

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP I™
PERSONAL IMPACT REPORT

Prepared for
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HOW YOUR REPORT IS ORGANIZED

What Are Preferences?	3
The MBTI® Preferences	4
What Is Your Type?	6
Your Myers-Briggs® Personality Type	7
Verifying Your Type	9
Applying Your Myers-Briggs® Results to Enhance Your Personal Impact	9
Your Work Style	11
Your Communication Style	13
Your Team Style	15
Your Decision-Making Style	17
Your Leadership Style	20
Your Conflict Style	22
How Stress Impacts You	24
Your Approach to Change	25

About Your Report

Your MBTI® Personal Impact Report is designed to help you make use of your MBTI results so that you can better understand yourself and others and improve the interactions in your daily life and work.

The MBTI assessment is based on the work of Carl Jung and was developed by Isabel Briggs Myers and Katharine Briggs to identify 16 different personality types that help explain differences in how people take in information and make decisions about it. Your report will show you how your personality type is distinct from other types and how it influences the way you perceive, communicate, and interact.

This Report Can Help You

- Improve communication and teamwork as you gain awareness of the personality differences you see in others
- Work more effectively with those who may approach problems and decisions very differently than you do
- Navigate your work and personal relationships with more insight and effectiveness
- Understand your preferences for learning and work environments and the activities and work you most enjoy doing
- More successfully manage the everyday conflicts and stresses that work and life may bring

As you read your report, bear in mind that personality type is a nonjudgmental system that looks at the strengths and gifts of individuals. All preferences and personality types are equally valuable and useful. Based on decades of research and development, the MBTI assessment is the world's most widely and universally used tool for understanding normal, healthy personality differences among people everywhere, opening up opportunities for growth and development.



What Are Preferences?

The MBTI assessment reports your preferences on four aspects of personality expressed as pairs of opposites.

Try this exercise to get a sense of what Jung and Myers meant by *preferences*.

<p>First, sign your name below as you usually do.</p> <div style="border: 1px solid black; height: 30px; width: 100%; margin-top: 10px;"></div>	<p>Now, sign your name again, but this time use your other hand.</p> <div style="border: 1px solid black; height: 30px; width: 100%; margin-top: 10px;"></div>
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What was it like writing your name the first time with your preferred hand? How does this compare to the second time? Most people who try this immediately notice some major differences.

Preferred Hand	Nonpreferred Hand
<ul style="list-style-type: none"> Feels natural Don't have to think about it Seems effortless, easy Looks neat, legible, adult 	<ul style="list-style-type: none"> Feels unnatural Have to concentrate Seems awkward, clumsy Looks childlike

This exercise demonstrates the idea of preferences in the MBTI assessment. You can use either one of your hands when you have to, and you use both of them regularly. But when writing, you favor one of your hands over the other, and it feels natural and competent. You can develop skill in writing with your opposite, nonpreferred hand, but imagine how hard it would be if you had to write with it all day.

Similarly, you're naturally inclined to favor one of the two opposites in each of the four preference pairs. You use both opposites at different times, but not both at once and not with the same confidence. When you use your preferences, you are generally at your best and feel most competent, natural, and energetic.

THE FOUR MYERS-BRIGGS® PREFERENCE PAIRS

EXTRAVERSION	e	or	i	INTROVERSION	Opposite ways to direct and receive energy
SENSING	s	or	n	INTUITION	Opposite ways to take in information
THINKING	t	or	f	FEELING	Opposite ways to decide and come to conclusions
JUDGING	j	or	p	PERCEIVING	Opposite ways to approach the outside world

Your Myers-Briggs personality type represents your natural preferences in the four aspects of personality described, which account for the natural differences between people. People tend to develop behaviors, skills, and attitudes associated with their type, and individuals with types different from yours will likely be opposite to you in many ways. *There is no right or wrong to these preferences.* Each identifies normal and valuable human behaviors, and each type has its own potential strengths, as well as its likely blind spots.



The MBTI® Preferences

In the following tables, highlight the element in each preference pair that best describes your natural way of doing things—the way you are outside of any roles you might play in life, when you are just being yourself.

THE E–I PREFERENCE PAIR | How do you direct and receive energy?

e	EXTRAVERSION	i	INTROVERSION
<p>People who prefer Extraversion like to focus on the outside world. They direct their energy and attention outward and get energized by interacting with people and taking action.</p>		<p>People who prefer Introversion like to focus on their own inner world. They direct their energy and attention inward and are energized by reflecting on their own and others’ ideas, memories, and experiences.</p>	
<p>Characteristics associated with people who prefer Extraversion:</p>		<p>Characteristics associated with people who prefer Introversion:</p>	
<ul style="list-style-type: none"> Drawn to the outside world Prefer to communicate by talking Work out ideas by talking them through Learn best through doing or discussing Have broad interests Tend to be sociable and expressive Readily take initiative in work and relationships 		<ul style="list-style-type: none"> Drawn to their inner world Prefer to communicate in writing Work out ideas by reflecting on them Learn best by reflection, mental “practice” Focus in depth on a few interests Tend to be private and contained Take initiative selectively—when the situation or issue is very important to them 	

