

TDP

TYPE DIMENSIONS PROFILER® — COACHING REPORT

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PREPARED FOR

SAMPLE PRACTITIONER

CLIENT: SAM SAMPLE · REPORTED TYPE ENFJ

CREATED 30 SEPTEMBER 2026
CONFIDENTIAL

BASED ON CARL JUNG'S THEORY OF PSYCHOLOGICAL TYPE

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ABOUT THIS REPORT

This is a practitioner document. It is written to you, about a client who has completed the Type Dimensions Profiler® and been reported as ENFJ.

Its purpose is narrow and worth stating plainly. It offers a set of well-founded hypotheses about how a client of this Type is likely to arrive in the room, what they will need from you in order to work, where they will characteristically avoid the work, and where their development actually lies. It is not a formulation, not an assessment of the person in front of you, and not a substitute for what you observe in the first three sessions.

THREE CONSTRAINTS ON HOW THIS SHOULD BE USED

01 THE CLIENT OWNS THEIR RESULTS

Your client's Type belongs to them. They should have had their own feedback – the TDP® Introductory Report is written for that purpose – and they should know that you hold this document. Coaching someone from a profile they have not seen creates an asymmetry that will show up in the work, usually as a vague sense on their side that you know something they do not.

02 TYPE IS A HYPOTHESIS, NOT A FINDING

The TDP® reports what your client said about themselves on one occasion. Any of it may be wrong, and a reported Type drawn from a work persona is the commonest source of error. Treat every statement in the type-specific pages as something to check against the person, and be willing to abandon the frame if it does not describe them. A client who does not recognise their reported Type has given you useful information, not a problem to be argued with.

03 PREFERENCES ARE NOT CAPACITIES OR PATHOLOGY

Nothing here indicates ability, mental health, motivation or suitability for a role. Type describes what a person finds natural, not what they can do or how well they do it. Where this report names a difficulty, it is describing a predictable cost of a preference, not a deficit – and certainly not a clinical matter. If clinical material presents itself in coaching, Type has nothing to say about it and the usual referral judgements apply.

ONE SITUATION TO BE CAREFUL OF

Where you hold a second role with this client – line manager, mentor inside the same organisation, sponsor of the programme – a document like this becomes substantially more hazardous, because it describes how to influence someone who has not consented to being influenced in that direction. If you are not working in a clean coaching contract, use the client's own Introductory Report as shared material and set this one aside.

Used well, a Type frame shortens the contracting phase and makes your early hypotheses better. Used badly, it becomes a way of explaining a client to yourself rather than listening to them – and clients can generally tell which is happening.

WHAT TYPE CONTRIBUTES TO COACHING

Most coaching models are content-neutral: they describe a process – contracting, exploration, options, commitment – without saying much about who is sitting in front of you. Type does not replace that process. What it supplies is a prior: a defensible expectation about how a particular person will move through it, formed before you have met them and refined as soon as you have.

Three things it does reliably.

IT SHORTENS CONTRACTING

A great deal of early coaching is spent discovering how someone needs to be worked with – whether they want to be pushed or given room, whether silence helps or alarms them, whether they want the model explained or find that an evasion. Type gives you a starting position on all of this, which you then test rather than discover from scratch. The saving is typically a session or two.

IT DISTINGUISHES DIFFICULTY FROM RESISTANCE

When a client goes quiet, or produces an answer that sounds rehearsed, or agrees warmly and then does nothing, the useful question is whether you are seeing avoidance or seeing a preference operating normally. An Introverted client who needs to think before speaking is not resisting. A client whose dominant process has just been challenged head-on is not being difficult. Reading these correctly prevents the most common error in Type-informed coaching, which is to interpret ordinary difference as defence.

IT LOCATES DEVELOPMENT RATHER THAN PRESCRIBING IT

Type dynamics gives a principled answer to a question coaching often handles by instinct: what would growth actually consist of for this person? The answer is rarely the obvious one. It is usually the fuller use of the second process rather than an assault on the fourth – a point developed on page 5, and the single most useful thing the model offers a coach.

