



Myers-Briggs Type Indicator® Decision-Making Style Report

Developed by Katherine W. Hirsh and Elizabeth Hirsh

Report prepared for
JANE SAMPLE
September 7, 2017

Interpreted by
Kevin Consultant
ABC Consulting



CPP, Inc. | 800-624-1765 | www.cpp.com



Introduction

This report is an informative guide to help you become aware of the impact of your personality preferences on your decision-making style. It is based on your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment, a self-awareness tool built on the theories of Swiss psychologist Carl Gustav Jung by an American mother-and-daughter team, Katharine Cook Briggs and Isabel Briggs Myers. With more than 60 years of research and development supporting its reliability and validity, the MBTI tool has helped millions worldwide develop a deeper understanding of themselves and others through an investigation of what they prefer, or their personality preferences.

This Report Can Help You

- **Understand your results on the MBTI assessment**
- **Discover how your personality preferences influence your decision-making style**
- **Learn about and appreciate your natural decision-making style**
- **Acquire strategies to make both your individual and group decision making more successful**

It is important to remember that all personality types and decision-making styles are equally valuable. No one type can be characterized as the best decision maker. Type is about what you prefer, not what your capabilities are, and therefore it should not be used to label or limit your decision-making potential. Indeed, it is meant to open up opportunities for growth and development. The MBTI tool can help you better understand yourself and those around you, but it should not be used to explain, excuse, or interpret every aspect of personality or decision making. During decision making you and others may be influenced by issues unrelated to type or preferences—issues concerning family, work environment, or cultural identity, among others. Approach the material in this report with this knowledge in mind.

How Your MBTI® Decision-Making Style Report Is Organized

- **Summary of Your MBTI® Results**
- **Your Preferences and Decision Making**
- **Your Decision-Making Style**
- **Type Dynamics and Decision Making**
- **Decision Making Through Four Type Lenses**
- **Tips and Action Steps**



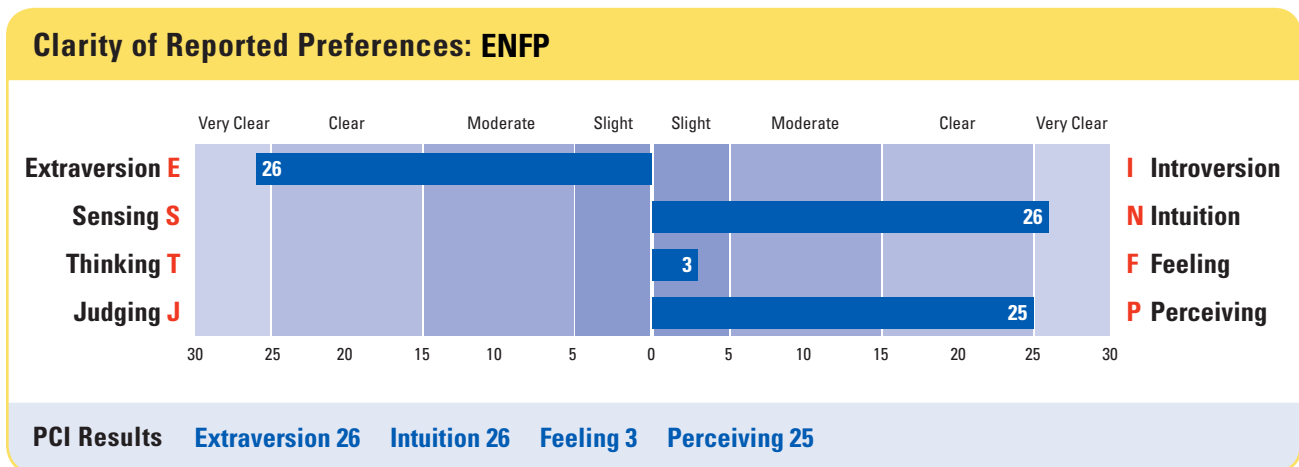
Summary of Your MBTI® Results

The MBTI instrument assesses preferences for how you tend to focus your attention, take in and process information, evaluate information, and deal with the outer world. The preferences combine and interact to form your MBTI type. The chart below summarizes these preferences and highlights your results on each preference pair.

Reported Type: ENFP

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 evaluate information	T Thinking People who prefer Thinking tend to evaluate information based primarily on logic and on objective analysis of cause and effect.	F Feeling People who prefer Feeling tend to evaluate information 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.

Your preference clarity index (pci) for each preference pair, which indicates how consistently you chose one preference over its opposite when responding to the MBTI assessment, is shown below.