THE S–N PREFERENCE PAIR | How do you take in information?

s	SENSING	n	INTUITION
<p>People who prefer Sensing like to take in information that is real and tangible—what they perceive using the five senses. They pay close attention to what is going on around them and are especially attuned to practical realities.</p>		<p>People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They look for patterns and are especially attuned to seeing new possibilities.</p>	
<p>Characteristics associated with people who prefer Sensing:</p>		<p>Characteristics associated with people who prefer Intuition:</p>	
<ul style="list-style-type: none"> Oriented to present realities Factual and concrete Focus on what is real and actual Observe and remember specifics Build carefully and thoroughly toward conclusions Understand ideas and theories through practical applications Trust experience 		<ul style="list-style-type: none"> Oriented to future possibilities Imaginative and verbally creative Focus on the patterns and meanings in data Remember specifics when they relate to a pattern Move quickly to conclusions, follow hunches Want to clarify ideas and theories before putting them into practice Trust inspiration 	



THE T–F PREFERENCE PAIR | How do you decide and come to conclusions?

t THINKING

People who prefer Thinking like to decide things by looking at the logical consequences of their choice or action. They want to mentally remove themselves from the situation so they can examine the pros and cons objectively. They enjoy analyzing what’s wrong with something so they can solve the problem. Their goal is to find a standard or principle that will apply in all similar situations.

Characteristics associated with people who prefer Thinking:

- Analytical
- Use cause-and-effect reasoning
- Solve problems with logic
- Strive for an objective standard of truth
- Reasonable
- Can be “tough-minded”
- Fair—want everyone treated equally

f FEELING

People who prefer Feeling like to decide things by considering what’s important to them and to others involved. They mentally insert themselves into the situation to identify with everyone so they can make decisions that honor people. They enjoy appreciating and supporting others and look for qualities to praise. Their goal is to create harmony and treat each person as a unique individual.

Characteristics associated with people who prefer Feeling:

- Guided by personal and social values
- Assess impacts of decisions on people
- Strive for understanding, harmony, and positive interactions
- Compassionate
- May appear “tenderhearted”
- Fair—want everyone treated as an individual

THE J–P PREFERENCE PAIR | How do you approach the outside world?

j JUDGING

People who prefer Judging like to live in a planned, orderly way. They want to make decisions, come to closure, and move on. Their lives tend to be structured and organized, and they like to have things settled. Sticking to a plan and schedule is very important to them, and they enjoy getting things done.

Characteristics associated with people who prefer Judging:

- Scheduled
- Organize their lives
- Systematic
- Methodical
- Make short- and long-term plans
- Like to have things decided
- Try to avoid last-minute stress

p PERCEIVING

People who prefer Perceiving like to live in a flexible, spontaneous way, and want to experience and understand life rather than control it. Detailed plans and final decisions feel confining to them; they prefer to stay open to new information and last-minute options. They enjoy being resourceful in adapting to the opportunities and demands of the moment.

Characteristics associated with people who prefer Perceiving:

- Spontaneous
- Flexible
- Casual
- Open-ended
- Adapt, change course
- Like things loose and open to change
- Find last-minute pressures energizing

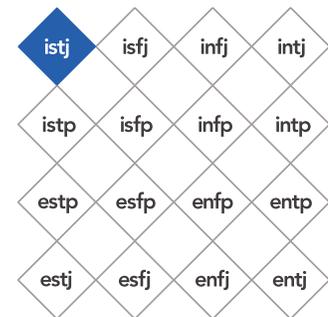
What Is Your Type?

The first step in figuring out which Myers-Briggs type fits you best is to put together the preferences you chose as you were listening to an explanation or reading about the preferences in this report.

The MBTI assessment uses letters to represent the preferences, so you can estimate your type by combining the letters next to the preferences you highlighted. For example, suppose you highlighted the letters I, S, T, and J.

ISTJ = People who tend to...

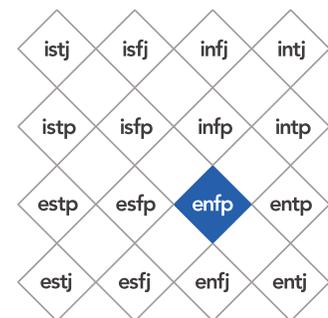
-  Pay attention to and get energized by their inner world
-  Like information that is real and tangible
-  Use logical analysis in decision making
-  Like a structured and planned life



A person with opposite preferences on all four preference pairs would have highlighted the letters E, N, F, and P.

ENFP = People who tend to...