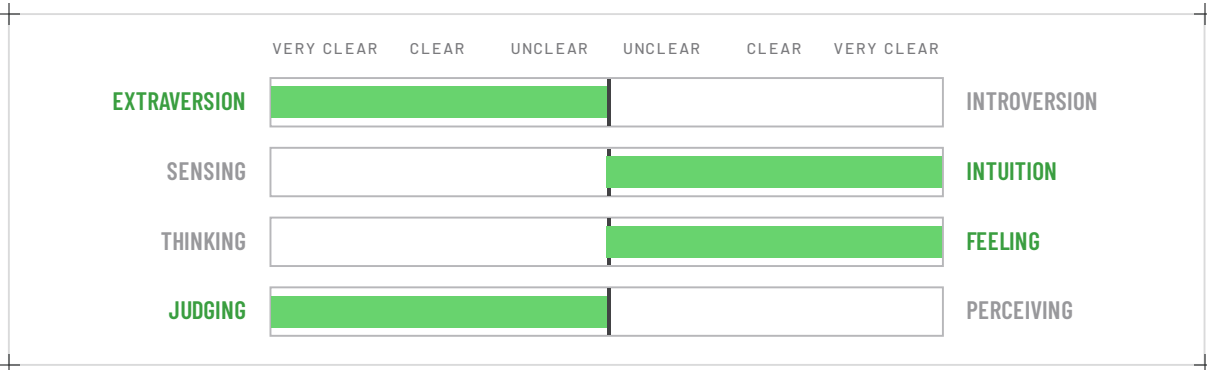
A NOTE ON YOUR OWN TYPE

Your preferences shape the coaching as much as your client's do. Coaches unconsciously reward clients who process the way they do, and find the opposite exhausting or evasive without registering why. Where your dominant process is the opposite of your client's, expect to have to slow down or speed up against your own instinct; where it is the same, expect an easy alliance and a shared blind spot. The TDP® Coaching Report for your own Type is worth reading alongside this one.

What it does not do. Type says nothing about a client's history, their intelligence, their values in the moral sense, their capability, or whether they will succeed. It cannot explain a specific behaviour on a specific day. And it is a poor tool for prediction at the individual level – its proper use is to generate hypotheses quickly, not to settle questions.

YOUR CLIENT'S PREFERENCE CLARITY

Scores run from -15 to +15. Negative scores indicate the E, S, T or J preference, positive scores the I, N, F or P preference. Clarity records how consistently your client answered in one direction – not how strongly the preference operates, and not how well developed it is.



HOW TO READ THIS BEFORE THE FIRST SESSION

Clarity is a confidence statement about the reported letter, and it should change how much weight you put on the corresponding pages of this report. Where a dimension is **very clear**, the associated behaviour is likely to be visible in the first session and you can contract around it directly. Where it is **clear**, expect it to hold in most settings and not in all.

Where a dimension is **unclear**, do not build the work on that letter. An unclear score has three common causes worth distinguishing in the room: a genuinely balanced preference; a client answering as the role rather than the person; or a client in the middle of a transition that has made an old preference feel unfamiliar. The third is frequently the coaching material itself, so an unclear dimension is often the most interesting line on this chart rather than the least.

Reading your client's chart: Extraversion (-15), Intuition (+15), Feeling (+15), Judging (-15) came through very clearly and can be contracted around directly.

WHEN THE CHART AND THE PERSON DISAGREE

If what you observe contradicts a very clear score, the observation wins, but the contradiction is worth examining rather than discarding. A client reported as very clearly Introverted who presents as gregarious may be performing a role that costs them something, and the cost is usually coachable material. Raise it as a question rather than a correction: ask which setting feels more like them.

Do not show clarity scores to a client as though they were measurements of strength. The commonest client misreading is that a long bar means "very introverted" and a short one means "hardly introverted at all". It means neither.



TYPE DYNAMICS – WHERE THE WORK SITS

Each position in the hierarchy behaves differently in coaching. Knowing which process you are addressing tells you what will happen when you push on it.

DOMINANT

WHAT THEY TRUST

The leading process is the one your client relies on and identifies with. It is not the place to intervene. Challenge it directly and you will meet either a firm defence or a compliant client who has quietly stopped telling you things. Coaching that works with the dominant process rather than against it moves quickly; coaching that treats it as the problem usually stalls in the fourth or fifth session.

AUXILIARY

THE LEVER

The supporting process is where most useful coaching happens. It is developed enough to be reachable, undeveloped enough that there is room, and it faces the opposite direction to the dominant, so strengthening it gives your client access to the world they habitually neglect. When a client feels stuck and cannot say why, an underused auxiliary is the first thing to check.

TERTIARY

THE MID-CAREER
OPENING

The third process typically becomes available from the late twenties and asserts itself more insistently in the thirties and forties. Clients often arrive at coaching precisely when it is stirring, describing a wish for something they cannot name. Recognising this saves a great deal of time, because the presenting goal and the actual movement are frequently different things.

