement.** An ENFJ closes a discussion by making disagreement feel unkind, so the objection goes underground and returns later as quiet non-compliance.
- **Over-involvement.** An ENFJ takes on a problem that was somebody else's to solve, which removes the difficulty and the learning it contained at the same time.
- **Disagreement heard as rejection.** A challenge to an ENFJ's position is met with an attempt to restore the relationship rather than an answer, which analytical colleagues find evasive.

WORKING WITH THE OPPOSITE TYPE

People with clear preferences for Introversion, Sensing, Thinking and Perceiving operate on almost none of an ENFJ's assumptions: inward, concrete, impersonal and content to leave matters open. They can find an ENFJ intrusive, over-involved and unnecessarily concerned with how everyone feels; an ENFJ can find them detached, uncommunicative and indifferent to the effect they have. What they hold that the ENFJ does not is the ability to examine a problem without first asking who will be upset by the answer, and to say nothing at all until they have something worth saying. Given a shared task, they will supply the analysis an ENFJ would rather hand to somebody else.

Type explains difference; it does not excuse behaviour. "That's just my Type" is not an account of why a deadline was missed or a conversation avoided. The value of knowing your Type is that it tells you which difficulties are predictable for you, and therefore which ones are worth building a habit around.

UNDER PRESSURE

Everyone behaves differently under sustained strain, but the direction of the change is predictable from Type.

The ENFJ's least developed process is private, impersonal analysis, and that is where sustained pressure takes them. What appears is not more of their usual warmth but its opposite: the human considerations that normally organise everything drop out, and what remains is a cold, precise and entirely uncharacteristic logic with nothing available to moderate it.

EARLY SIGNS

Before the full pattern appears ENFJs tend to do more rather than less: more organising, more checking that people are all right, more taking on. They become sensitive to any hint of disapproval and read neutral remarks as criticism of them. Then the effort stops producing anything at all, and they begin to withdraw from the very people they have been looking after.

THE CHARACTERISTIC REACTION

Under real pressure, ENFJs often become cold, cutting and withdrawn. Attention turns from the people to the logic of the situation, and the analysis that comes out is unpractised, so it arrives without proportion or doubt attached. What an ENFJ says in this state tends to be accurate, damaging and delivered with unusual precision, and it is remembered by the people it lands on long after the ENFJ has recovered and moved on.

- Cold, exact criticism of a colleague's competence, delivered calmly and accurately enough to do lasting damage
- Withdrawal into analysis – rereading correspondence, assembling evidence, building a case nobody asked for
- Abrupt cancellation of social contact, including with people ordinarily given time
- Sweeping impersonal judgements about who is capable and who is not, themselves included
- A flat conviction that the relationships they have built are worth nothing and were never reciprocated

WHAT HELPS

Reassurance is the wrong instrument here, and more social contact usually makes matters worse. What generally restores ENFJs is a period alone that is genuinely restful rather than spent constructing arguments: sleep, exercise, a concrete task with a visible end. One person who can hear the criticism without defending anybody, and without hurrying to say it is not meant, is worth more than a room full of company. Any case assembled during this state is best left undelivered – written, kept, and read again a week later. It is worth saying, too, that ENFJs typically find their usual warmth returns reliably once the pressure lifts.

Your own early warning. The early signal is usually a withdrawal of warmth so slight that only you would notice it: a shorter reply, a call not returned, a decision to stop asking after somebody. Treat that as the marker rather than waiting for the cold remark, and tell one person what it looks like from where they are standing.

DEVELOPMENT

Development in Type terms is not about becoming a different Type. It is about using your natural strengths more deliberately, and building enough access to your less preferred processes that they are available when a situation calls for them. Four areas are usually productive for ENFJ, and all of them build on real strengths – the warmth, the insight into people and the organising skill are the assets a development conversation should protect, not correct. Most of them involve doing less for other people rather than more.

01 LET DISAGREEMENT STAND

ENFJs resolve tension quickly, and often before it has done any useful work. A group that argues properly reaches a better answer than one that has been smoothed, and the instinct to close the gap removes the argument along with the discomfort. The discipline is to hold back on purpose: when you notice the impulse to intervene, wait two minutes. Ask who disagrees, then say nothing whatever until somebody does, however long that takes.