-  Pay attention to and get energized by the outside world of people and activity
-  Like to see patterns and connections, the big picture
-  Use personal and social values in decision making
-  Like a flexible, adaptable life



There are 16 possible combinations of the MBTI preferences, leading to 16 different personality types.

First hypothesis: Your self-estimate of type based on listening or reading:

Second hypothesis: Your MBTI results report the preferences you chose when you completed the assessment. This is called your *reported type*.

Your reported type on the MBTI assessment:



Your Myers-Briggs® Personality Type

Your answers to the questions on the MBTI assessment show which preference in each of the four pairs of opposites you prefer.

Your reported Myers-Briggs personality type
ESTJ

Your preferences
Extraversion | Sensing | Thinking | Judging

THE WAY YOU DIRECT AND RECEIVE ENERGY

Extraversion

People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.



Introversion

People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

THE WAY YOU TAKE IN INFORMATION

Sensing

People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.



Intuition

People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

THE WAY YOU DECIDE AND COME TO CONCLUSIONS

Thinking

People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.



Feeling

People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

THE WAY YOU APPROACH THE OUTSIDE WORLD

Judging

People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.



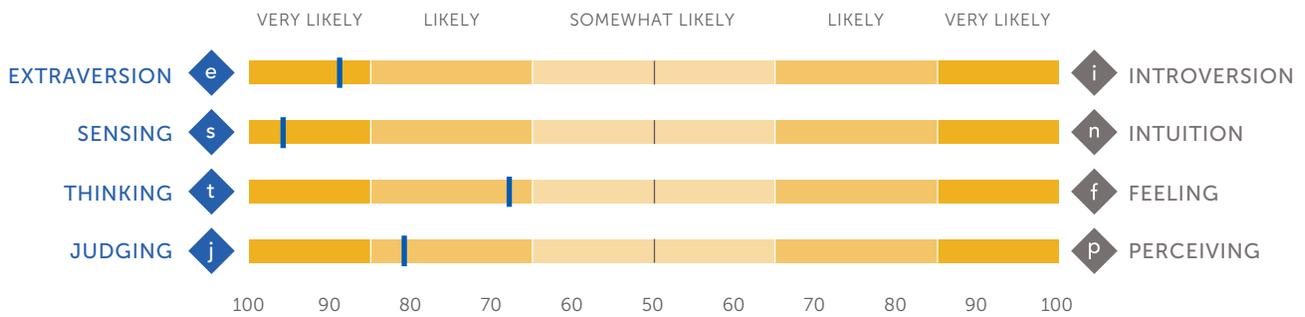
Perceiving

People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.



Your MBTI responses indicate not only your preferences, but also the probability that your reported preferences really do fit you. The graph below shows the probability index for each of your preferences. The closer the blue marker is to a preference, the greater the probability that the preference describes you well. The probability index does not measure how much of a preference you have or how well you use that preference. It simply shows how likely it is that the preference you reported is accurate for you.

PROBABILITY INDEX FOR EACH OF YOUR MBTI® PREFERENCES



PROBABILITY: EXTRAVERSION | 89 SENSING | 96 THINKING | 68 JUDGING | 81

Because a variety of influences, such as work responsibilities, family demands, and any number of other pressures, may have affected the way you answered the MBTI questions, the results you received may not entirely fit you. If that is the case, work with your Myers-Briggs practitioner, who can assist you in finding the type that fits you best.



Verifying Your Type

The MBTI assessment is one of the most reliable and valid personality tools available, but no assessment is perfect. Because of this, it is important that you verify your “best-fit” type—the four-letter combination that best describes your natural way of doing things. Your self-estimate and your reported type are considered hypotheses at this point—best guesses about your personality type—and they may not agree. Although most people agree with their MBTI results, it is not unusual for people’s self-estimated and reported types to differ on one or more of the preferences.

Your task now is to verify your “best-fit” type: the four-letter combination that best describes you. Read the Characteristics Frequently Associated with Each Type on the next page to confirm your choice, then write the corresponding type code in the space below.

Your Best-Fit Type

Applying Your Myers-Briggs® Results to Enhance Your Personal Impact

The rest of this report presents information to help you understand the impact of your personality type in key areas of your life. It highlights the influence your type has on how you work, communicate, and interact; make decisions and lead others; and handle conflict, stress, and change. Throughout, the report suggests ways for you to develop and strengthen your awareness and effectiveness.



