

Tips and Tools for Facilitating MBTI® Feedback

Michael Segovia
Lead Certification Trainer, CPP, Inc.

CPP–The Myers-Briggs® Company



Introductions



- ◆ Michael R. Segovia, M.A., CPP Lead Certification Trainer
- ◆ 29 years of MBTI® feedback experience
- ◆ Always looking for new ways to improve feedback

Objectives

During this webinar you will:

- ◆ Refresh your skills in providing individual MBTI® feedback for both the Step I™ and Step II™ assessments
- ◆ Learn about new tools you can incorporate into your feedback process
- ◆ Have an opportunity to ask questions about challenges or issues you have encountered when delivering feedback

MBTI® Step I™ Feedback

The Process

1

- Client check-in

2

- Overview of the MBTI® assessment

3

- Introduction to preferences

4

- Personality type: Self-estimate

5

- Personality type: Reported type

6

- Pulling it all together

7

- Best-fit type

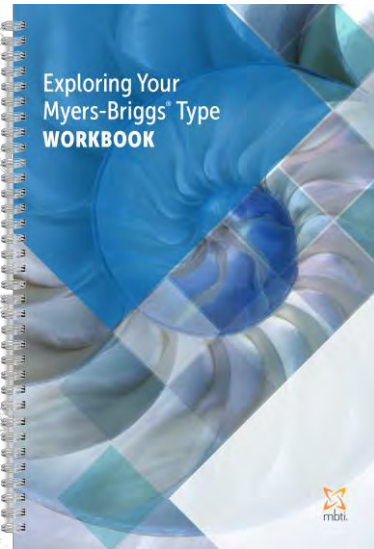
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- Individual commitment to action

Recommended Tools



1. Client Check-In



Your purpose for using the MBTI® assessment

Before you start to explore the MBTI preferences, you'll probably find it helpful to consider areas in your life where you may want to apply your understanding of the Myers-Briggs framework.

Doing this first can help make the information in this workbook more relevant to your needs so that you can make practical use of it. Listed here are some of the applications associated with the MBTI assessment.

Which of these applications are you interested in exploring?

- Self-understanding and individual development
- Communication
- Team building
- Management and leadership development
- Coaching
- Organizational development
- Diversity and multicultural training
- Problem solving and conflict resolution
- Career development and exploration
- Education and learning style
- Relationships

2

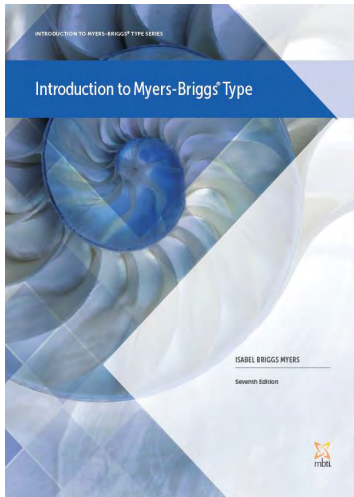
In what specific areas of your work or personal life would you like to use your MBTI knowledge?

What would you ultimately like to get out of using your MBTI results?

3

◆ *Exploring Your Myers-Briggs® Type Workbook, pp. 2, 3*

2. Overview of the MBTI® Assessment



Introduction

Isabel Briggs Myers wrote the *Introduction to Type®* booklet for clients to use after attending an introductory feedback session explaining their results on the *Myers-Briggs Type Indicator®* (MBTI®) assessment. She wanted to help clients understand their type and begin integrating that knowledge into their everyday life. Her intent was that everyone who had been introduced to personality type and the MBTI assessment would receive this basic resource that provides descriptions of all 16 Myers-Briggs® types. Myers was convinced that the insights they would gain from understanding themselves and how they differ from people of other personality types would help them lead more fulfilling and effective lives:

WHAT IS THE MBTI® ASSESSMENT?

The *Myers-Briggs Type Indicator* (MBTI) assessment is a self-report questionnaire designed to make Carl Jung's theory of personality types understandable and useful in everyday life. MBTI results identify valuable differences between normal, healthy people, differences that can be the source of much misunderstanding and miscommunication.

Taking the MBTI assessment and receiving feedback will help you identify your unique gifts. The information will enhance your understanding of yourself, your motivations, your natural strengths, and your potential areas for growth. It will also help you appreciate people who are different from you. Understanding your Myers-Briggs type is self-affirming and encourages cooperation with others.

DEVELOPMENT OF THE MBTI® ASSESSMENT

The authors of the MBTI assessment, Katharine Cook Briggs (1875–1968) and her daughter, Isabel Briggs Myers (1897–1980), were keen observers of personality differences. They studied and built on the ideas of Carl Jung (1875–1961) and applied them to understanding people around them. Prompted by the desire to help others find satisfaction and reach their potential in their work and personal lives, Myers began developing the MBTI assessment to give people everywhere access to

the benefits she found in knowing about personality type and appreciating differences.

THE MBTI® ASSESSMENT TODAY

After decades of research and development, including numerous updates, the MBTI assessment is the world's most widely and universally used tool for understanding normal, healthy personality differences among people everywhere. Millions of MBTI assessments have been administered in more than 30 languages, and the tool's popularity and usefulness grow each year. Because the MBTI assessment explains basic patterns in how people take in information and make decisions about it, it has proven beneficial in a broad range of applications:

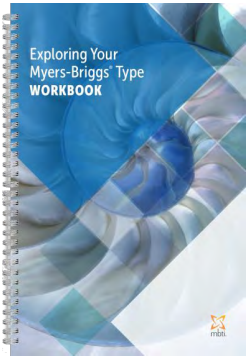
- Self-understanding and individual development
- Team building
- Management and leadership training
- Coaching
- Organizational development
- Diversity and multicultural training
- Problem solving
- Career development and exploration
- Academic counseling
- Education and curriculum development
- Relationship counseling

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1


◆ Introduction to Myers-Briggs® Type, p. 1

3. Introduction to Preferences



What do we mean by personality preferences?

The MBTI assessment indicates your preferences and your four-letter Myers-Briggs type. This exercise will help you understand the nature of preferences.

Sign your name. 

Preferred hand

Nonpreferred hand

4

In the “handedness” exercise, you probably found the experience of using your preferred hand different from that of using your nonpreferred hand. Here’s how people often describe the differences.

Preferred	Nonpreferred
Natural	Unnatural
Easy	Difficult
Flowing	Jerky
Comfortable	Awkward
Took less energy	Took more energy

MBTI preferences can be thought of as being similar to handedness. Just as you naturally favor one hand over the other, you naturally favor one of the opposites in each of the four preference pairs. And, just as you use both hands when you need to, you use both opposites in each pair to some extent. Using the one you don’t prefer feels less natural than using your preferred opposite, and it takes more energy and concentration. You generally feel at your best and most competent and energetic when you are using your preferences.

5

◆ *Exploring Your Myers-Briggs® Type Workbook, pp. 4–6*

4. Personality Type: Self-Estimate



◆ **MBTI® Step I™ Feedback Cards**



4. Personality Type: Self-Estimate (cont.)

e **EXTRAVERSION** | **INTROVERSION** **i**
How do you direct and receive energy?

<ul style="list-style-type: none"> Tend to act before thinking Prefer to take action quickly Talk things through Are more expressive when interacting Gain energy from interaction Have a breadth of interests 	<ul style="list-style-type: none"> Tend to think before acting Prefer to spend time in reflection Think things through Are more contained when interacting Gain energy from concentration Have a depth of interests
--	---

Remember, E-I is not about sociability or social confidence.

3



e **ACTION VS. REFLECTION** **i**
How soon do you take action on a task?

- Prefer to...
- Like to...
- Talk things...
- Enjoy social...
- Do things...

e **APPROACH TO MEETINGS** **i**
How do you typically operate in meetings?

- Like...
- Tend...
- Lose...
- May...

e **PREFERRED WORK ENVIRONMENT** **i**
What is your preferred work environment?

<ul style="list-style-type: none"> • Enjoy opportunities for interaction • Like plenty of stimulation • Like some background noise • Prefer a busy and lively environment 	<ul style="list-style-type: none"> • Need space for concentration • Prefer quiet for reflection • May be irritated by background noise • Prefer a calm and spacious environment
---	---

6

e **WAY OF RECHARGING** **i**
How do you recharge at the end of the day?

