



Myers-Briggs Type Indicator® Stress Management Report

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European Edition

Report prepared for
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Introduction

This report uses your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment to describe how you are likely to experience and react to stress. It also suggests ways you can manage stress successfully. The MBTI instrument, developed by Isabel Briggs Myers and Katharine Cook Briggs based on Carl Jung's theory of psychological types, has been used for more than 60 years to help people understand their unique personality. For more than 20 years, it has been used to identify and describe the natural stress reactions of the sixteen types.

The personality types described by Myers and Briggs result from natural, healthy differences in the way people's minds work and the way they view themselves and the world. These same natural differences can be observed when people of each of the sixteen types experience and react to stress.

This Report Can Help You

- **Recognize that the ways you behave, react to others, and generally look at life when you are experiencing stress are different than when you are *not* experiencing stress**
- **Become aware of circumstances or events that are likely to trigger your stress reactions**
- **Identify the most and least effective ways for you to deal with stress and your stress reactions**
- **Identify the most and least helpful ways for others to respond to your stress reactions**
- **Learn from your stress experiences and reactions so you can modify them rather than be controlled by them**

Some people are concerned that their stressed, out-of-character behavior indicates that something is seriously wrong with them. If this is true for you, be assured that this report will allay any such fears you may have. Your stress reactions are predictable, natural, and healthy for your personality type, and they are temporary and manageable.

How Your MBTI® Stress Management Report Is Organized

- **Summary of Your MBTI® Results**
- **Your Natural Personality Characteristics**
- **Your Stressed Personality Characteristics**
- **How Your Stressed Personality Is Triggered**
- **Handling Your Stress Reactions**
- **How Others Can Support You When You Are Stressed**
- **Learning from Your Stress Reactions**

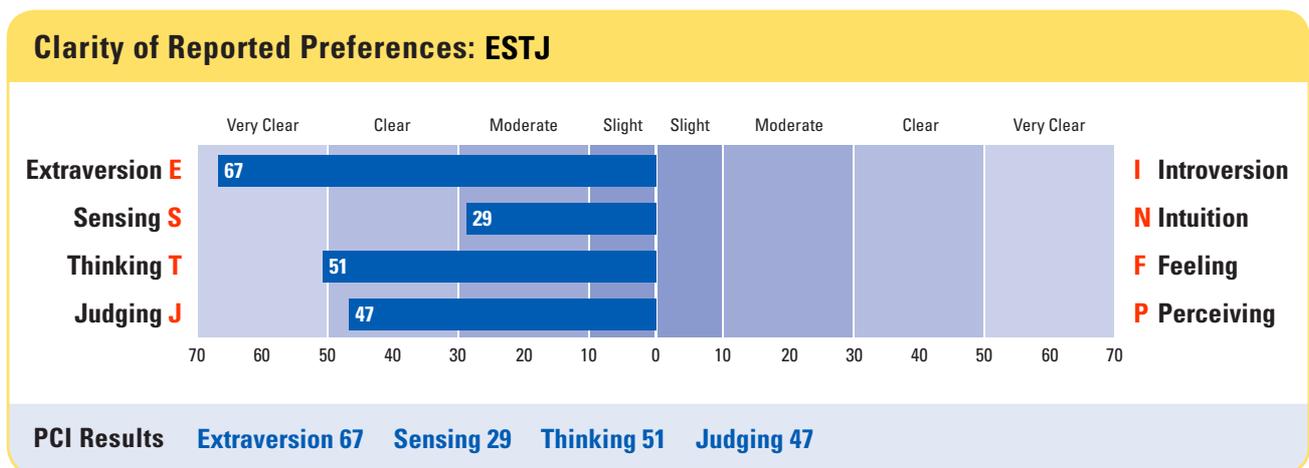


Summary of Your MBTI® Results

The MBTI instrument identifies two opposite ways in which people focus their attention, take in information, make decisions, and deal with the outer world. Individuals use all eight of these opposites at least some of the time, but they tend to prefer one element in each pair over the other and to feel most comfortable and energized when they use their preferences. Your four preferences combine and work together to form your natural personality type. The pairs of opposite preferences are shown below, as is the type you reported when you responded to the MBTI items.