INFERIOR

THE EDGE, NOT THE
TARGET

The fourth process is where your client is least competent and most defended. It is the source of their stress reaction, and it is genuinely developmental territory in the second half of a career – but it is not something to work on directly and early. Attempting it produces shame rather than growth. The usual sequence is auxiliary first, tertiary next, and the inferior approached obliquely if at all.

Age and stage matter here. A client in their twenties is usually working on the auxiliary process whether or not they can name it; one in their forties is often contending with the tertiary and finding it disorienting; one in their fifties may be ready for material about the inferior that would have been unusable a decade earlier. Where a client's stated goal sits several positions away from where they actually are, that mismatch is frequently the first useful thing to notice.

This is the report's central claim about method: **develop the second process, respect the first, expect the third, and leave the fourth alone until the client raises it.** Pages 7 to 11 apply that sequence to ENFJ.

ENFJ – THE CLIENT IN THE ROOM

EXTRAVERTED FEELING · INTROVERTED INTUITION · EXTRAVERTED SENSING · INTROVERTED THINKING

Warm, capable and quietly in charge of the hour, arriving with other people's problems well prepared and their own barely mentioned.

An ENFJ client takes charge of the session without appearing to. They arrive on time, ask how you are, remember what you said about your week, and open with a clear account of what they would like to cover. It is a pleasure to work with and it is also a role: Extraverted Feeling organises the emotional business of any room, and the coaching relationship is one more relationship to be conducted well. You are being looked after. The first thing worth establishing is whether your client can arrive without an agenda prepared for your benefit, because until they can, most of what you are getting is a demonstration of readiness rather than the material.

The second thing you will notice is a roll-call. Ask what is difficult and the answer contains four or five other people – a struggling team member, a manager under pressure, a partner, a parent, somebody who has been let down. The concern is real and your client genuinely carries it. What is missing is any statement of what they want for themselves, and the absence is not shyness. Asked directly, many ENFJs cannot produce an answer at all quickly, and the silence that follows the question is frequently the most useful thing that happens in a first session. Let it run.

Three neighbouring Types present similarly at first meeting. An INFJ has the same insight and the same warmth but observes the room rather than running it, and will not have prepared an agenda for your convenience. An ENFP is equally engaging and moves outwards into possibility where an ENFJ moves towards resolution; ask what should happen next and the ENFP offers five options, the ENFJ a plan. An ESFJ carries the same responsibility for other people's welfare but works from the concrete and immediate – what needs doing this week – rather than from where it is all heading. Watch who is organising, and how far ahead they are looking.

WHAT TENDS TO BE TRUE

- Runs the session courteously, and will have decided what it is for before arriving
- Describes other people's states with precision and their own in general terms, if at all
- Over-committed almost without exception, and will take on more during the session itself
- Reads your reaction continuously and adjusts to keep the hour going well for you
- Treats a colleague's or a team's failure as something they personally ought to have prevented
- Considerably more affected by criticism than the composure suggests, and slow to say so

WHAT THIS CLIENT NEEDS FROM YOU

EARN THE REAL MATERIAL

What earns an ENFJ's real material is being visibly unbothered by their distress. This client has spent a working life being the person others bring things to, and has learned that their own difficulty makes a room heavier — so it gets edited, compressed, or held back until it is resolved enough to be safe to mention. What breaks the habit is not encouragement, which they will accept graciously and ignore, but demonstrated capacity: staying entirely steady when something ugly is said, asking a second question instead of offering comfort, and not thanking them for opening up. Gratitude for a disclosure tells them it was a burden.

PACE AND SILENCE

This client will keep a session moving and will fill a silence to spare you, so silence has to be given a reason. Say what it is for — "I am going to leave that, because I do not think you have answered it yet" — and then hold it longer than is comfortable. The productive rhythm is slower than the one your client sets, and slowing it is itself an intervention, because the pace is part of the management. Watch the closing minutes too: this Type often hands over the real item while gathering their coat.

DIRECTNESS, CAREFULLY PLACED

Challenge is safe here and should be aimed at the pattern rather than at motive. "You have described six people's needs and not one of your own" will be heard, accepted and worked with. "You are avoiding yourself" invites agreement, an apology, and a subtly better performance next week. This client is highly responsive to a coach's approval and will reorganise themselves to earn it, so keep the challenge factual and unaccompanied by warmth for a moment; the warmth is what turns an observation into an instruction.