- Reenerg...
- May like...

e **HOBBIES AND INTERESTS** **i**
What kinds of hobbies and interests do you enjoy?

<ul style="list-style-type: none"> • Have a breadth of interests • Like variety and may move on from one interest to another • May have hobbies that involve action • Prefer activities that allow for interaction 	<ul style="list-style-type: none"> • Have a few in-depth interests • May pursue a single interest for a long period of time • May have hobbies that involve reflection • Prefer activities that allow for concentration
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4. Personality Type: Self-Estimate (cont.)

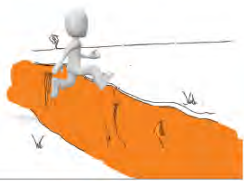
HOBBIES AND INTERESTS
What kinds of hobbies and interests do you enjoy?

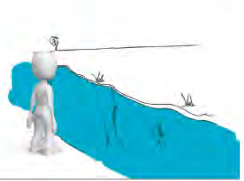
WAY OF RECHARGING
How do you recharge at the end of the day?

PREFERRED WORK ENVIRONMENT
What is your preferred work environment?

APPROACH TO MEETINGS
How do you typically operate in meetings?

ACTION VS. REFLECTION
How soon do you take action on a task?





- Prefer to try it out first
- Like to take action quickly
- Talk things through
- Enjoy solving problems through interaction
- Do-think-do

- Prefer to think it through first
- Like to spend time in reflection
- Think things through
- Enjoy solving problems through individual concentration
- Think-do-think



PRACTITIONER PROMPTS

E-I: HOBBIES AND INTERESTS

What kinds of hobbies and interests do you enjoy?

PRACTITIONER PROMPTS

E-I: WAY OF RECHARGING

How do you recharge at the end of the day?

PRACTITIONER PROMPTS

E-I: PREFERRED WORK ENVIRONMENT

What is your preferred work environment?

PRACTITIONER PROMPTS

E-I: APPROACH TO MEETINGS

How do you typically operate in meetings?

PRACTITIONER PROMPTS

E-I: ACTION VS. REFLECTION

How soon do you take action on a task?

FOLLOW-UP QUESTIONS

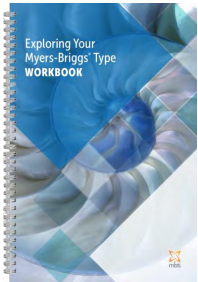
- Any examples? (e.g., a problem that needed solving or a current project)
- Which approach is more energizing/enjoyable?

CLARIFICATION PROMPTS

◆ What's it like when a situation demands that you take action quickly?

◆ What's it like when a situation demands that you spend time reflecting first?

4. Personality Type: Self-Estimate (cont.)



OPPOSITE WAYS TO

EXTRAVERSION e

Energy and attention directed outward

- Drawn to the outside world
- Work out ideas by talking them through
- Learn best through doing or discussing
- Have broad interests
- Readily take initiative in work and relationships

Let's talk it through.

Let's get started, everyone!

REMEMBER, e AND i ARE NOT ABOUT

8

DIRECT AND RECEIVE ENERGY

INTROVERSION i

Energy and attention directed inward

- Drawn to the inner world
- Work out ideas by reflecting on them
- Learn best by reflection, mental "practice"
- Focus in depth on a few interests
- Take initiative selectively—when the issue is very important to them

Let me think about it.

I've got it all worked out.

BEING SOCIABLE OR CONFIDENT.

9

AREAS TO EXPLORE FOR EXTRAVERSION AND INTROVERSION

Here are some areas that relate to your use of Extraversion and Introversion.

- Action vs. reflection
- Approach to meetings
- Preferred working environment
- Way of recharging
- Hobbies and interests

Now let's spend some time exploring your personal examples.

Notes from your exploration of Extraversion and Introversion

From your exploration of Extraversion and Introversion, which seems to fit overall for you?

10

WHAT IS YOUR PREFERENCE?

Self-estimated preference: (please circle) EXTRAVERSION e or i INTROVERSION

Clarity: very clear clear moderate slight

Your MBTI report will show you whether you chose Extraversion (E) or Introversion (I) when you completed the assessment. You will also get a score that shows how clear you were in making that choice—you can fill this in below. It is important to be aware that the clarity category does not indicate how often or how well you use the preference.

Reported preference: (please circle) EXTRAVERSION e or i INTROVERSION

Clarity: very clear clear moderate slight

Remember, you are the best judge of your preferences. The MBTI assessment is a good indicator of preference, but there may be situational pressures, such as the type of work you do, that caused you to report a type on the assessment that doesn't exactly fit. Based on your discussion with your practitioner, indicate below what you believe your best-fit preference to be and how sure you are about it.

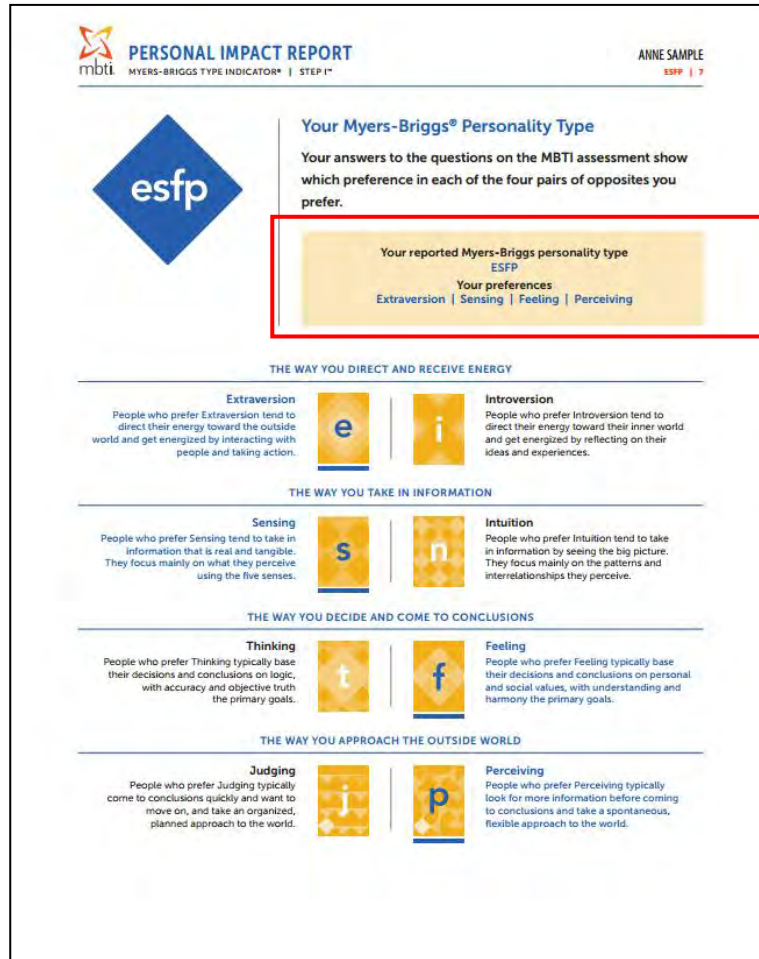
Best-fit preference: (please circle) EXTRAVERSION e or i INTROVERSION

Clarity: very sure somewhat sure not sure

11

◆ Exploring Your Myers-Briggs® Type Workbook, pp. 8–11

5. Personality Type: Reported Type



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

ANNE SAMPLE
ESFP | 7

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
ESFP
Your preferences
Extraversion | Sensing | Feeling | Perceiving

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.