Reported Type: ESTJ			
Where you focus your attention	E Extraversion People who prefer Extraversion tend to focus on the outer world of people and activity.	I Introversion People who prefer Introversion tend to focus on the inner world of ideas and impressions.	
The way you take in information	S Sensing People who prefer Sensing tend to take in information through the five senses and focus on the here and now.	N Intuition People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities.	
The way you make decisions	T Thinking People who prefer Thinking tend to make decisions based primarily on logic and on objective analysis of cause and effect.	F Feeling People who prefer Feeling tend to make decisions based primarily on values and on subjective consideration of person-centered concerns.	
How you deal with the outer world	J Judging People who prefer Judging tend to like a planned and organized approach to life and want to have things settled.	P Perceiving People who prefer Perceiving tend to like a flexible and spontaneous approach to life and want to keep their options open.	

The following bar graph shows how consistently you chose one side of each preference pair over its opposite when completing the MBTI instrument. The longer the bar, the more clearly you reported your preference. The shorter the bar, the less clearly you reported your preference.



Results on any self-assessment tool can be influenced by many factors, so it is possible that your natural preferences were not accurately identified when you responded to the MBTI items. If the information in this report does not fit you well, your type professional can help you determine which type fits you best.



Your Natural Personality Characteristics

The parts of your personality type, ESTJ—Extraversion, Sensing, Thinking, and Judging—combine and work together to describe people as shown in the chart below.

What ESTJs Are Usually Like

- Committed to maintaining high standards for themselves and others
- Attracted to leadership roles, comfortable taking charge
- Naturally inclined to be critical
- Focused on skills and abilities, hate incompetence
- More concerned with being respected than with being liked
- Enthusiastic problem solvers
- Drawn to organization and clear communication
- Turned off by excessive displays of emotion

ESTJs tend to decide when, where, and how to focus their energy by considering current realities, relevant facts, and life experiences that will help them implement what they believe will work best as efficiently and effectively as possible. Their emphasis is often on improving a procedure or managing people and tasks more productively. The impressions they leave with others are shown below.

How Others Describe ESTJs

- Decisive, able to get things done
- Confident and competent
- Goal oriented, focused on the bottom line
- Consistent, meet deadlines
- Responsible and reliable
- Sometimes insensitive to others' feelings

What Happens When You Experience Stress

Stress drains your energy, causing you to lose confidence in your tried-and-true ways of behaving and solving problems. At first you may try harder and harder to do what usually works for you, which may lead you to exaggerate your natural personality type. As an ESTJ, you may become increasingly demanding, overbearing, and hypercritical, with little evidence to back up your judgments. As you continue to lose your connection to your natural, comfortable personality, you may instinctively, without any awareness, adopt a completely different approach, using the very opposite of your usual type preferences. When this happens, you may be described as being “in the grip” of your most inexperienced, childish, negative side. The following pages show how this works for you.



Your Stressed Personality Characteristics

Just as you tend to be most comfortable and energized when you use the four preferences that combine and work together to form your natural personality type, so you are likely to feel uncomfortable, awkward, and unmotivated when you use your four opposite, less experienced, *nonpreferences*. Your four nonpreferences combine and work together to produce the characteristics of your stressed personality type, which for an ESTJ combines Introversion, Intuition, Feeling, and Perceiving—the exact opposite of your natural, comfortable type. When this happens, you are likely to show the reactions listed below.

Signs of Stress in ESTJs

- 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 them
- Feeling unappreciated, taken for granted

Many of these characteristics are exaggerations and distortions of the qualities that describe a mature, well-functioning person of your opposite type, INFP. A well-developed, effective INFP is described below.

What Your Opposite Type Is Usually Like

- Private and hard to read
- Caring about people, sensitive to their feelings and needs
- Creative, innovative
- Accepting and supportive of others' views and behaviors
- Passionate about their deeply held values
- Likely to look for what is good in people and minimize their faults
- Quiet, unassuming, but able to persuade others when the issue at hand is important to them

You can probably see that it would be hard to detect the mature, well-developed, effective qualities of a natural INFP from the behavior of your stressed, in-the-grip personality.