CHARACTERISTICS FREQUENTLY ASSOCIATED WITH EACH TYPE

ISTJ	ISFJ	INFJ	INTJ
<p>Quiet, serious, succeed by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.</p>	<p>Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.</p>	<p>Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.</p>	<p>Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.</p>
ISTP	ISFP	INFP	INTP
<p>Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.</p>	<p>Quiet, friendly, sensitive, and kind. Enjoy the present moment, what’s going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, don’t force their opinions or values on others.</p>	<p>Idealistic, loyal to their values and to people who are important to them. Want to live a life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.</p>	<p>Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.</p>
ESTP	ESFP	ENFP	ENTP
<p>Flexible and tolerant, they take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.</p>	<p>Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.</p>	<p>Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.</p>	<p>Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.</p>
ESTJ	ESFJ	ENFJ	ENTJ
<p>Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.</p>	<p>Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.</p>	<p>Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.</p>	<p>Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.</p>

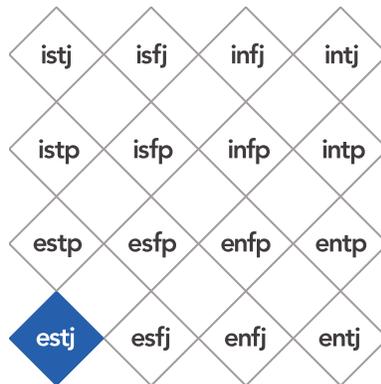


Your Work Style

The descriptions presented below for your type relate to your work preferences and behaviors.

When reviewing this information, keep in mind that the MBTI assessment identifies preferences, not abilities or skills. There are no “good” or “bad” types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution.

ESTJ WORK STYLE HIGHLIGHTS



ESTJs are logical, analytical, decisive, and tough-minded individuals who use concrete facts in systematic ways. They enjoy working with others to organize the details and operations well in advance to get the job done.

- | | | |
|-------------------|------------------|---------------------|
| Decisive | Logical | Responsible |
| Direct | Objective | Structured |
| Efficient | Organized | Systematic |
| Gregarious | Practical | Task focused |

Contributions to the Organization

- See, point out, and correct flaws in advance
- Critique programs in a logical, objective way
- Organize the process, product, and people to achieve goals
- Monitor to determine that the job is done correctly
- Follow through in a step-by-step way

Problem-Solving Approach

- Want to logically analyze and control situations based on pertinent facts and relevant details
- May need to look at the broader picture and the impact on people and yourself for optimal results



Preferred Work Environments

- Contain hardworking people determined to get the job done properly
- Are task oriented and committed
- Offer organization and structure
- Have team projects
- Provide stability and predictability
- Focus on efficiency and productivity
- Reward meeting goals

Preferred Learning Style

- Active, hands-on, and done in a structured way
- Practical and focused on something you can use

Potential Pitfalls

- Deciding too quickly and pressuring others to do so too
- Ignoring the need for changing things that you believe are already working
- Overlooking the interpersonal niceties in getting the job done
- Being overtaken by your emotions when you ignore your own feelings and values for too long

Suggestions for Developing Your Work Style

- May need to consider all sides before deciding, including factoring in the human element
- May need to prod yourself to look at the benefits of what others want to change
- May need to make a special effort to show appreciation to others
- May need to take time away from work to reflect on and identify your feelings and values



Your Communication Style

The information presented below for your type relates to how you generally tend to communicate.

It is designed to help raise your awareness of your natural communication style and its impact on others so that you can develop strategies for communicating more effectively in your business and personal interactions.

Communication Highlights

- Are matter-of-fact, results oriented, and focused on completing the task at hand
- Take control of projects; procure, manage, organize, and coordinate resources
- Keep things on track and according to plan; get the work done efficiently
- Seek or create structure; provide clear rules, procedures, standards, and expectations
- Are observant and pay attention to accuracy and details

At First Glance

- Solve immediate problems and achieve clearly defined, tangible results
- Use resources effectively; make the best of existing systems and structures
- Use past experiences as a reference point for current analysis and decision making
- Work the plan; use structure, schedules, and standard operating procedures
- Hold to clear standards and live by them strictly

What You Want to Hear

- Concrete, specific facts and details relevant to the task at hand
- Direction through a clearly defined chain of command with competent leadership
- Logical, sequential, practical information
- Accurate and precise data from reliable sources
- Goals and priorities that are defined realistically, clearly, and specifically

When Expressing Yourself

- Are quick to question ideas and facts
- Enjoy discussion, debate, and competition
- Don't hesitate to share opinions and adopt a take-charge approach
- Act and take control of the tasks within your area of responsibility
- Are to the point and can be outspoken, abrupt, or impersonal



Giving and Receiving Feedback

- Point out deviations or inaccuracies; give more negative than positive feedback
- Are impatient with inefficiency, poor planning, or working too slowly
- Confront nonconformists and those who don't follow
- Are critical if others don't fulfill responsibilities or complete their share of work
- Set high standards for yourself and others