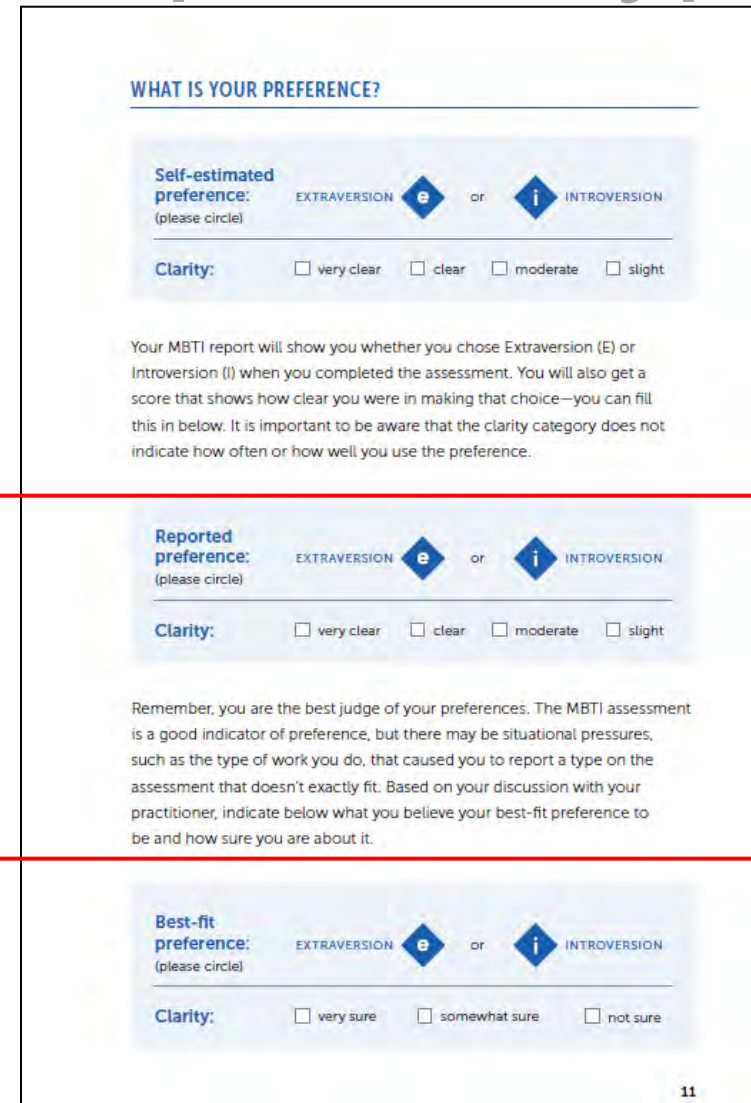
Feeling
People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

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.

◆ Client report



WHAT IS YOUR PREFERENCE?

Self-estimated preference: (please circle) EXTRAVERSION **e** or **i** INTROVERSION

Clarity: very clear clear moderate slight

Your MBTI report will show you whether you chose Extraversion (E) or Introversion (I) when you completed the assessment. You will also get a score that shows how clear you were in making that choice—you can fill this in below. It is important to be aware that the clarity category does not indicate how often or how well you use the preference.

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Best-fit preference: (please circle) EXTRAVERSION **e** or **i** INTROVERSION

Clarity: very sure somewhat sure not sure

11

◆ Exploring Your Myers-Briggs® Type Workbook, p. 11

6. Pulling It All Together

- ◆ *Exploring Your Myers-Briggs® Type Workbook*, pp. 11, 17, 23, 29, 31

WHAT IS YOUR PREFERENCE?

Self-estimated preference: (please circle) EXTRAVERSION **e** or **i** INTROVERSION

Clarity: very clear clear moderate slight

Your MBTI report will show you whether you chose Extraversion (E) or Introversion (I) when you completed the assessment. You will also get a score that shows how clear you were in making that choice—you can fill this in below. It is important to be aware that the clarity category does not indicate how often or how well you use the preference.

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Best-fit preference: (please circle) EXTRAVERSION **e** or **i** INTROVERSION

Clarity: very sure somewhat sure not sure

11

Pulling together your whole type

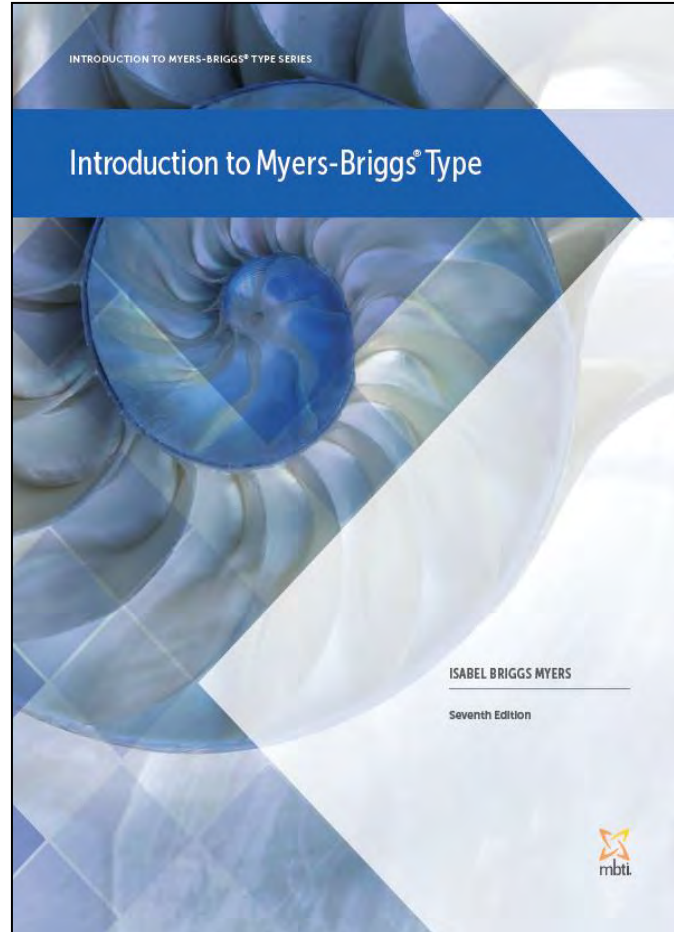
Use the information you've collected about your best-fit preferences to fill in your four-letter type.


Your best-fit type:

If you're not sure about one or more of the letters, use the short descriptions on pages 32 and 33 to help you decide which type might fit you best. You'll find a full description of the type you selected in your *Introduction to Myers-Briggs® Type* booklet. This description shows how your four preferences interact and identifies strengths and areas for development that are frequently found in people of your type.

31

7. Best-Fit Type






**Extraversion
Sensing
Feeling
Perceiving**

Type Dynamics

- S_e First
- F_i Second
- T Third
- N_i Fourth



AT THEIR BEST

ESFPs are exuberant lovers of life. They live in the moment and find enjoyment in people, food, clothes, animals, the natural world, and activities. They seldom let rules interfere with their lives, focusing on meeting human needs in creative ways.

ESFPs are excellent team players, oriented to accomplishing tasks with maximum fun and minimum hassle.

CHARACTERISTICS OF ESFPs

ESFPs are interested in people and new experiences. Because they learn more from doing than from studying or reading, they tend to plunge into things, learning as they go. They appreciate and enjoy their possessions. ESFPs are likely to be

- Observant
- Practical, realistic, and specific
- Active, involved in immediate experiences

ESFPs use their Feeling internally to make decisions based on their personal values by identifying and empathizing with others. They are good at interpersonal interactions and often play the role of peacemaker. Thus, ESFPs are likely to be

- Generous, optimistic, and persuasive
- Warm, sympathetic, and tactful

ESFPs are keen observers of people's behavior. They seem to sense what is happening with others and respond quickly to their practical needs. They are especially good at mobilizing people to deal with a crisis.