YOUR OWN REACTIONS AS INFORMATION

Three reactions are worth watching. The first is how pleasant the work is: this client makes the hour go well, and it is possible to finish twelve sessions liking them enormously and having changed nothing. The second is mistaking fluency for contact — an ENFJ can describe their own tendencies accurately and at length while remaining entirely outside them, and the accuracy is disarming. The third is the pull to be the person who finally looks after them, which is the same transaction they run everywhere else and will produce the same result. Notice the wish to reciprocate rather than acting on it.

CONTRACTING

- State that the hour is for them alone, and repeat it every time they drift
- Agree that you will not be looked after, and that the offer will be declined
- Ask who they have told about coming to coaching, and why not the others
- Set a limit on how much of any session may be spent on other people
- Agree in advance that they may end a session without having made it useful

HOW THIS CLIENT AVOIDS THE WORK

The avoidances are useful, generous and reflect well on the person making them. Nearly all of them work the same way: substituting responsibility for somebody else in place of a want your client has not stated.

01 TURNING THE HOUR OUTWARDS

Within ten minutes the session is about a team member, a manager or a family member, and the discussion is substantive rather than idle — your client thinks about these people carefully and there is real work to be done on them. That is exactly what makes it effective as avoidance. The tell is that your client's own position in the story is never stated, only their obligations within it. Bring it back explicitly and without apology, as often as it takes: "That is their situation. What is yours?"

02 TAKING ON MORE

Under pressure this client accepts additional responsibility, and often does so during the coaching itself — a new project, a colleague's workload, a role nobody else would take. It is presented as necessity and it functions as relief, because being needed settles a question that would otherwise have to be answered directly. The pattern is invisible to your client, who experiences each instance as unavoidable. Ask what they would have to feel if they said no, then count the commitments out loud.

03 MANAGING YOU IN THE ROOM

You will be given a good session. Your questions get answered in the form that suits them, your interventions are praised, your process is accommodated, and the difficult material is timed so that nothing overruns. None of it is calculated; it is how this client meets everyone. The effect is that the hour never goes wrong, and useful hours sometimes have to. Name it once, lightly, and then decline the co-operation: return to a question they have already answered smoothly and ask it again.

04 RESOLVING TOO EARLY

An ENFJ dislikes leaving anything unsettled and will move towards a plan before the problem has been properly stated — often generously, taking the accommodating course. The plan is usually workable and it closes the topic. What it prevents is the discovery that your client did not want any of the available options. Slow the arrival of the solution deliberately: ask for ten more minutes of description with nothing proposed, and see what appears in the extra time.

Warmth, attention to others and a wish to be useful are how this Type operates and are not defence. Genuine avoidance shows up as a shift of grammar: from what your client wants to what is required of them, from the first person to the third. A second marker is a plan appearing early — a solution offered before the difficulty has been described is almost always doing something other than solving.

None of this is cynical. Each move maintains a position — the reliable one, the person who holds things together — that has earned them their standing and much of their sense of themselves. Framing it as a habit that has outgrown its usefulness, rather than as dishonesty, is what keeps them in the room.

THE GOAL THEY BRING, AND THE GOAL UNDERNEATH

ENFJ clients often present a goal that belongs to somebody else, or to a group. It will be well specified, plausible and delivered with commitment, and it will frequently concern the performance of a team, the development of a colleague, or a relationship that needs repairing. The goal is real. It is also, characteristically, the version in which your client appears as the person responsible rather than as the person with the difficulty.

WHAT IS TYPICALLY PRESENTED

- Wanting to get more out of an underperforming team member
- Too much on, and no willingness to hand any of it back
- A relationship at work that has gone wrong and needs repairing
- Wanting to be less affected by other people's disapproval
- A promotion they are ambivalent about and cannot say why

WHAT IT USUALLY TURNS OUT TO BE

What generally sits underneath is an account in which your client's own wants have no standing. This is not modesty; it is a working arrangement in which value is earned through usefulness, and asking for something directly would put the arrangement at risk. The team problem is often a client who has absorbed work that should have been handed back and cannot now say so without appearing to have failed. The over-commitment is rarely about time. The ambivalence about promotion is frequently a client who does not want the job and has no vocabulary for wanting things that would disappoint people who are pleased for them.

The practical implication for the first three sessions is to spend them building your client's capacity to state a preference at all, and to accept that this will feel like a detour from the presenting goal. Ask small, low-stakes wanting questions and hold out for first-person answers: what would you rather have done; what did you want from that meeting; what would you choose if nobody else were affected. Expect the first several attempts to be answered with what would be sensible. The team work will not hold until this is in place, because otherwise every plan your client makes gets built around not asking anyone for anything.