Remember, you are in the best position to assess the fit of your reported MBTI type. If your results do not seem right for you, work with your type professional to determine the MBTI type that fits you best.



Your Preferences and Decision Making

Each preference within your personality type has an effect on your decision-making style. The chart below highlights your preferences—E, N, F, and P—and will help you better understand your decision-making style, preference by preference, as well as appreciate how your style may differ from that of others.

MBTI® Preferences and Your Decision-Making Style

People who prefer **EXTRAVERSION** are more likely to

- Want to talk it through first
- Respond in an energetic way
- Start with external data
- Crave breadth
- Consider impact on environment first
- Share thoughts and feelings freely

People who prefer **Introversion** are more likely to

- Want to think it through first
- Respond in a measured way
- Start with internal data
- Crave depth
- Consider impact on self first
- Share thoughts and feelings carefully

People who prefer **Sensing** are more likely to

- Want to consider reality first
- Desire concrete data
- Look for facts and details
- Value past precedents
- Focus on the present
- Consider information sequentially

People who prefer **INTUITION** are more likely to

- Want to consider possibilities first
- Desire conceptual data
- Look for meanings and associations
- Value novelty
- Anticipate the future
- Jump from idea to idea

People who prefer **Thinking** are more likely to

- Want an explanation
- Start with logic
- Examine consequences for structures and principles
- Seek to be just
- Respond objectively
- Challenge first

People who prefer **FEELING** are more likely to

- Want a motivation
- Start with values
- Examine consequences for relationships and people
- Seek to be caring
- Respond personally
- Accept first

People who prefer **Judging** are more likely to

- Want a decision now
- Expect to make progress
- Invite closure
- Demonstrate commitment to the agreed-on solution
- Feel discomfort until a decision is made
- Desire certainty

People who prefer **PERCEIVING** are more likely to

- Want to postpone a decision
- Expect time to process
- Invite new information
- Stay open to changing the solution
- Feel discomfort rejecting decision options
- Desire flexibility



Your Decision-Making Style: ENFP

ENFP Snapshot

Lively, charismatic, and encouraging, ENFPs work well when they can innovate and be creative, persuade others to action, and stimulate positive change. They generate enthusiasm for startup activities, are tireless in pursuit of newfound interests, and anticipate the needs of people and organizations.*

During decision making ENFPs typically want to know, “What is the most exciting choice?”

Your Decision-Making Strengths

- Seeking decision strategies or goals that break new ground
- Pointing out where others might contribute to the decision-making process
- Contributing a wide variety of decision options during brainstorming
- Serving as a catalyst for new and emerging ideas
- Helping others see the significance of decisions for future outcomes
- Advocating for decisions that invite people to stretch and grow
- Being flexible and responsive in carrying out the implementation process
- Giving frequent praise to keep people motivated
- Exploring how changing the decision process might lead to a better result
- Helping surface feelings regarding the decision process and outcome

Potential Challenges During Decision Making

- Being too optimistic about overcoming practical or logistical difficulties
- Having an idealized view of others' interests, skills, or potential
- Sharing your thoughts without concern for the relevance of those thoughts
- Making intuitive leaps that leave others struggling to see the connection
- Focusing only on general impressions and meanings when selecting a decision option
- Resisting taking a firm and definite stance
- Struggling if specific protocols must be followed
- Expecting that everyone will be inspired by compliments
- Interpreting small negative results as requiring dramatic restructuring of the process
- Personalizing the impersonal and seeing criticism as a slight to you or your ideals



Suggestions for Enhancing Your Decision Making

- Appreciate that the best decisions honor both creativity and specific requirements
- Remember that a realistic assessment of abilities helps people do what suits them best
- Recognize that self-censorship may leave room for others to shine
- Realize that expressing your vision in concrete terms will win more converts
- Look for an immediate positive outcome as well as long-term benefits
- Remember that a decision can be changed if it fails to support people
- Bear in mind that the tried and true exists because it often meets people's needs
- Understand that sometimes a gentle critique can produce a better result
- Recognize that some poor outcomes are likely even with a flawless process
- Remember that disagreement can be a sign of respect for the ideas expressed



Type Dynamics and Decision Making: ENFP

You can gain a deeper understanding of how your type preferences combine and interact by exploring what is known as *type dynamics*. Type dynamics tells us that for each type, two of the four functions—Sensing, Intuition, Thinking, and Feeling—are likely to be more developed and therefore called upon more frequently. For you, these two functions are #1 Intuition and #2 Feeling and appear as the middle two letters of your type code. The two functions that are *not* in your type code, #3 Thinking and #4 Sensing, are likely to be less developed and therefore called upon less frequently. Better decisions are more likely when you engage all four functions, even your less developed functions. During decision making, consider the questions below to help you make more comprehensive decisions.