HOW OTHERS MAY SEE THEM

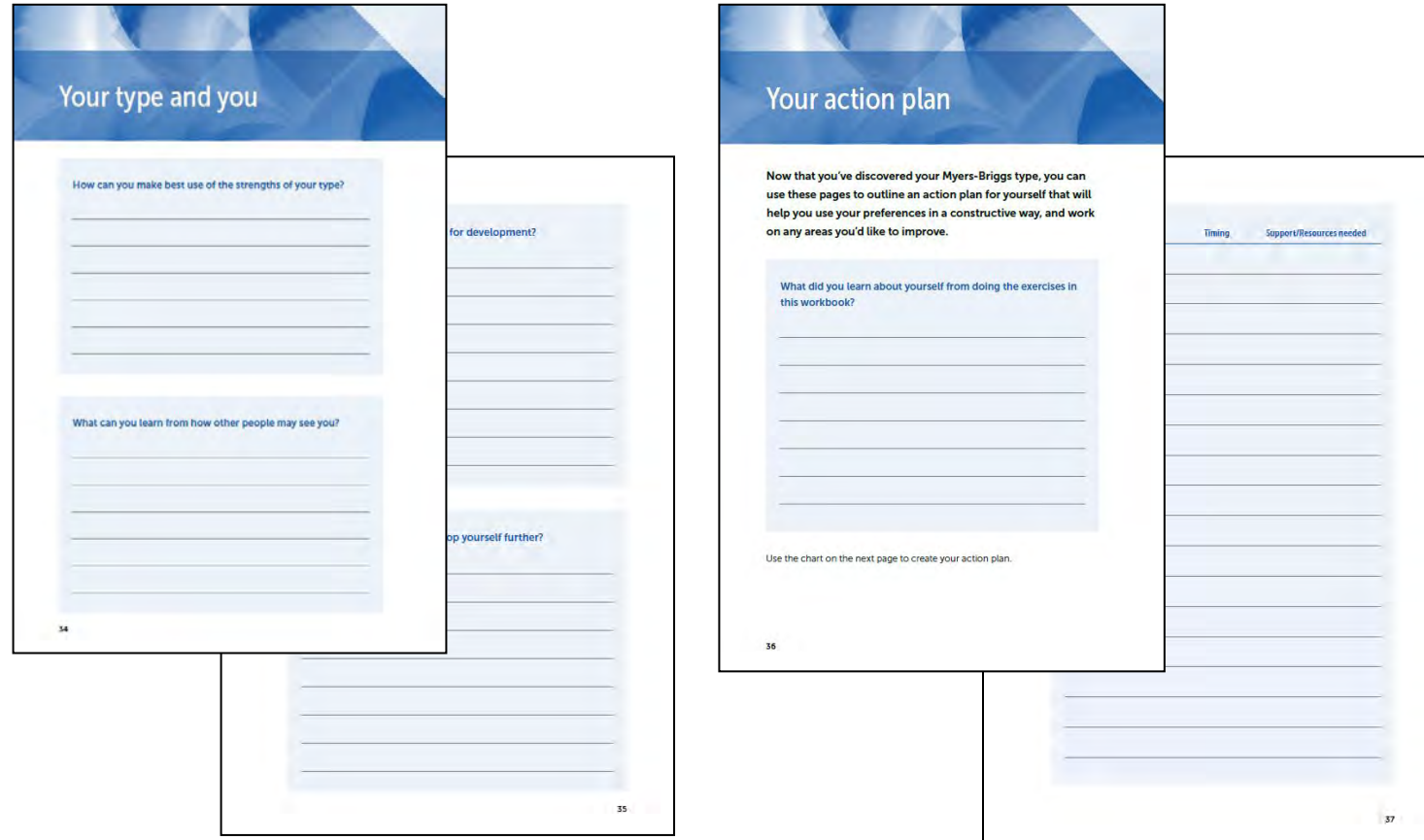
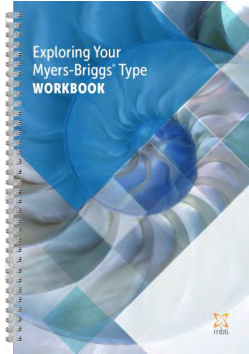
ESFPs have a lot of fun and are fun to be with. Their exuberance and enthusiasm draw others to them. They are flexible, adaptable, congenial, and easygoing. They seldom plan ahead, trusting their ability to respond in the moment and deal effectively with whatever presents itself. They hate structure and routine and will generally find ways to get around them.

ESFPs tend to learn by doing, by interacting with their environment. They usually dislike theory and written explanations. They may have difficulty with traditional schooling, although they do well when they see the relevance of what they are learning and are allowed to interact with people or the topics being studied.

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◆ Introduction to Myers-Briggs® Type, pp. 10–28

8. Individual Commitment to Action



◆ *Exploring Your Myers-Briggs® Type Workbook, pp. 34–37*

MBTI® Step II™ Feedback

The Process

1

- Client check-in

2

- Revisiting Step I™ type

3

- Introduction to Step II™ facets

4

- Discussion of client facet results

5

- Benefits and blind spots

6

- Coaching

7

- Individual commitment to action

Recommended Tools



1. Client Check-In

- ◆ Identify what the client hopes to achieve from this Step II™ session
- ◆ Explore any questions and ideas that resulted from the previous session you had with the client

2. Revisiting Step I™ Type

INTERPRETIVE REPORT
MYERS-BRIGGS TYPE INDICATOR® | STEP II

istj

Your Step I™ Results
The paragraphs below and the graph that follows them provide information about the personality type you reported. Each of the four preferences you indicated is shown by a line on that side of the graph. The longer the line, the more clearly you expressed that preference.

Your reported Myers-Briggs personality type: **ISTJ** | Your preferences: **Inversion | Sensing | Thinking | Judging**

ISTJs are typically dependable, realistic, and practical. They remember and use facts and want things clearly and logically stated. They are thorough, systematic, hardworking, and careful with details and procedures. When they see something that needs to be done, ISTJs accept the responsibility. They don't enter into activities impulsively, but once committed, they are hard to distract or discourage. They lend stability to projects and persevere in the face of adversity.

"On duty," ISTJs appear sound and sensible and seem calm and composed. Even in a crisis they seldom show their highly individual and intense inner reactions. ISTJs' practical judgment and respect for procedures make them come across as consistent and moderate. They assemble facts to support their evaluations and communicate the facts in an objective way. They seek solutions to current problems from their past experience and that of others.

ISTJs are likely to be most satisfied working in an environment that values organization and accuracy. People can count on them to notice what needs to be done and follow through in a careful, methodical, and timely manner.

CLARITY OF YOUR PREFERENCES: ISTJ

EXTRAVERSION | SENSING | THINKING | JUDGING | INTROVERSION | INTUITION | FEELING | PERCEIVING

PCJ RESULTS: **INTROVERSION | 4** | **SENSING | 17** | **THINKING | 4** | **JUDGING | 1**

Does This Type Fit You?
Note the parts of the preceding description that fit you and any that don't. Your Step II results on the next pages may help clarify any areas that don't describe you well. If the Step I type you reported doesn't fit, your Step II results may suggest a different type that is more accurate for you.



Introduction

This guide provides an introduction to the Myers-Briggs Type Indicator® (MBTI®) Step II™ assessment. You will be using it in conjunction with your Step I results. The explanations, definitions, and exercises presented here will help you better understand and apply the Step II assessment.

The MBTI framework provides a positive way of describing and understanding your personality. It is based on the work of Carl Jung as expanded and developed by Isabel Briggs Myers and Katherine Briggs. The type framework describes normal, everyday behavior by identifying a person's preference for one of two opposite ways of directing and receiving energy (Extraversion or Introversion), taking in information (Sensing or Intuition), making decisions and coming to conclusions (Thinking or Feeling), and approaching the outside world (Judging or Perceiving).

If you have previously had an MBTI Step I™ interpretation, you can use the information in the next section to review the important parts of personality that are included in the type system. If you are new to the MBTI assessment and personality type, you can use this information as a basic introduction before you learn about the Step II assessment.

THE MBTI® STEP I™ ASSESSMENT

The Step I assessment helps you identify your four basic MBTI preferences. The four preference pairs of the type system and the eight preferences that define them are shown in Table 1. The type system assumes that although each of us uses all eight of these parts of our personality at least some of the time, we experience one in each pair as more natural and more comfortable. The more natural and comfortable parts of our personality are our preferences. Each preference is represented by a letter—E or I, S or N, T or F, or J or P. Your Step I personality type is made up of a combination of your four preferences and is identified by the four letters representing them. For example, INTJ represents a type that prefers Introversion, Intuition, Thinking, and Judging.

There are 16 possible four-letter combinations, and thus 16 types. Table 2 briefly describes each type.