Not every people-focused goal is an evasion. ENFJs frequently hold roles in which other people's performance genuinely is their responsibility, and treating a real management problem as a symptom is both wrong and irritating. The distinguishing question is whether your client's own position ever appears. A manager who can say what they want from the team member is doing the job; one who can only say what the team member needs is doing something else.

A caution. Do not make the first session about their neglect of themselves, however visible it is. An ENFJ will accept the observation warmly, add it to the list of things they are failing at, and be more considerate of you next week.

COACHING THROUGH A STRESS REACTION

Cold, precise and cutting — a client who normally holds the room together taking it apart instead, and then disappearing.

Under sustained pressure an ENFJ falls into the grip of Introverted Thinking, the fourth and least developed process. What emerges is not clearer thinking but a crude and merciless version of it: analysis used as a weapon, delivered with unusual precision and no regard whatever for its effect. This is the exact inverse of how your client normally operates, which is what makes it so startling to everyone including them. It is commonly followed by withdrawal — a person who has organised other people's welfare for years stops answering, stops attending, wants nobody near them. Coaches sometimes read the new coolness as a healthy correction. It is the process running with nothing moderating it.

WHAT YOU MAY SEE

- Cutting, precisely aimed criticism of a colleague, delivered calmly and quite out of character
- Withdrawal from the people they normally tend — calls unreturned, meetings skipped, nobody let in
- A search for the flaw in an argument, a system or a person, pursued well past any use
- Contempt where there was patience, particularly towards the people they have carried longest
- Categorical statements that everyone is incompetent, or that nothing here is worth the effort
- A flat refusal of the emotional business of a room they would normally be managing

HOW IT ARRIVES IN THE COACHING RELATIONSHIP

Towards you it arrives as an unfamiliar coldness. Your client may pick apart something you said three sessions ago, question the basis of your method, or answer a question about feeling with a definition. The warmth that has characterised the work is simply not there, and because it has been so reliable its absence is disconcerting; coaches frequently feel judged and found wanting, and some catch themselves defending their practice. Others are quietly relieved that the pleasantness has stopped. Both are information rather than instruction. The reliable tell is that your client has stopped attending to how the conversation is going for you.

WHAT HELPS

- Reduce demands, and say explicitly that nothing is expected of them here
- Ask about sleep, hours, and who has been depending on them
- Take the criticism without defending, and without agreeing to it
- Postpone decisions about people and roles until the state lifts
- Let them be unpleasant in the session without repair or comment

WHAT MAKES IT WORSE

- Meeting the coldness with more warmth — it is experienced as pressure
- Treating the new detachment as progress towards objectivity
- Defending yourself or your method against the analysis
- Asking how they feel, or about anybody else's feelings
- Encouraging them back towards the people they are avoiding

A reaction of this kind is a normal consequence of prolonged pressure in a Type that carries other people as a matter of course, and it usually settles once the load reduces. It is not a clinical presentation and is not managed as one. Where the withdrawal extends over weeks, where the contempt turns steadily on your client, or where relationships are being ended irretrievably, that is outside what Type or coaching addresses, and the usual referral judgements apply.

THE DEVELOPMENT EDGE

THE LEVER – INTROVERTED INTUITION, USED DELIBERATELY

Introverted Intuition is your client's auxiliary process, and in an ENFJ it tends to be consulted late – used to read where a situation is heading once they are already committed. Developed deliberately it becomes a means of standing back before the commitment is made: seeing the pattern across the last five times they took something on, and recognising it early enough to decline. This is the highest-yield work with this Type and not what they will ask for, because it requires time spent apart from other people, which this client has organised their life to avoid. In practice: thinking before responding, refusing to answer requests on the spot, and a standing question – "where does this end up if I say yes?" – asked before the yes.

THE MID-CAREER OPENING – EXTRAVERTED SENSING

The third process is Extraverted Sensing, and it tends to surface from the late thirties onwards, often after a stretch of running on obligation for too long. It shows up as an appetite for the immediate and the physical: wanting to do something with their hands, taking up a sport, becoming interested in food or travel or making things, enjoying an afternoon with no purpose attached. Clients sometimes report this uneasily, as though it were self-indulgence or a warning sign. It is neither. It is a source of satisfaction that does not depend on anyone else's approval, which is precisely what this Type is short of. Coaching supports it by taking it seriously rather than treating it as a hobby.