As an ENFP, your order of functions is: #1 Intuition #2 Feeling #3 Thinking #4 Sensing

1. When making a decision, you are most likely to consider questions related to #1 INTUITION, your Dominant function:

- How can I generalize from what I know?
- What patterns do I see?
- What theories might be applicable?
- What new knowledge can I obtain?
- What is ideally possible?
- What is the creative and innovative approach?

2. You are then likely to consider questions related to #2 FEELING:

- What is my personal appraisal?
- What are the emotional impacts?
- What values support my opinions?
- How can I take a meaningful approach?
- What is most inclusive?
- What is best for people?

3. You are less likely to consider questions related to #3 THINKING:

- What is my logical analysis?
- What are the pros and cons?
- What reasons support my opinions?
- How can I take an objective approach?
- What is most rational?
- What is the bottom line?

4. You are least likely to consider questions related to #4 SENSING:

- How can I take advantage of what is already working?
- What do I observe in the environment?
- What direct experience do I have?
- What existing knowledge can I apply?
- What is realistically possible?
- What is the customary and commonsense approach?



Decision Making Through Four Type Lenses

Just as type dynamics provides further insight into how you approach decision making, so do type lenses, which highlight different combinations of the preferences. Four type lenses in particular—the Functions Lens, the Quadrants Lens, the Temperaments Lens, and the Dominants Lens—supply useful frameworks for understanding decision making. These MBTI lenses help you see behavior patterns and offer additional insight into your decision-making style and how it differs from others.

Your Function Pair: NF—Enthusiastic and Insightful

ST Demonstrate efficiency
SF Demonstrate kindness
NF Demonstrate creativity
NT Demonstrate competence

As an NF, you are likely to

- Weigh options in terms of the aspirations of people
- Craft decisions that foster collaboration
- Want your creativity to be valued
- Communicate decisions by illuminating common purpose

Your Quadrant: EN—Energetic and Imaginative

IS Preservation is vital
IN Imagination is vital
ES Action is vital
EN Innovation is vital

As an EN, you are likely to

- Like decisions that reward novelty and innovation
- Focus on how to use the present to act in the future
- Feel stressed by decisions that call for structured follow-through
- Take the opportunity to reconsider every decision—no decision is absolutely final

Your Temperament: NF—Imaginative and Friendly

SJ Make it work
SP Make it fun
NF Make it meaningful
NT Make it logical

As an NF, you are likely to

- Be imaginative when facing a decision
- Design an ethical decision-making process to safeguard values
- Seek decisions that offer imaginative and purposeful outcomes
- Convey understanding—motivate and advocate to support a decision

Your Dominant: Intuition—Visionary and Perceptive

Sensing Dominant Give me facts
Intuitive Dominant Give me possibilities
Thinking Dominant Give me reasons
Feeling Dominant Give me purpose

As an Intuitive Dominant, you are likely to

- Need to understand how a decision supports the overarching vision
- Seek decisions that provide opportunities for growth
- Worry that creativity will be stifled
- Want to be seen as an imaginative decision maker



Tips and Action Steps: ENFP

If you feel stuck during decision making, get back on track by asking yourself:

- If I restricted myself to what could be done right now, how would I decide?
- Am I concentrating too much on what I would like to see happen? How can I be more realistic?
- Who can help me evaluate the logic and practicality of this decision?
- Is this decision sensible as well as inspiring?

Others can help you during decision making by:

- Offering feedback regarding a strategy's practical usefulness for people
- Creating opportunities for people to work on what is most energizing
- Setting up the brainstorming process so that all voices are heard
- Asking questions to clarify the meaning of a proposed decision option
- Striving for decision outcomes that are grounded in reality and logic
- Seeing the potential for personal development as an important facet of any good decision
- Structuring tasks in an open-ended fashion that leaves room for adaptation
- Providing encouragement to change what needs fixing
- Limiting alterations of the decision process to realistic and incremental adaptations
- Exploring conclusions in an open and respectful manner

Expand your decision-making repertoire by challenging yourself to grow and stretch. When communicating with others, practice using a pragmatic, matter-of-fact style:

- What should I pay attention to right now . . .
- Tell me why caution is warranted . . .
- What does past experience tell us about this . . .

Try using these four preferences, which may be less familiar:

- I Wait to share thoughts and feelings
- S Look at facts and the current context
- T Consider the logical consequences
- J Create a plan and stick to it

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and improve how they communicate, learn, and work with others. Visit www.cpp.com to discover practical tools for lifetime learning and development.