TABLE 1 | MBTI® STEP I™ PREFERENCES

Ways of directing and receiving energy	If you prefer Extraversion , you focus on the outside world and get energy through interacting with people and/or doing things.	If you prefer Introversion , you focus on your inner world and get energy through reflecting on information, ideas, and/or concepts.
Ways of taking in information	If you prefer Sensing , you notice and trust facts, details, and present realities.	If you prefer Intuition , you attend to and trust relationships, theories, and future possibilities.
Ways of deciding and coming to conclusions	If you prefer Thinking , you make decisions using logical analysis to achieve objectivity.	If you prefer Feeling , you make decisions using person-centered values to achieve harmony.
Ways of approaching the outside world	If you prefer Judging , you tend to be organized and orderly and to make decisions quickly.	If you prefer Perceiving , you tend to be flexible and adaptable and to keep your options open as long as possible.

INFJs tend to

- Be quietly forceful, intense, and conscientious
- Be concerned for others
- Work with perseverance and originality
- Be motivated by a larger purpose or mission they want to accomplish
- Be respected for their clear convictions regarding how to serve the common good

INFPs tend to

- Be quietly compassionate, empathetic, and loyal
- Be flexible and adaptable until a value is compromised
- Seldom share their deep interests and ideals until they know someone well
- Care about learning, ideas, and independent projects
- Be not absorbed at times in what they are doing to be sociable

ENFJs tend to

- Be warmly enthusiastic, high-spirited, and innovative
- Be imaginative, always finding a new possibility to try
- Be quick with a suggestion for any difficulty
- Be empathetic and ready to help anyone with a problem
- Rely on their ability to improvise rather than prepare in advance

ENFPs tend to

- Be logical, critical, and analytical
- Like solving complex problems and easily point out the flaws in arguments
- Be interested mostly in ideas, with little liking for parties or small talk
- Be quiet and detached
- Be most comfortable using a theoretical or scientific approach

ENTJs tend to

- Be decisive and frank
- Take charge of people and projects
- Apply logic and analysis and critique easily
- Be organized and follow through using a strategic plan
- Prefer action to contemplation and pay more attention to the task than to the people


TABLE 2 | SHORT DESCRIPTIONS OF THE 16 TYPES

ISTJs tend to	Be serious, quiet, thorough, and dependable See to it that everything is well-organized and accurate Be practical, orderly, matter-of-fact, logical, and realistic Take responsibility, notice what needs to be done Follow through steadily, regardless of protests or distractions	ISFJs tend to	Be conscientious, responsible, quiet, and friendly Work devotedly to meet their obligations Be thorough, painstaking, accurate, and patient with necessary detail Lend stability to any project or group Be loyal, considerate, sensitive, and concerned with how other people feel
ISTPs tend to	Be cool, unbothered, quiet and reserved Observe and analyze with detached curiosity Seek efficiencies and thus find shortcuts to avoid wasted efforts Be interested in cause and effect, and in how and why things work Organize facts using logical principles	ISFPs tend to	Be quietly friendly, sensitive, kind, and loyal Be modest about their abilities Shun disagreements and not force their opinions or values on others Be adaptable, flexible, and calm about getting things done Enjoy the present and make things pleasant for others
ESTJs tend to	Be energetic, adaptable, action-oriented resists Like on-the-spot problem solving Not worry but rather enjoy whatever comes along Prefer actions to long explanations Be most comfortable with real things that can be handled, taken apart, or put together	ESFPs tend to	Be outgoing, enthusiastic, easygoing, accepting, and friendly Enjoy nearly everything and everyone Make things more fun for others by their enjoyment Be sociable, know what's going on, join in eagerly Use common sense and practicality with people and things
ESTJs tend to	Be logical, practical, realistic, matter-of-fact, and efficient Like to organize themselves and others Follow through and expect others to be dependable also Run activities but focus more on tasks than on people Not be interested in things for which they see little use	ESFJs tend to	Be warmhearted, talkative, conscientious, thorough, and born cooperators Need harmony and are good at creating it Like working with and doing nice things for others Need encouragement and praise Like to direct and visibly affect people's lives

◆ MBTI® Step II™ Interpretive Report, p. 3

◆ Understanding Your MBTI® Step II™ Results, pp. 1–3


3. Introduction to Step II™ Facets




INTERPRETIVE REPORT
MYERS-BRIGGS TYPE INDICATOR® | STEP II™


JACK SAMPLE
ISTJ | 4


STEP II™ FACETS



Extraversion
Initiating
Expressive
Gregarious
Active
Enthusiastic



Introversion
Receiving
Contained
Intimate
Reflective
Quiet


Sensing
Concrete
Realistic
Practical
Experiential
Traditional


Intuition
Abstract
Imaginative
Conceptual
Theoretical
Original


Thinking
Logical
Reasonable
Questioning
Critical
Tough


Feeling
Empathetic
Compassionate
Accommodating
Accepting
Tender


Judging
Systematic
Planned
Early Starting
Scheduled
Methodical


Perceiving
Casual
Open-Ended
Pressure-Prompted
Spontaneous
Emergent

Your Step II™ Facet Results

The MBTI Step II assessment indicates some of the complexity of your personality by showing your results on five different parts, or facets, for each of the Step I preference pairs, as shown on the left. Knowing your results on these 20 facets can help you better understand your unique way of experiencing and expressing your type.

Facts About the Facets


- The five facets within a preference do not cover or explain the full meaning of the preference.
- Each facet has a theme, such as "Ways to connect with others."
- Each facet has two opposite poles (e.g., Initiating and Receiving).
- The facets are scored differently than are the preferences, and so your five facet scores don't add up to your Step I preference score.

How to Read Your Step II™ Results

The next few pages show graphs of your facet results. Each graph includes:

- Brief descriptions of two opposite MBTI Step I preferences.
- The names of the five facet poles associated with each Step I preference and three descriptive words or phrases for each pole.
- A line indicating your score. The length of the line shows how clearly you scored toward that pole.
 - You are more likely to favor the pole on the same side as your Step I preference, an *in-preference* result, represented by a score of 2–5 on a blue background. Thus you are more likely to favor the Initiating pole if you prefer Extraversion and the Receiving pole if you prefer Introversion.
 - Or you might favor a pole that is opposite to your Step I preference, an *out-of-preference* result, represented by a score of 2–5 on the opposite side on a dark green background.
 - Or you might show no clear preference for either pole, a *midzone* result, represented by a score of 0 or 1 on either side on a light green background.

Below each graph is a chart describing your facet results. The left column lists the facet theme (e.g., "Ways to connect with others"), your facet result, and its category (in-preference, out-of-preference, or midzone). The middle and right columns list ways people with your facet results are typically described. If a set of statements in the chart doesn't seem to fit, perhaps you would be better described by the opposite pole or the midzone. To understand an opposite facet pole, read the short descriptors for each in the graph above.



It is important to be aware that a type consists of interactions among the four preferences and is not merely the result of adding the four preferences together. It is the connections between and among the preferences that make each of the 16 types truly unique and more than the sum of its parts.

People of the same type, that is, people who have the same basic preferences, have many characteristics in common, often enjoying similar kinds of activities and interests. They are likely to be quite different from people of other types. People of the same type may also differ from one another in important ways. The Step II assessment identifies some of the more common personality variations among people of the same type.

20 facets. Your report provides information about all of them. Each facet has two opposite poles, just as each of the four preference pairs consists of two opposites. Table 3 shows the four preference pairs together with the 20 facets.

Your Step II facet results identify some of the distinctive ways in which you express your personality type. They may, for example, help you figure out why you and a colleague or friend who shares your type seem different in several ways. Such information highlights your uniqueness within your type.

TABLE 3 | THE FOUR PREFERENCE PAIRS AND THE 20 STEP II™ FACETS

<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> Extraversion <small>Initiating Expressive Gregarious Active Enthusiastic</small> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> Sensing <small>Concrete Realistic Practical Experiential Traditional</small> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> Thinking <small>Logical Reasonable Questioning Critical Tough</small> </div> <div style="border: 1px solid #ccc; padding: 5px;"> Judging <small>Systematic Planned Early Starting Scheduled Methodical</small> </div>	<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> Introversion <small>Receiving Contained Intimate Reflective Quiet</small> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> Intuition <small>Abstract Imaginative Conceptual Theoretical Original</small> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> Feeling <small>Empathetic Compassionate Accommodating Accepting Tender</small> </div> <div style="border: 1px solid #ccc; padding: 5px;"> Perceiving <small>Casual Open-Ended Pressure-Prompted Spontaneous Emergent</small> </div>
---	---

THE MBTI® STEP II™ ASSESSMENT

The Step II assessment helps you explore the next level of type by identifying the ways you use particular facets of the Step I preferences. The Step II assessment builds on Isabel Briggs Myers' early studies of special patterns of response to MBTI items. Research and experience with the current Step II form and its earlier versions are reflected in this Form Q version.