How Your Stressed Personality Is Triggered

Although there are life conditions that everyone finds to be stressful, the stress responses of some types can be triggered by events and circumstances that a different type may experience as desirable and energizing. As an ESTJ, you probably find one or more of the following to be upsetting or objectionable enough to cause your out-of-character, in-the-grip personality to emerge.

ESTJ 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

Stress-Related Cautions for ESTJs

People who live and work with ESTJs are often slow to recognize stress in this type, as ESTJs typically do not show outward signs of their altered state. They seem able to persevere and get the job done even while feeling overwhelmed with unfamiliar emotions and perceptions. Their stress responses, when they do occasionally erupt, tend to be relatively short-lived. Being natural problem solvers, ESTJs who become aware of a repetitive pattern of in-the-grip responses use these often mortifying experiences to learn what they need to do to prevent or minimize future episodes.

Of the sixteen types, ESTJs are highest on a measure of planning for future events, lowest on a measure of taking a flexible approach, and least likely to see themselves as a failure. In dealing with stress, they are least likely of the types to use sleeping or talking to a professional as a coping strategy.



Handling Your Stress Reactions

Just as each type's stress reactions are triggered by different circumstances and events, so each type typically finds particular ways of handling stress to be quite effective and other ways to be ineffective or to make matters worse.

As an ESTJ, when you are overwhelmed by stress you may find that using one or more of the following suggestions will help you return to your natural, comfortable type.

Best Ways for ESTJs to Manage 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

As an ESTJ, you may find that one or more of the following behaviors hinder your efforts to return to your natural, comfortable type and may even make things worse for you.

Worst Ways for ESTJs to Respond to Stress

- 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



How Others Can Support You When You Are Stressed

People often assume that what helps them when they are stressed will work for everyone. Those who care about you, even when they know you well, may try to alleviate your stress by treating you the way they would like to be treated when they are experiencing stress. Sometimes this approach works—a friend, family member, or colleague may say or do just the right thing to help you get out of your stressed state. But at other times this approach fails—what’s right for one type may well be wrong and unhelpful for another.

You might therefore consider sharing the following list with people close to you, since others can best help you modify your stress and return to your natural, comfortable type through one or more of the suggestions below.

How Others Can Be Most Helpful

- Fulfill their obligations to you
- Let you know their plans in advance so there will be no surprises
- Listen to you without contradicting you, be supportive and positive
- Try to talk to you, even though you may respond in an uncooperative, unreasonable way
- Help you sort things out, if you ask for such help
- Keep you from acting rashly

Some of the ways in which people may respond to someone else’s stress behavior are likely to be inappropriate for all or most types. Other responses are especially ineffective or detrimental for a particular type. As an ESTJ, you may find one or more of the following approaches that others sometimes use to be unwelcome or even to hinder your return to your natural, comfortable type. You may wish to share the following information, as well as the preceding “helpful” list, with those close to you.

How Others Can Make Things Worse

- Change things just for the sake of change
- Give you more tasks and responsibilities
- Tell you that you’re overreacting, being irrational
- Question your skills and abilities
- Tell you everything will be okay, be patronizing
- Give you unsolicited advice
- Show either excessive emotion or total indifference



Learning from Your Stress Reactions

Stress is an inevitable, even necessary, part of life. Moderate stress can be energizing and motivating, presenting you with new experiences and challenges, as well as opportunities to do what you already do well with greater skill and enjoyment. Excessive stress can elicit the undesirable, puzzling, in-the-grip reactions typical of your particular personality type, as described in this report. However, you now know that what you find stressful and the ways you react to stress are natural for your type. You may not always be able to control or avoid the stresses in your life and work, but you can learn to deal with them, modify them, and grow from them.

As an ESTJ, you are likely to learn the following:

- To recognize earlier in the process when you are overdoing things and then slow down, so you can avoid a full-blown episode
- To think before speaking, as least as far as you are able
- While taking decisive action can be useful, it's a good idea to reread your e-mails before sending them, especially if you're very worked up about something
- Sometimes delegating is necessary, even if you're unsure of the competence of those to whom you delegate
- Irrationality is a fact to be accepted and incorporated into your problem-solving efforts
- To reaffirm the importance to you of intimate relationships and friendships
- It is unwise to make permanent decisions or take irrevocable actions when you are in a highly stressed state