THE EDGE – INTROVERTED THINKING

Introverted Thinking is the fourth process, and where this client is least practised and most uneasy. Detached analysis, holding a position regardless of its effect on people, and a willingness to be logically right and personally unpopular will not become strengths, and making them the goal is the usual coaching error here. An ENFJ will accept the framing readily – it matches a private suspicion of being insufficiently rigorous, of having got by on charm – and will then produce a performance of coolness that costs them the thing they are actually good at. The productive framing is procedural rather than personal: criteria agreed in advance, a standing rule about response times, a trusted colleague who supplies the impersonal view. Direct attention is warranted only when pressure has already forced it into the open.

WHAT PROGRESS LOOKS LIKE

Progress in an ENFJ shows up as things not done. The markers: a request declined on the day it was made, a piece of work handed back to the person it belongs to, a want stated in the first person with no justification following it, an hour spent on something of no benefit to anybody else. Also worth noting is a session that ends badly and is not repaired by your client on the way out. This Type under-reports all of it as selfishness, so name each instance as it occurs.

Sequence. Auxiliary work from the start; it is what makes declining possible. Tertiary work when the life stage brings it, and take it seriously when it comes. Inferior work never as a development goal – only as stress management.

SESSION CRAFT

QUESTIONS THAT TEND TO OPEN THIS CLIENT UP

- "What do you want? Not what would be reasonable."
- "Who is carrying this for you?"
- "What would happen to you if that team fell apart tomorrow?"
- "What have you agreed to this month that you did not want to agree to?"
- "You have told me what everyone else needs. What is your position?"
- "When did you last do something that was of no use to anybody?"

QUESTIONS AND MOVES THAT TEND TO CLOSE IT DOWN

- "How are you feeling about all this?" – answered fluently, and about other people
- Thanking them for a difficult disclosure – confirms that it was a burden to you
- Warmth offered immediately after a challenge – turns the observation into a request
- Any question about the team, which becomes the way back in whenever it gets hard
- Praise for how well they handle people – the compliment that has kept them in the role
- Asking them to analyse their own reasoning coldly, early on – the access is not there yet

WHAT A GOOD SESSION LOOKS LIKE

A productive session with this client is less comfortable than the ones you both prefer. Somewhere in it your client says something ungenerous about a person they are responsible for and does not immediately take it back. The hour may lose its shape, and the agenda they brought may go unused. There will often be a pause after a first-person question in which nothing at all comes, and that pause is worth more than any answer given quickly. A session that ran smoothly and finished on time is the one to look at twice.

IF THE WORK STALLS

The characteristic stall is a client who is doing the coaching well. Tasks completed, insight offered, the relationship excellent, and the same over-commitment in place at session ten as at session one. It usually means the work has become another thing to be good at, and this Type is very good at things. Break it by removing the performance: cancel the agenda, ask for nothing, and put the pattern plainly in the room – "you are an excellent client and your week has not changed. I think you may be doing this for me."

BETWEEN SESSIONS

Between-session work should involve saying no to something specific, and it should be small enough to be survivable. Ask for one request declined before the next session, with the words agreed in advance, and ask what they expect the cost to be. A written note of what actually happened is useful, because this client's recall of the event will otherwise be organised entirely around the other person's reaction. Avoid tasks that involve helping anyone; those get done regardless and prove nothing.

BOUNDARIES AND NEXT STEPS

WHERE THIS REPORT STOPS

Everything in the type-specific pages is a hypothesis about a category, applied to an individual. Individual differences within a Type are large, and the further a statement is from the function stack the less reliable it becomes. If your client contradicts this document, your client is the better source. If they contradict it repeatedly, consider that the reported Type may not be their best fit and revisit it with them directly.

WHAT TYPE CANNOT BE USED FOR

Not for selection, promotion, redundancy or any other employment decision. Not as a clinical or diagnostic instrument, and not as an account of anyone's mental health. Not as an explanation offered to a third party – a client's Type is not yours to disclose to their employer, their sponsor or their manager, whoever commissioned the coaching. Where a sponsor asks what the profile said, the answer is that they should ask the client.

ALONGSIDE THIS REPORT

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CONFIDENTIALITY

This document concerns a named individual and should be held under the same terms as your session notes. It should not be circulated within a client organisation, and it should not outlive the coaching engagement.

This concludes the Type Dimensions Profiler® Coaching Report for Sam Sample.

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