Your report is based on your responses to MBTI Form Q and includes both your Step I and Step II results. Your Step II results will help you:

- Identify your individuality or uniqueness within your type
- Clarify or resolve any questions or ambivalence you may have about your four basic MBTI type preferences

The MBTI preferences are complex and consist of many distinct but related facets. These facets form the basis of the Step II assessment. For example, there are a number of different ways of showing your preference for Extraversion or Introversion, including sociability, talkativeness, activity level, communication style, friendship patterns, task focus, and so on. The Step II assessment gives more information about personality type by identifying five facets for each of the four preference pairs of the MBTI type system, for a total of

4

◆ MBTI® Step II™ Interpretive Report, p. 4

◆ Understanding Your MBTI® Step II™ Results, p. 4

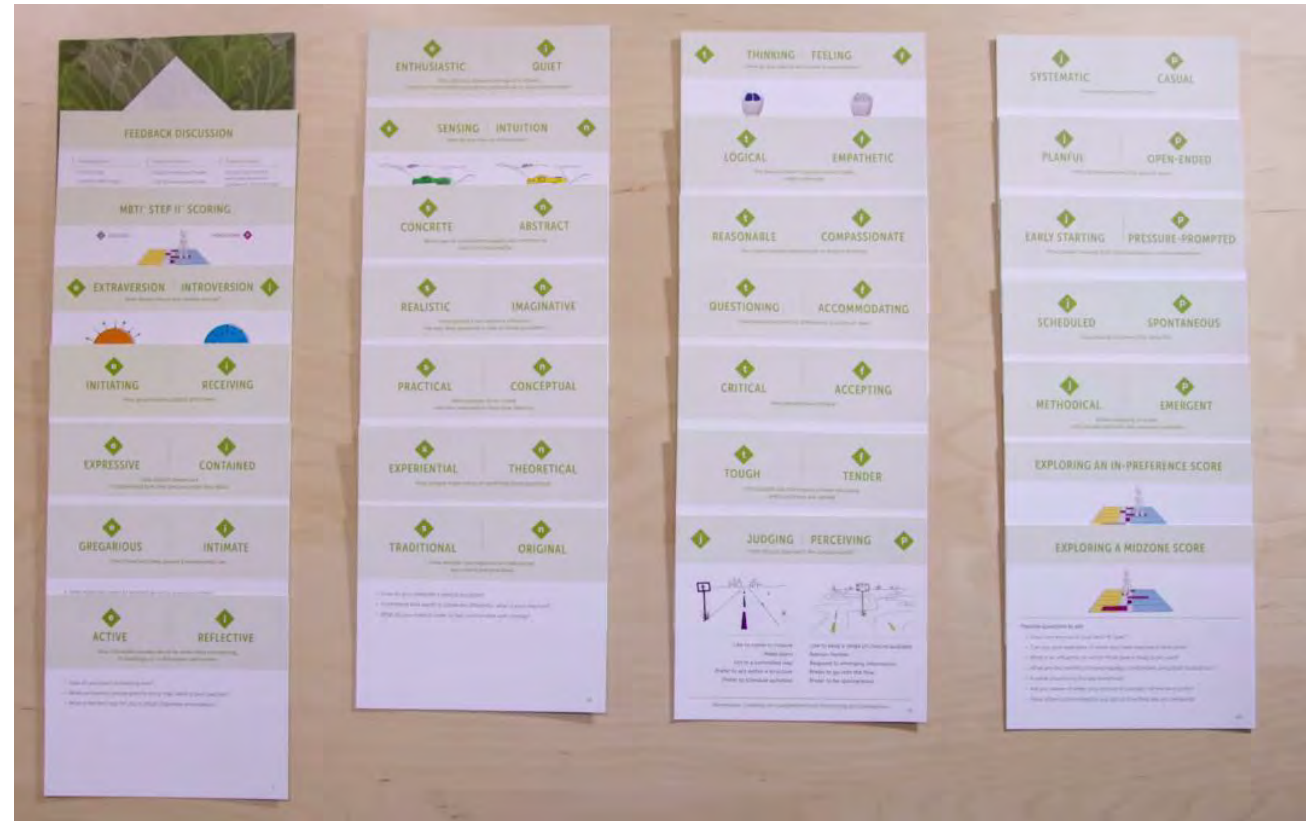
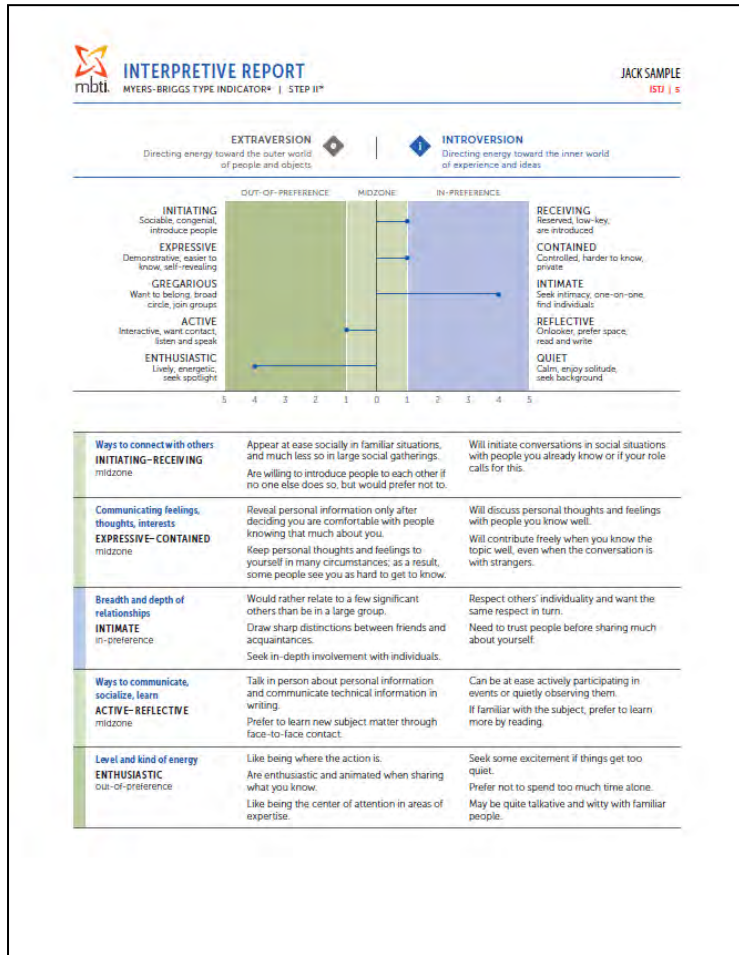


