

22 PF · Sample report
Reader Tara (sample)
Date 9 May 2026
Type Personal · Self
Code A-D-G / J-G-D-A
Variety 1 of 2,916 distinct readings

THE ANCHOR

Your reliability holds the table; your reasoning makes the holding worth it.

You are the person whose presence settles a room before you have said anything in it. The reasoning behind your choices is mostly done before the conversation reaches you, and what you bring is the conclusion that will hold. People bank on what you say, partly because the saying is followed by the doing, and partly because the saying came after the thinking. The trust you build is the trust that comes from being right about quiet things first.

Your steadiness can read as slow to people who measure energy by visible motion. The motion is happening; it is internal, and it is what makes the visible part hold up.



Chapter 1 – Who you are when no one is watching

Solitude is where you do the reasoning. The decisions you will face this week are being walked around tonight. The numbers you will defend tomorrow have been checked twice already. The work nobody will see is the part that makes the work everyone will see hold up.

What you trust about yourself is specific. You can sit with a hard problem and return with a useful answer, and the answer is one that survives a year. What you doubt is more interior. The people you have quietly held steady, do they realise you were doing it? Sometimes you wonder. The question gets shelved.

Outside praise is not what drives you. The energy you bring to the work is the same energy whether someone is watching or not. A clean argument makes you read it twice. A new task makes you put more thought into the parts no one will see than into the parts they will. Those hidden parts are the ones you assume matter most.

Rest, for you, has a shape. A long walk where the route stops mattering counts. A book that asks something of you also counts. Anything that asks nothing of you, you can feel the shape of before you sit down to it. You return to work not because you are restless, but because the work is where you go when you want to be most yourself.



Chapter 2 – How you show up

The first thing people notice about you is the absence of drama. You enter a room without announcing yourself. The tempo around you is unhurried. The pace of the conversation shifts a little once you are in it, in the direction of things being thought about rather than reacted to.

What you offer is presence first, words second. The question you ask is usually the one that turns the conversation toward what was actually being avoided. The answer you give comes after the thinking, not during it. People around you learn to wait the small extra beat for your sentence; the sentence is worth the wait.

Reliability comes through without being performed. The thing you said you would do is being done. The promise that was easy to break sits unbroken without ceremony. People who have known you for a season stop checking; people who have known you for a year build the structure of their work on the assumption that your part will arrive.

You do not need approval to keep going. The day you just had is the day you are about to repeat tomorrow, with the same care, whether or not anyone noticed. The constancy is what people end up trusting most.



Chapter 3 – How you act in different moments

When something you tried fails

You do not look for someone to blame. You go quiet for a beat, look at what happened, and start the second version while others are still reacting to the first. The reasoning you ran on the first version is part of how you build the second; the failure becomes input, not a wound.

When you are asked to commit

You do not commit until the answer you would give is one that survives a year. You ask one or two questions that turn out to be the questions the asker had not yet thought to ask. The answer you give is the answer you keep.

When the data shifts

You change your mind in public when the data shifts, without performing the change. The new conclusion is offered the way the old one was: as the thing the situation actually calls for. People around you take this as licence to update their own thinking too.

When you have to stand your ground

You do not raise your voice when you stand your ground. The position you took had reasons, and you have already shown them. You will hold the line as long as the reasons hold. When a reason no longer holds, you say so plainly, and the position moves with it.



Chapter 4 – How you expect to be met

What you expect from others, but rarely say out loud, is to be met at the level of what you have actually thought through, not at the level of what you can summarise. You have already done the reasoning. You do not want to re-perform it to be taken seriously.

When someone insists on the explanation rather than accepting the conclusion, something tightens in you. You will explain, of course. But the conversation that satisfies you most is the one where the other person looks at the result and works backward only as needed.

The shadow that runs through this expectation is your own quiet refusal to perform reasoning to earn standing. You will not lay out your underlying thinking unless asked. The cost of this stance is that some people, having not seen the underlying work, conclude there is none. The benefit is that the people who have stayed in your orbit are the ones who took the time to look.



Chapter 5 – In close relationships

The people closest to you have learned that your word is bankable in small things first, and in large ones after that. The promise that arrived on time, every time, is the foundation. Everything else builds on it.

Affection, for you, looks like attention paid carefully and quietly. The follow-up call. The question two weeks later about how the thing went. The thing said once, never withdrawn. None of this is dramatic. All of it accumulates.

What you find harder is being the one who needs to be carried. You are practiced at carrying. You are less practiced at letting someone else carry you, even when letting them is what the relationship is asking for. The growing edge is to receive without paying back immediately.



Chapter 6 – With friends and your wider circle

Among the people who know you, you are the one others come to with the difficult-to-name worry. You hear the question behind the question. The people who come to you walk away with their thought more shaped than when they arrived; they did the shaping, but the room you held made the shaping possible.

You move between formal and informal settings without losing your bearing. The version of you that speaks to someone older is the same one that speaks to someone younger. The tone does not change. People around you stop performing because you are not asking them to.

Friendships hold over decades because the same person keeps showing up. You do not require the friendship to be re-established each time. The continuity is the gift.