Potential Blind Spots	Suggested Remedies
Your sense of responsibility may result in your being overcommitted.	Learn to say no to additional roles.
You tend to see things as black or white and thus can be uncomfortable with change and ambiguity.	Accept change and uncertainty as reality and incorporate them into your plans.
Being logical and practical, you can sometimes be surprised when others include situational factors in decisions or actions.	Learn to incorporate these variables into your decision-making process. Develop rapport and build relationships with your co-workers.
You may not recognize that expedience and efficiency are not always effective.	Take into account longer-term consequences of actions. The ideal long-term solution may take longer to implement but may have greater payoff.
In your drive to maintain the status quo, you may reject adapting procedures to suit different situations.	Find ways to incrementally change systems so that you can preserve what works while accepting modifications, as long as standards aren't compromised.
In your drive to produce immediate results, you may dismiss some co-workers as slow or unproductive because the way they work and communicate is different.	Have patience with other styles. Not everyone is results driven in the same way that you are. Some people will be more productive working in a less steady and more cautious way.
Your need for clear roles and responsibilities may seem out of place in the team-based, shared-responsibility structure common in many organizations.	Define clear roles, responsibilities, and accountabilities for yourself in settings that lack hierarchical supervision. With your team, discuss and validate roles and how to be accountable.

Suggestions for Developing Your Communication Style

- Determine which of the blind spots above describe your behavior when communicating or interacting at work.
- Ask yourself whether any of these behaviors are hindering your performance. If yes, try the suggested remedies and ask someone you trust for feedback to chart your progress.



Your Team Style

Your MBTI results can help you better understand how you tend to work on a team and improve the quality of your team interactions.

Use this information to gain insight into your strengths as a team member, your potential challenges, and how you might enhance your contributions to teams in various areas of your work and life.

Your Team Member Strengths

- Making sure all relevant facts have been identified and presented
- Reminding the team what has and has not worked before
- Keeping track of commitments and following through on them
- Pointing out flaws and inconsistencies
- Setting clear, tangible, realistic goals
- Developing detailed, methodical plans for implementation
- Setting realistic deadlines and milestones
- Devising ways to measure progress and ensure accountability
- Organizing people and resources to get the job done efficiently
- Analyzing problems logically and objectively
- Being assertive and voicing your opinion
- Staying focused on the task

Suggestions for Developing Your Team Contributions

- Determine which of these behaviors describe you and consider how they are working for you. How might you use those behaviors to help in a team context?
- Highlight in the list above those behaviors you use when on a team. Are any of your natural strengths not being brought to the team?
- Consider how your strengths can help the teams you serve on achieve their objective.



Potential Blind Spots	Suggested Remedies
May overwhelm or steamroll others who are not as outspoken	Work hard to present your opinions as alternatives rather than as the final word
May become impatient with long discussions, cut people off, and not give all team members a chance to contribute	Explicitly ask each team member for his or her ideas and reflect back what you heard, then summarize and move on
May automatically quash new ideas just because they haven't been tried before	Don't immediately reject an untried idea; be willing to engage in trial-and-error experiments to see whether something new might work
May fail to reward or show appreciation for the contributions of team members	Keep written notes on the contributions of others and then schedule a time to acknowledge them
May have difficulty negotiating win-win solutions	Take a course on negotiation so that you can broaden your negotiating style
May want to stick to your plan even if changes might result in improvement	Analyze the disadvantages of not changing your plan

Additional Suggestions for Developing Your Team Contributions

- Determine which of the blind spots in the chart describe your behavior when working as part of a team.
- Ask yourself whether any of these behaviors are hindering team performance. If yes, try the suggested remedies and ask a team member you trust for feedback to chart your progress.

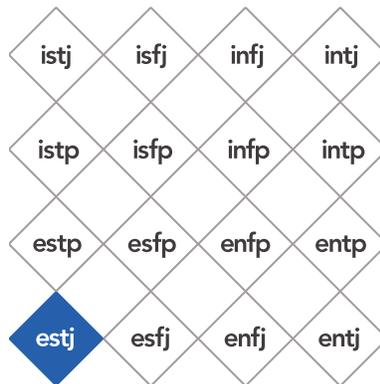


Your Decision-Making Style

The information below is intended to help you see the impact of your personality preferences on your decision-making style.

It is important to remember that all personality types and decision-making styles are equally valuable and that no one type can be characterized as the best decision maker. Use this information to learn about and appreciate your natural style and acquire strategies to make both your individual and group decision making more successful and comprehensive.

ESTJ DECISION-MAKING STYLE HIGHLIGHTS



Logical, directive, and organized, ESTJs work well when they can marshal and manipulate resources, implement plans, and accomplish tasks. They find and correct flaws, monitor events, and hold everyone accountable. Hardworking and responsible, they seek practical, realistic solutions to difficulties. During decision making ESTJs typically want to know, "What is the most sensible choice?"*

Your Decision-Making Strengths

- Defining criteria and objectives for what would best serve the bottom line
- Striving to get things moving, gathering relevant people and resources
- Investigating data from traditional and authoritative sources
- Creating lists, models, and schedules to outline possible options
- Making decisions that are realistic, practical, and reasonable
- Committing energetically and enthusiastically to decisions
- Showing consistency of word and deed
- Working tirelessly to ensure that a decision is carried out despite obstacles
- Assessing critically whether the decision brought about the results that were anticipated
- Retracing steps, seeing where you could have done more or worked harder

* Used by permission from Elizabeth Hirsh, Katherine W. Hirsh, and Sandra Krebs Hirsh, *Introduction to Myers-Briggs® Type and Teams*, 3rd ed. (Sunnyvale, CA: The Myers-Briggs® Company, 2003, 2016), p. 11.