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25

4. Discussion of Client Facet Results

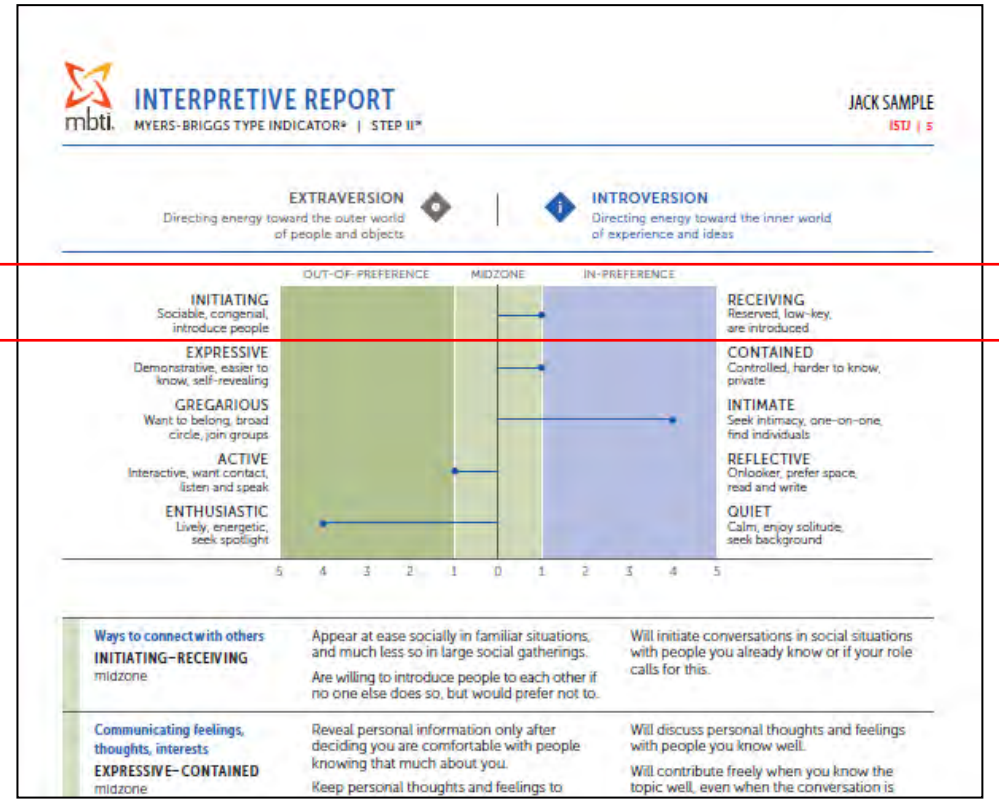


◆ MBTI® Step II™ Interpretive Report, pp. 5-8

◆ MBTI® Step II™ Feedback Cards

4. Discussion of Client Facet Results

E-I Facet Results Example



◆ MBTI® Step II™ Interpretive Report, p. 5

e | i
INITIATING | **RECEIVING**
 How people make contact with others

- At a social event, how comfortable are you introducing yourself to others?
- In what situations might you behave differently?
- How comfortable are you if you have to wait to be introduced or have to initiate the introductions?

This is the facet that represents the broadest way to describe Extraversion and Introversion. It is not about social confidence.

4

e
i

INITIATING	MIDZONE	RECEIVING
People who are Initiating are generally comfortable introducing themselves and others, will often start conversations, and may actively make connections between people. They can generally keep a conversation flowing.	For people who score in the midzone, their degree of comfort with starting conversations with others is usually dependent on the situation. At work this may be something they do as part of their role, but outside work they may be more comfortable letting others take the lead when making introductions.	People who are Receiving tend to be comfortable with others' initiating contact, and they tend to be more comfortable when they are with people they know or have something in common with. They find small talk difficult but will engage when discussing a subject they are interested in.

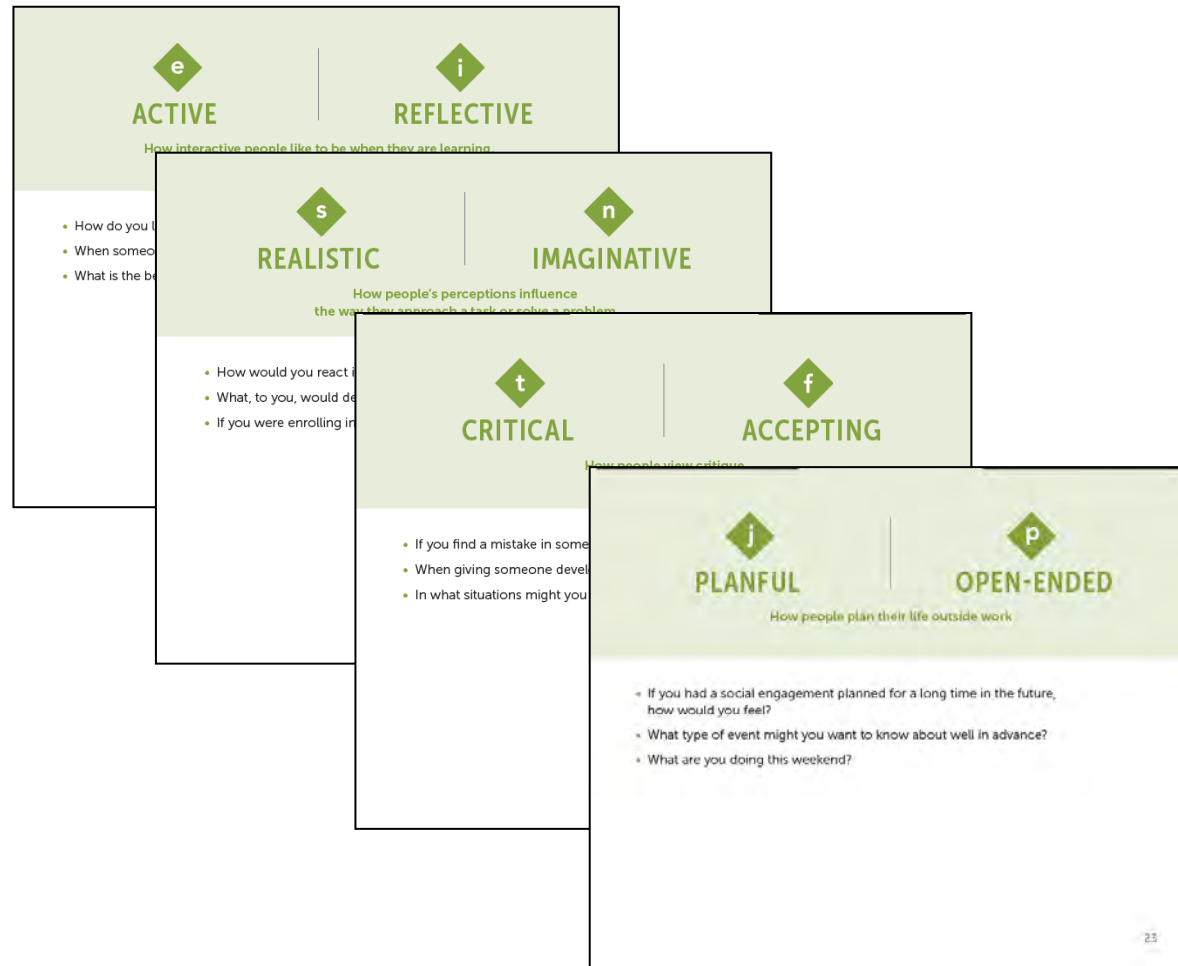
◆ MBTI® Step II™ Feedback Cards, Card 6 (Front and Back)

4. Discussion of Client Facet Results

- ◆ Additional exercises in *Understanding Your MBTI® Step II™ Results* to help your clients explore their facet results:
 - Exploring Your Facet Results
 - Understanding Your Out-of-Preference Results
 - Looking at Your Midzone Results
 - Exploring Facet Combinations
 - Discovering Your Uniqueness Within Your Type

—

5. Benefits and Blind Spots




The image displays four overlapping MBTI Step II Feedback Cards, each representing a different dimension of the personality type. Each card has a light green header with a diamond-shaped icon containing a letter, the dimension name in bold, and a brief description. Below the header is a white section with a list of questions.

- ACTIVE (e) | REFLECTIVE (i)**: How interactive people like to be when they are learning.
 - How do you like to learn?
 - When someone is teaching you, what do you like to do?
 - What is the best way to learn?
- REALISTIC (s) | IMAGINATIVE (n)**: How people's perceptions influence the way they approach a task or solve a problem.
 - How would you react to a problem?
 - What, to you, would be the best way to solve a problem?
 - If you were enrolling in a course, what would you like to learn?
- CRITICAL (t) | ACCEPTING (f)**: How people view criticism.
 - If you find a mistake in someone's work, how would you react?
 - When giving someone feedback, what would you like to say?
 - In what situations might you be most helpful?
- PLANFUL (j) | OPEN-ENDED (p)**: How people plan their life outside work.
 - If you had a social engagement planned for a long time in the future, how would you feel?
 - What type of event might you want to know about well in advance?
 - What are you doing this weekend?