Chapter 7 – At work, or wherever you give your effort

In whatever work you give yourself to, you are the one others come to with the hard problem rather than the urgent one. The hard problem has been turning over in someone's head for two weeks; people bring it to you because they have learned that you will think about it, not just respond to it.

You answer at the speed the answer needs, and not faster. The conclusions you reach hold up months later because you keep examining them long after the meeting has ended. The small useful thing in your draft is not an accident; it was thought about three times before it appeared on the page.

The work everyone sees rests on work no one saw you do. Backstops sit in place before the problem arrives. People around you do not feel the panic that builds in places without that habit.



Chapter 8 – When the day breaks against you

You do not perform the difficulty of a hard day. The cadence of how you respond does not shift with the news. You complete what was on the desk. You make the call you said you would make. You go home a little tired than usual but not visibly so.

What costs you is the steady weight of being the one who absorbs without showing it. The composure does not come free. You have priced this cost into how you operate, but the price is real.

The version of rest that returns something to you on a hard day is not entertainment. It is solitude with shape. A long walk. A small finished task. A book whose pace matches yours. These return you to yourself in a way the hard day cannot reach.



Chapter 9 – What you are drawn to in others

The people who pull you closest are not the loudest in the room. They are the ones whose reasoning you can follow and whose word is the same in private as in public. The plain speaker who has done the work. The person who notices things and says so only when the noticing matters.

You are drawn, in particular, to people whose competence is grounded but who do not lead with it. The one who can explain the hard idea without making it sound hard. The one whose follow-through is where the help actually shows up.

What you find harder to stay with, over time, is performance. The person who needs the room to know what they have done. The friend who repeats the same point in three different ways for emphasis. These do not fail you in any visible way. You simply find yourself further from them six months later.



Chapter 10 – Your edges

Two edges show up in your reading, and both come from the same place: the standard you hold for yourself.

The first is that you can absorb more than you should. Because you do not perform difficulty, others sometimes do not realise how much you are carrying. You let the imbalance run because you have priced it in. Over time, the cost compounds. The carrying is not the edge. The silence around the carrying is.

The second is that your steadiness can read as slow to people who measure progress by visible motion. Your motion is internal: the second pass on the argument, the third check on the figure. People who measure by surface indicators may experience your tempo as caution. It is not. It is care.

Neither edge is a fault. Both come from the same conviction that the reasoning will speak for itself. The reasoning mostly does. The few times it does not, the cost lands on you alone.



Chapter 11 – The growing edge

The shift available to you, if you want it, is small and concrete. Let one person this year do for you what you have been doing for them.

You are practiced at delivering. You are less practiced at receiving. The discipline of receiving is to wait for the thing without doing the lift yourself, even when the lift would be easier. The acceptance of someone else's reliability is a different muscle from offering your own.

You will know the growing edge has held when you can name a thing someone gave you in the last six months without immediately listing what you gave back.



Chapter 12 – Where you can be misread

People who have not spent time with you can take you for someone whose only contribution is reliability. They see the calm voice, the unhurried pace, the absence of self-promotion, and they conclude there is no edge under the surface.

The misread is partial. You do have an edge. The standard you hold is the standard the work asks for, and you do not lower it because the room would prefer you did. People who have been on the other side of a difficult call from you know this; people who have only met you in the easy moments do not.

The tell that distinguishes you is in the moment when the data shifts. Your first move is to update the conclusion. Not to defend the old one. Not to apologise for it. To update. People around you who have seen this once recognise it as the mark of someone who reasons rather than postures.



Chapter 13 – How you make decisions

	Practical (mechanics, what works)	Relational (people, who is affected)
Small stakes	You move quickly because the cost of a small wrong choice is low. The reasoning is not lengthy; it is fast because the framework you use for small choices is settled. You pick the option you can defend in one sentence and move.	On small matters you take the relational read before you take the practical one. The way the small thing is done sets the tone for the larger thing, and you know the tone is the part people remember.
Big stakes	The deliberation slows. You walk around the assumption you might be wrong. The conclusions that come out of this process hold up over time, not by accident. You keep examining them after the meeting has ended.	This is where you carry the weight. You hold a difficult call long after it stops being popular if the reasoning still holds. You do not ask for credit for carrying it. The decision lands with the people it affects, and you bear the part of it that does not pass to them.

The pattern under all four cells: a decision is what you can still defend a year later. You wait until the thing you decide is the thing you would still decide.



Chapter 14 – Your relationship with rest

Rest, for you, is not the absence of effort. It is effort of a different kind. The thing that returns something to you asks something of you in return. A long walk where the legs do the deciding. A book whose pace you match. A small finished task with your hands.

What does not restore you is anything that asks nothing back. Background noise. A stretch of leisure that requires no participation. You can feel the wrong shape of rest before you sit down to it.

Your sleep is reliable when the day's reasoning has been honoured. It is restless when there is a thought left unfinished. The body keeps the count even when the head looks away.

The rest that works best for you usually involves continuity rather than novelty. The same walk. The same routine on a quiet morning. The repetition is the restoration. You are not looking for the new thing. You are rejoining the old one.