02 DECLARE YOUR VIEW AS A VIEW

ENFJs usually know where they would like a conversation to end up, and are skilled enough to get it there without anybody noticing the steering. People who work closely with an ENFJ do notice eventually, and what they lose is trust in the process rather than in the ENFJ personally. State the position openly at the start – here is what I think we should do, and I want to hear the case against it – and let it be argued with on its merits.

03 GIVE BACK WHAT IS NOT YOURS

A substantial part of what an ENFJ is carrying belongs to other people, and taking it on removes their difficulty and their learning together. Work out deliberately, in writing, which of the current burdens are actually yours. Then ask directly for what you need rather than waiting to be offered it, because the private accounting an ENFJ keeps is invisible to everybody else and will otherwise come out sideways, at the wrong person, over something minor.

04 THINK IT THROUGH ON YOUR OWN

An ENFJ's least developed process decides what is true without consulting anybody, and they tend to leave that work to others. Practise it in small, low-stakes doses: form a view on something before finding out what the group thinks, and hold it there for a day. Sit with a problem alone instead of talking it into shape. Used deliberately it keeps an ENFJ's judgement their own; left unused it appears only under pressure, and then it does damage.

QUESTIONS TO TAKE INTO YOUR NEXT DEVELOPMENT CONVERSATION

- Whose problem am I currently solving, and what will they not learn because I solved it?
- Where have I secured agreement that people did not really give, and what will that cost?
- What do I actually need from the people close to me, and have I ever said it aloud?
- When did I last hold a view before finding out what the room thought of it?
- Which relationship am I keeping a private account of, and why have I not raised it?

VERIFYING YOUR BEST-FIT TYPE

The TDP® has reported a Type. Whether it is *your* Type is for you to decide.

Best-fit verification is a standard part of responsible Type feedback. Work through the following before you accept or reject the result.

01 CHECK THE DOMINANT PROCESS FIRST

The description of Extraverted Feeling on page 5 is the heart of the Type. If that passage reads like the machinery you actually run on, the Type is probably right, even where parts of the portrait miss.

02 DISCOUNT WHAT YOU HAVE DELIBERATELY DEVELOPED

If you recognise yourself as you were rather than as you are, that is normal. Type describes the starting point, not the finished person.

03 ANSWER FOR YOURSELF OFF DUTY

Consider your preferences where nothing is at stake, not the person your job requires you to be. Results drawn from a work persona are the commonest source of mis-typing.

04 PAY ATTENTION TO ANY UNCLEAR DIMENSION

Where a clarity score on page 4 fell in the unclear band, read the neighbouring Type as well – for ENFJ the useful comparisons are usually ESFJ, ENTJ and ENFP – and see which reads more truly.

05 ASK SOMEONE WHO KNOWS YOU WELL

Not to overrule you, but because the gap between how you experience yourself and how you land on others is itself informative.

If you conclude that a different Type fits you better, say so to whoever is giving you feedback. The reported Type is a starting hypothesis; the best-fit Type is the one you work with from here.

WHERE TO GO NEXT

This Profile Report covers your full Type profile and Type dynamics. The rest of the TDP® suite applies the same result to particular settings.

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| 01 | TDP® LEADERSHIP REPORT – HOW THE SIXTEEN TYPES LEAD, VIA THE RDM-P® MODEL |
| 02 | TDP® EMOTIONAL INTELLIGENCE REPORT |
| 03 | TDP® TEAMS REPORT – CONTRIBUTION, COMMUNICATION AND FRICTION WITHIN A TEAM |
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ABOUT THIS INSTRUMENT

The Type Dimensions Profiler® is a self-report questionnaire based on Jung's theory of psychological type. It reports preferences, not abilities, traits or competencies, and it does not measure skill, intelligence, motivation, wellbeing or likely job performance. It is preference-scored rather than norm-referenced: results are not compared against a population, and there is no high or low score.

APPROPRIATE USE

This report is intended for personal development and coaching. It is not suitable as a basis for selection, promotion, redundancy or any other employment decision, and it should not be used to make judgements about an individual without their involvement. Type should be used to facilitate understanding and communication, not to stereotype or limit individuals.

CONFIDENTIALITY

Your results belong to you. They should not be disclosed to anyone else without your consent, and are best discussed with a practitioner qualified in the use of Type instruments.

This concludes your Type Dimensions Profiler® Profile Report.

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