◆ MBTI® Step II™ Feedback Cards

6. Coaching



INTERPRETIVE REPORT
MYERS-BRIGGS TYPE INDICATOR® | STEP II™

JACK SAMPLE
ISTJ | 9

Applying Step II™ Results to Communicating

All aspects of your type influence how you communicate, especially as part of a team. Nine of the facets are particularly relevant to communication. Your preferences for these nine facets along with tips for better communication appear below.

In addition to the tips in the table, keep in mind that communication for every type includes

- Telling others what kind of information you need.
- Asking others what they need.
- Monitoring your impatience when other styles dominate.
- Realizing that others likely are not trying to annoy you when they use their own communication styles.

YOUR FACET RESULT	COMMUNICATION STYLE	ENHANCING YOUR STYLE
Initiating- Receiving <i>midzone</i>	Are willing to introduce people to one another if no one else is doing so.	Be sensitive to the situation when deciding whether to take an initiating or a receiving role.
Expressive-Contained <i>midzone</i>	Share some of your reactions with others but not all of them.	Consider which people need to hear your reactions and which people don't.
Active-Reflective <i>midzone</i>	Are comfortable interacting in person or quietly observing, depending on the circumstances.	Pay attention to the style of those with whom you're interacting and try to match that style.
Enthusiastic	Readily show enthusiasm for the subject at hand.	Be careful not to overwhelm and override others; make sure you ask for input.
Concrete	Talk about the here-and-now detail.	Be open to the inferences that can arise from the details.
Questioning	Want to ask questions.	Be selective in choosing questions to ask so as not to intimidate people.
Accepting	Take a naturally inclusive stance toward a broad range of views.	Be aware that others may be frustrated by your refusal to favor one view over the others.
Tough	Embody the phrase "Let's get on with it!"	Be aware that sometimes your way of moving ahead may be wrong for the situation.
Emergent	When working on a shared task, may neglect to let others know what you will work on next.	Try to communicate what you are doing to those who need more pieces of the task up front.

REPORT
DR® | STEP II™

JACK SAMPLE
ISTJ | 10

Facets to Making Decisions

Gathering information from a variety of perspectives and applying sound methods of judgment of the Step II facets gives us specific ways to enhance our decision making, using Intuition, Thinking, and Feeling. Below are general questions associated with each facet are in blue. If you are in the midzone, neither pole is highlighted.

INTUITION ◆

How do we know it exists?
What does it look like?
How does it work?
Why do we need it?
Why do we need changing?

FEELING ◆

What are the pros and cons?
What are the consequences?
What is this?
What is going on now?

Information, called decision-making styles, have been identified based on two facets of the Step II model: Logical-Empathetic and Reasonable-Compassionate.

Underlying Thinking preference. This style means that you likely prefer Thinking over Feeling perspectives when you consider and actually make decisions.

Decision-making style is a function of your point of view, depending on circumstances.

Decision is good, but sometimes regret the decision and how you made it.

Situations basing your decisions on logical analysis, since that is consistent with your preference.

What are all the questions in the situation?
What are the questions that are most important to address?
What are the questions by considering the situation?

In group problem solving, actively seek out people with different perspectives. Ask for their concerns and perspectives.

- Do a final check to make sure that all the questions above have been asked and that different decision-making styles are included.
- If you are missing a perspective, make extra efforts to consider what it might add.

REPORT
DR® | STEP II™

JACK SAMPLE
ISTJ | 11

Facets to Managing Change

Change affects people in different ways. To help you deal with change, understand the change and then seek out that information.

Change is not the same for everyone. What is the change; be aware that this is easier for some than for others. What are the pros and cons? What are the consequences? What is this? What is going on now?

What are the changes and their impact on you?
What are the changes and their impact on others?
What are the changes and their impact on the commonsense aspects of change?
What are the changes and their impact on you?
What are the changes and their impact on others?
What are the changes and their impact on the commonsense aspects of change?
What are the changes and their impact on you?
What are the changes and their impact on others?
What are the changes and their impact on the commonsense aspects of change?

Logical-Emathetic and Reasonable-Compassionate.

Underlying Thinking preference. This style means that you likely prefer Thinking over Feeling perspectives when you consider and actually make decisions.

Decision-making style is a function of your point of view, depending on circumstances.

Decision is good, but sometimes regret the decision and how you made it.

Situations basing your decisions on logical analysis, since that is consistent with your preference.

What are all the questions in the situation?
What are the questions that are most important to address?
What are the questions by considering the situation?

In group problem solving, actively seek out people with different perspectives. Ask for their concerns and perspectives.

- Do a final check to make sure that all the questions above have been asked and that different decision-making styles are included.
- If you are missing a perspective, make extra efforts to consider what it might add.

REPORT
DR® | STEP II™

JACK SAMPLE
ISTJ | 12

Facets to Managing Conflict

Conflict affects people in different ways. To help you deal with conflict, understand the conflict and then seek out that information.

Conflict is not the same for everyone. What is the conflict; be aware that this is easier for some than for others. What are the pros and cons? What are the consequences? What is this? What is going on now?

What are the changes and their impact on you?
What are the changes and their impact on others?
What are the changes and their impact on the commonsense aspects of change?
What are the changes and their impact on you?
What are the changes and their impact on others?
What are the changes and their impact on the commonsense aspects of change?

Logical-Emathetic and Reasonable-Compassionate.

Underlying Thinking preference. This style means that you likely prefer Thinking over Feeling perspectives when you consider and actually make decisions.

Decision-making style is a function of your point of view, depending on circumstances.

Decision is good, but sometimes regret the decision and how you made it.

Situations basing your decisions on logical analysis, since that is consistent with your preference.

What are all the questions in the situation?
What are the questions that are most important to address?
What are the questions by considering the situation?

In group problem solving, actively seek out people with different perspectives. Ask for their concerns and perspectives.

- Do a final check to make sure that all the questions above have been asked and that different decision-making styles are included.
- If you are missing a perspective, make extra efforts to consider what it might add.

◆ MBTI® Step II™ Interpretive Report, pp. 9-12

7. Individual Commitment to Action



INTERPRETIVE REPORT
MYERS-BRIGGS TYPE INDICATOR® | STEP II™

JACK SAMPLE
ISTJ | 12

Applying Step II™ Results to Managing Conflict

Conflicts are inevitable when working with others. People of distinct personality types may differ in what they define as conflict, how they react to it, and how they reach resolution. Although sometimes unpleasant, conflicts often lead to improved work situations and enhanced relationships.

Part of conflict management for every type includes:

- Taking care of getting the work done while maintaining your relationships with the people involved.
- Recognizing that all perspectives have something to add, but any perspective used in its extreme and to the exclusion of its opposite will ultimately impede conflict resolution.

The table below explains how your results on six Step II facets may affect your efforts to manage conflict.

YOUR FACET RESULT	CONFLICT MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive-Contained midzone	Discuss the conflict and your feelings about it, but perhaps not immediately.	Notice the style of those you are with and attempt to match their need to talk now or wait.
Intimate	Rely on yourself or a few trusted others in resolving the conflict.	Widen your circle to include others affected; they may have something valuable to contribute.
Questioning	Ask many questions of others to reveal all the issues in the conflict.	Be aware that people may take your questioning style as challenging rather than helpful in resolving the issue; be clear about your intent.
Accepting	Look for points of agreement in others' arguments and ideas.	Recognize that some things are really worthy of criticism, so don't insist on agreement.
Tough	Push to resolve the conflict immediately so that progress can be made.	Recognize that delays in implementation may be necessary to reach the goal.
Pressure-Prompted	Feed off the pressure of working at the last minute and so fail to recognize that conflict can emerge from this style itself.	Use your style when working alone but set earlier deadlines for yourself when others depend on you to complete tasks.

- 1.
- 2.
- 3.

In addition to your facet results, your decision-making style (as explained earlier) affects how you manage conflict. Your decision-making style is midzone Thinking. You are likely to pay attention to the logic of the situation, the people involved, and their feelings. To make your efforts to manage conflict more effective, consider these sides but weight the logical side more heavily because you prefer Thinking overall.

Thank You

Michael R. Segovia, M.A., MBTI® Master Practitioner

msegovia@cpp.com
www.twitter.com/typetrainer
www.linkedin.com/in/michaelsegovia
www.mbtitalk.com