Potential Challenges During Decision Making

- Limiting your focus to what can be quantified or proven
- Cutting short time for contemplation in order to act quickly
- Expecting that a right or absolute answer already exists
- Overlooking larger meanings in your zeal to break down and classify options
- Focusing on utilitarian options, undervaluing your own or others' creative impulses
- Believing that once a logical option is found, nothing else needs to be considered
- Expecting everyone to go about implementation in the same way
- Forgetting to ask about or factor in others' emotional reactions
- Neglecting to check whether the process was satisfactory for people
- Failing to recognize that what went wrong was beyond your efforts or control

Suggestions for Developing Your Decision-Making Style

- Stay open to divergent viewpoints by asking others for new or nontraditional ideas
- Realize that letting a day or two go by without acting may result in fewer missteps long-term
- Recognize that some situations are so new that reliable information is not available
- Remember to pause to consider the big picture before dismissing an option
- Consider imaginative as well as traditional options as a way to improve decisions
- Take time to think about whether people's needs will be served before finalizing decisions
- Recognize that letting others take action in their own way can bolster enthusiasm
- Remember to find out whether others' silence is signaling agreement or resistance
- Keep in mind that a good outcome with an unpleasant process will alienate others
- Realize that some challenges cannot be overcome no matter how vigorous the attempt

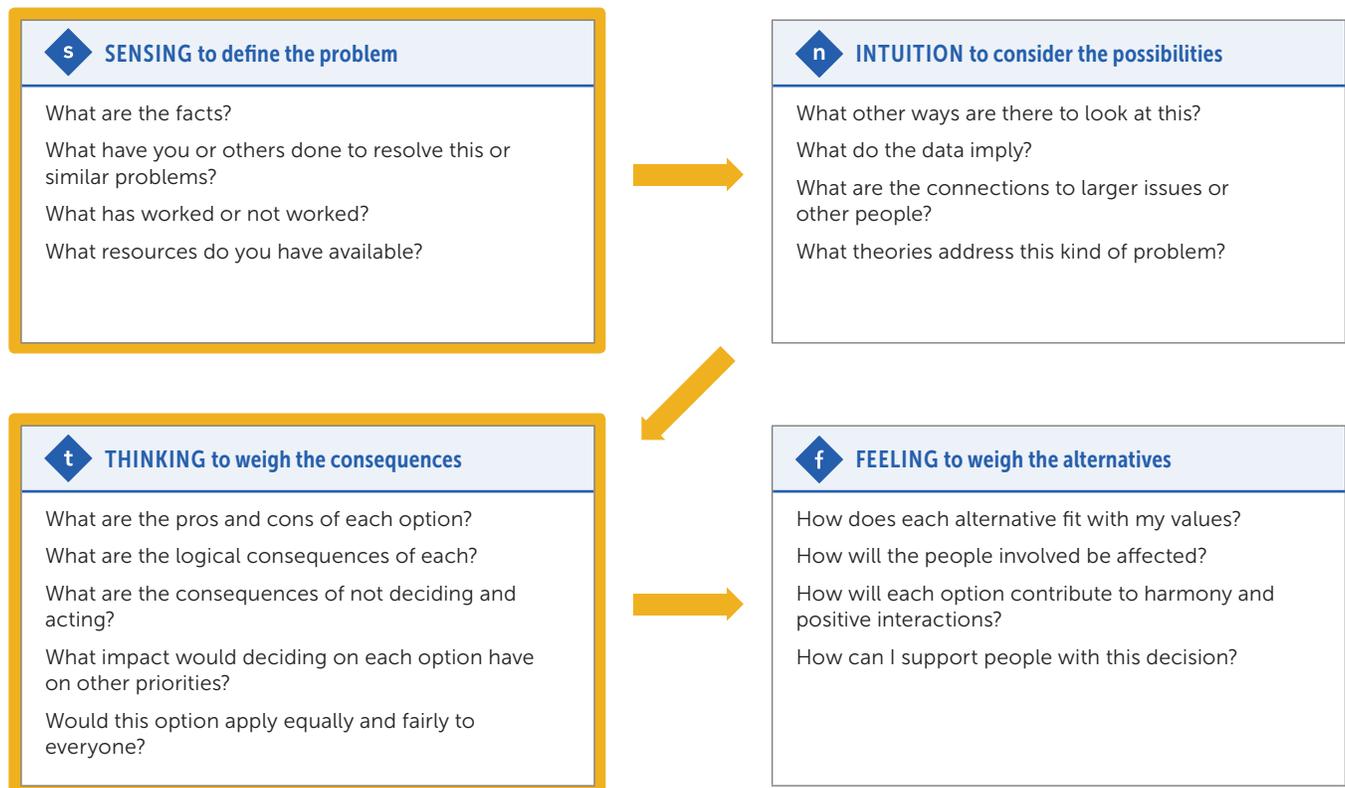
Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. Sound decisions use both kinds of perception—Sensing and Intuition—in order to gather all useful information and both kinds of judgment—Thinking and Feeling—to ensure that all factors have been weighed. Because we naturally prefer one particular kind of perception and one kind of judgment, we are likely to focus on our preferred ways and overlook the positive contributions of our nonpreferred ways.