Chapter 15 – One sentence to carry

You are the anchor that does not move; the boat above it can.

Appendix A – Your relational compatibility map

You are The Anchor. The six closest types to your fingerprint, given your specific signature within the type (presence + reasoning + reliability), are below.

Type	Fit	When it works	Where it strains
The Companion (Steady x Counsellor)	Natural match	Both built on Steady; the warmth they bring softens the edges your reasoning can leave.	Their warmth-led tempo can feel slower than your reasoning-led one.
The Bridge (Steady x Communicator)	Natural match	Their voice carries what you tend to keep private; together the reasoning and the wording arrive in the same room.	Their visibility can feel performative if it gets out ahead of the work.
The Plumb Line (Sincere x Operator)	Natural match	Same reasoning fabric, different trust pillar; honesty meets method cleanly.	Both of you can wait too long before naming the relational stake.
The Builder (Composed x Operator)	Complement	Their hands-on mastery meets your reasoning; the structure and the why arrive together.	Their head-down focus can miss the relational read you take before they do.
The Architect (singleton: Rational)	Complement	Their first-principles reasoning amplifies yours; together the conclusion is unusually durable.	Their abstraction can pull away from the people the decision affects, which you read first.
The Voice (singleton: Communication)	Stretch	Their reach in places yours does not go; your reasoning grounds their carry.	Their visibility-led tempo can feel premature against your wait-until-it-holds approach.

Appendix B – Your shadow read

Five archetypes sit below your top two. They split into three bands by score. Each band carries a different reading of what the silence in that area means.

Archetype	Score	What the silence says
Aspirational	1.00 (lowest)	You do not lead with declared ambition. The drive exists, but you keep it private. You have priced the long road into your effort without needing to advertise where you are going.
Emotional	1.33 (low)	Warmth is present in you, but it is not the leading note. Your warmth lives in the kept word and the careful read, not in visible affect.
Communication	1.33 (low)	You do not lead with voice. The wording you offer is precise but spare. Reach is not your axis; reasoning is.
Competence	1.50 (present, not leading)	Competence is real and central, but it does not lead in your self-presentation. The reasoning shows; the mastery behind it stays under the surface.
Positive Intent	1.67 (present, not leading)	Sincerity is operative without being foregrounded. You do not announce your honesty; you let it emerge from how you operate.

The pattern: your shadow is not absence. It is choice. You have prioritised the registers that let the reasoning speak for itself.

Appendix C – Reflections to sit with

1. Name one person whose reasoning you have quietly held up this year. Did they ever realise you were doing it?
2. The version of you that delivers a useful answer is the same version that asks for help. Is the asking part as practiced as the delivering?
3. When did you last change your mind in public? What did the changing cost you?
4. Three weeks from now, what is the conversation you would not have had if you had not held the line on a difficult call this month?
5. Your edge is the standard you hold. When was the last time the standard cost you something you have not named?
6. The growing edge for you is to let one person do for you what you have been doing for them. Who is that person?
7. List three things in your day that no one else sees but that take real time. Look at the list. Consider whether one of them could safely be set down.

Appendix D – How this was read

Fingerprint code: A-D-G / J-G-D-A

Top archetypes by responses: Capacity to Trust 2.00 · Rational 2.00 · Positive Intent 1.67 · Competence 1.50 · Emotional 1.33 · Communication 1.33 · Aspirational 1.00

Top behaviours by forward picks: Empathy (3) · Relevant Utility (3) · Open Trust (2) · Conscious Efforts (2) · Demonstrated Sincerity (2) · Reliability (2) · Acceptance (2)

Cover-mode classification: BLEND. Your top two archetypes (Capacity to Trust and Rational) score equally at 2.00. Capacity to Trust leads its family-mates by 0.33. Rational leads its family-mates by 0.67. Both pillars elevated, gap between them zero. Per the framework's classification rule, this is a Trust-Desire blend (The Anchor), not a singleton.

The 22 PF method, in plain English. The reader answered 25 forced-choice questions. Each option was tagged with one of 22 named behaviours that group into 7 named archetypes. The pattern of what was picked, and equally important what was not picked, was used to estimate the underlying tendency on each behaviour. The top two archetype rolls produced the type, The Anchor, and the specific behaviours under those archetypes determined the wording of every chapter.

The names “Steady”, “Operator”, and “The Anchor” are presentation labels for the underlying combinations. The framework is closed: 7 archetypes, 22 behaviours, 97 attributes. Nothing here was invented; every claim traces to a canonical phrase associated with the behaviours the responses elevated.

What makes this Anchor different from another Anchor reader. The signature behaviours that loaded. This reader's distinctive signature within The Anchor is presence plus reasoning plus reliability (Empathy, Relevant Utility, Conscious Efforts, Demonstrated Sincerity, Reliability). This is a more reasoning-and-reliability-led version of The Anchor than the warmth-and-presence-led version another reader might receive. Where another Anchor report leans on reading the room first, this one leans on testing the argument first and bringing the people-side in second.

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