Isabel Briggs Myers believed that the best way to make a decision is to use all four of these preferences deliberately and in a specific order. This decision-making sequence is shown below.

- #1 Use **Sensing** to define the problem
- #2 Use **Intuition** to consider all the possibilities
- #3 Use **Thinking** to weigh the consequences of each course of action
- #4 Use **Feeling** to weigh the alternatives

Your preferences are highlighted in the graphic. Follow the steps, noting the important questions to ask at each stage. After completing the process, you should be able to make and act on a final decision. At an appropriate point after implementation, be sure to evaluate the results by reviewing your consideration of the facts, possibilities, impacts, and consequences.





Your Leadership Style

The type information below is designed to help you see the impact of your personality preferences on your leadership style.

Assets and challenges characteristic of your MBTI type are presented, as well as suggestions you can use to stretch your development.

SETTING DIRECTION

Assets	Challenges
Deciding on a direction quickly, seemingly starting at the end point	Tending to avoid long discussions of options and revisiting decisions, even when new information would make it prudent
Knowing exactly what needs to be accomplished to achieve clearly defined objectives	Having a hard time creating a vision or direction that describes the ideal rather than the practical
Being able to identify what is practical to implement	Struggling to articulate a direction in a way that inspires a broad audience
Creating plans thoroughly and quickly, modeling for others the planning standards they value	Leaping so quickly to the "right" answer that you lose the benefit of others' input and support for the plan

INSPIRING OTHERS TO FOLLOW

Assets	Challenges
Setting high standards and providing clearly defined roles so that others know what is expected of them	Being impatient with people who decide or act more slowly than you do, even judging them to be less bright than they are
Using goals and plans to motivate people and enlist their assistance	Being outspoken and even blunt, not liking to mince words or waste time
Being generally concise and clear in your communication	Giving more corrective than positive feedback, which can leave people feeling criticized even when that wasn't the intention
Enjoying working with others, especially when things are going well, taking pride in being part of a community	Driving others too hard, damaging relationships to the point that colleagues will hesitate to offer valuable counterviews when they have them

MOBILIZING ACCOMPLISHMENT OF GOALS

Assets	Challenges
Having the ability to outline clear, efficient, structured plans to reach intended goals	Accepting doing things the way they've always worked, rather than looking for a better process
Focusing doggedly on the goal and following up to ensure that progress is on track	Micromanaging if work seems off schedule, alienating others and hindering accomplishment
Being extremely effective at following your plans and meeting deadlines	Being more focused on the tasks to be done than the people doing them, causing you to ignore development needs until progress is being hampered
Deploying resources efficiently in getting tasks done	



Suggestions for Developing Your Leadership Style

- **Strategic thinking.** Learn to ask how the task at hand relates to other tasks, other parts of the organization, and even other industries. When you read the news, think about how current events might affect your organization down the road.
- **Communication.** Find out how to soften your usually forceful ways of communicating. Ask more questions—and then wait for the answers—to see what you can learn from others.

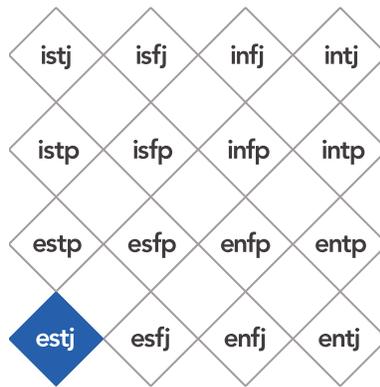


Your Conflict Style

Your MBTI results shed light on how you typically approach and deal with conflict.

Incorporating type awareness and an understanding of your natural style can help you be better prepared to more effectively and sensitively approach, communicate during, and resolve conflict situations.

ESTJ CONFLICT STYLE HIGHLIGHTS



ESTJs typically view conflict as something that needs to be dealt with quickly so that they can get on with life. Reaching closure is important to them, even if it means not achieving all that they had wanted to, feeling it is better to move on than to get bogged down in ongoing conflict. In a conflict situation, which typically involves authority issues, they will apply what they have learned from previous experiences.

Your Strengths in Managing Conflict

- Acting in a practical and responsible way and needing to bring about order and efficiency
- Offering a commonsense, pragmatic approach and trying to avoid leaving any loose ends
- Being fair-minded, making decisions based on a wealth of experience, and being willing to make tough, even unpopular, decisions

What You Need from Others

- Respect for existing rules and structure, as these are usually in place for a good reason
- Willingness to look at conflict objectively and not personalize an issue
- Follow-through on their commitments and agreement that when a conflict is over, it is over



How Others Tend to See You

- Practical, hardworking, and reliable; someone who readily takes charge
- Sometimes overpowering, particularly in a conflict situation when you want to move things along quickly
- When you are under stress: prickly or unusually resistant, resulting from uncharacteristic self-doubt and hypersensitivity to rejection

Suggestions for Developing Your Conflict Style

- Spend more time defining the problem and hearing other perspectives
- Be willing to sometimes make exceptions to the rules
- Don't be impatient to wrap things up too quickly, as others will likely want to revisit the situation
- Remember to balance critique with appreciation so others don't reject your opinions and, ultimately, you



How Stress Impacts You

Use the information below to learn about how your MBTI preferences impact how you tend to experience and react to stress.

This understanding can support your ability to manage productively and effectively the stresses that come with everyday work and life.

Stressors

- Not having control of your own time and schedule
- Being with incompetent, irresponsible, indecisive people
- Having to deal with others' bad decisions
- Being personally attacked or unjustly criticized
- Being in a disorganized, chaotic environment
- Coping with constantly changing goals and procedures
- Being with highly sensitive, overly emotional people

Signs of Stress

- Behaving in an angry, short-tempered, irritable manner; exploding
- Having emotional outbursts
- Being hypersensitive, easily hurt, overly sentimental
- Becoming quiet, withdrawn, uncommunicative
- Feeling insecure, self-doubting, overwhelmed
- Worrying that people dislike you
- Feeling unappreciated, taken for granted

MANAGING STRESS

Best ways to manage your stress	Worst ways for you to respond to stress
Engage in physical exercise, especially with a group Take a break, read a good book, or watch an engrossing movie Relax with friends in a new setting, find a change of scenery Spend some time alone to calm down, get a grip, rest Talk to an uninvolved, trusted person for a reality check Treat the situation as a problem to be solved; reframe your efforts; identify a new perspective	Isolate yourself Refuse to ask for help Take on more work and responsibilities, even if you believe you should Take it out on uninvolved people, such as family members Keep thinking obsessively; engage in unproductive, circular thinking



Your Approach to Change

The charts below help you more fully understand the impact of your MBTI type on how you tend to react and respond during times of change and transition.

Awareness of needs, typical reactions, and contributions can help you develop the resiliency and flexibility needed to feel and be more effective as you both experience and manage change.

IN TIMES OF CHANGE

Needs during change	Reactions when needs are not met
<ul style="list-style-type: none"> To know the who, what, when, where, and why To understand the purpose of the change—to be given the logic and data behind it Opportunities to plan the actions to be taken and then carry them out—just do it! Commitment and accountability from everyone Access to necessary resources 	<ul style="list-style-type: none"> Become critical and judgmental of others Make decisions and cut off options too quickly Become bossy, telling others what they should be doing Have little patience for the feelings of others

WHEN DEALING WITH LOSSES

Contribute by	Have difficulty with
<ul style="list-style-type: none"> Accepting losses if they are reasonable Getting things done Covering all the bases, leaving no loose ends Bringing closure to what is ending Letting go of the past 	<ul style="list-style-type: none"> Remembering to take emotions into account Being patient, waiting for others to catch up Ambiguity and lack of clarity People who are having a hard time letting go Incompetence

DURING THE TRANSITION PERIOD

Typical reactions	Tend to focus on
<ul style="list-style-type: none"> Want to get started, "just do it" Want goals and a time frame—organization! Need to be informed and updated constantly Feel impatient, seldom see the need for a transition period 	<ul style="list-style-type: none"> Continually looking for and building structure Details and the end result What is needed to move ahead Marshaling resources Your role in the change and possible benefits for you

DURING THE START-UP PHASE

Obstacles to starting	Contribute by
<ul style="list-style-type: none"> Having no plan in place The politics of the issues Being expected to deal with things other than your own tasks and responsibilities People who are not ready to move on Others who "drop the ball" and do not fulfill their responsibilities 	<ul style="list-style-type: none"> Being dependable and thorough Providing the plan and structure Pushing to get going Being direct and honest Getting things done



This MBTI report was selected for you by your experienced MBTI practitioner to help guide your continued development and promote your personal and professional success.

The report was derived from the following sources:

Introduction to Myers-Briggs® Type (7th ed.) by Isabel Briggs Myers.

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