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# Myers-Briggs Type Indicator® Personal Impact Report

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**European Edition**

**Report prepared for**

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## Introduction

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 more than 70 years of research supporting its reliability and validity, the MBTI assessment has been used by millions of people worldwide to gain insight into the normal, healthy differences that are observed in everyday behavior and to open up opportunities for growth and development.

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## What Are Preferences?

The MBTI assessment reports preferences in four separate categories, each category composed of two opposite poles. The exercise below is meant to demonstrate the idea of preferences.

Sign your name on the line below as you normally do.

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Now, sign your name using the opposite hand.

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How would you describe the experience of signing your name with your preferred hand? With your nonpreferred hand? Most people who try this immediately notice a number of differences:

### Preferred Hand

- Feels natural
- Didn't think about it
- Effortless and easy
- Looks neat, legible, adult

### Nonpreferred Hand

- Feels unnatural
- Had to concentrate while doing it
- Awkward and clumsy
- Looks childlike

The words you and others use to describe the preference for one hand over the other illustrate the theory of preferences in the MBTI assessment: You can use either hand when you have to, and you use both hands regularly; but for writing, one is natural and competent, while the other requires effort and feels awkward.

We can develop skill in using our nonpreferred hand, but imagine how difficult it would be if you were required to use it exclusively throughout a work day or school day. Similarly, we all have a natural preference for one of the two opposites in each of the four MBTI categories. We use both poles at different times, but not both at once and not with equal confidence. When we use our preferred methods, we are generally at our best and feel most competent, natural, and energetic.

The MBTI preferences indicate the differences in people that result from the following:

- **Where they prefer to focus their attention and get energy (Extraversion or Introversion)**
- **The way they prefer to take in information (Sensing or Intuition)**
- **The way they prefer to make decisions (Thinking or Feeling)**
- **The way they prefer to deal with the outer world (Judging or Perceiving)**

*There is no right or wrong to these preferences.* Each identifies normal and valuable human behaviors.

As we use our preferences in each of these areas, we develop what Jung and Myers defined as a *psychological type*: an underlying personality pattern resulting from the dynamic interaction of our four preferences, environmental influences, and our own choices. People tend to develop behaviors, skills, and attitudes associated with their type, and those with types different from yours will likely be opposite to you in many ways. Each type represents a valuable and reasonable way to be. Each has its own potential strengths, as well as its likely blind spots.



## The MBTI® Preferences

In the following charts, place a ✓ beside the preference from each pair that seems to best describe your natural way of doing things—the way you are outside of the roles you play.

### Where do you prefer to focus your attention? Where do you get energy? The E–I Preference Pair

#### Extraversion

People who prefer Extraversion like to focus on the outer world of people and activity. They direct their energy and attention outward and receive energy from interacting with people and from taking action.

*Characteristics associated with people who prefer Extraversion:*

- Attuned to external environment
- Prefer to communicate by talking
- Work out ideas by talking them through
- Learn best through doing or discussing
- Have broad interests
- Sociable and expressive
- Readily take initiative in work and relationships

#### Introversion

People who prefer Introversion like to focus on their own inner world of ideas and experiences. They direct their energy and attention inward and receive energy from reflecting on their thoughts, memories, and feelings.

*Characteristics associated with people who prefer Introversion:*

- 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 their interests
- Private and contained
- Take initiative when the situation or issue is very important to them

### How do you prefer to take in information? The S–N Preference Pair

#### Sensing

People who prefer Sensing like to take in information that is real and tangible—what is actually happening. They are observant about the specifics of what is going on around them and are especially attuned to practical realities.

*Characteristics associated with people who prefer Sensing:*

- 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

#### Intuition

People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They want to grasp patterns and are especially attuned to seeing new possibilities.

*Characteristics associated with people who prefer Intuition:*

- 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



### How do you make decisions? The T–F Preference Pair

#### Thinking

People who prefer to use Thinking in decision making like to look at the logical consequences of a choice or action. They want to mentally remove themselves from the situation to examine the pros and cons objectively. They are energized by critiquing and analyzing to identify 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

#### Feeling

People who prefer to use Feeling in decision making like to consider what is important to them and to others involved. They mentally place themselves in the situation to identify with everyone so they can make decisions based on their values about honoring people. They are energized by 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:*

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

### How do you deal with the outer world? The J–P Preference Pair

#### Judging

People who prefer to use their Judging process in the outer world like to live in a planned, orderly way, seeking to regulate and manage their lives. 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 are energized by 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 stresses

#### Perceiving

People who prefer to use their Perceiving process in the outer world like to live in a flexible, spontaneous way, seeking 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 are energized by their resourcefulness in adapting to the 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
- Feel energized by last-minute pressures



## What Is Your Type?

The first step in deciding on your type is to put together the preferences you chose as you were listening to an explanation or reading about the preferences described in this report.

The MBTI assessment uses letters to represent the preferences, so you can estimate your MBTI type by combining the letters for the preferences you selected on the preceding pages. For example:

### ISTJ = people who . . .

- I** Draw energy from and pay attention to their inner world
- S** Like information that is real and factual
- T** Use logical analysis in decision making
- J** Like a structured, planned life

A person with opposite preferences on all four pairs would be an ENFP.

### ENFP = people who . . .

- E** Draw energy from the outer world of people and activity
- N** Like to see patterns and connections, the big picture
- F** Use their personal values in decision making
- P** Like a flexible, adaptable life

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

### Your Self-Estimated Type

Your initial self-estimate of type based on the preferences you chose:

\_\_\_\_\_

### Your Reported Type

Your MBTI results report the preferences you chose when you completed the MBTI assessment. These results are shown on the next page.

Your reported MBTI type:

\_\_\_\_\_

Your MBTI results also report a number by each letter. This number indicates how consistently you chose that preference over its opposite when you responded to the questions. *The numbers do not indicate how well developed a preference is or how well you use it.*



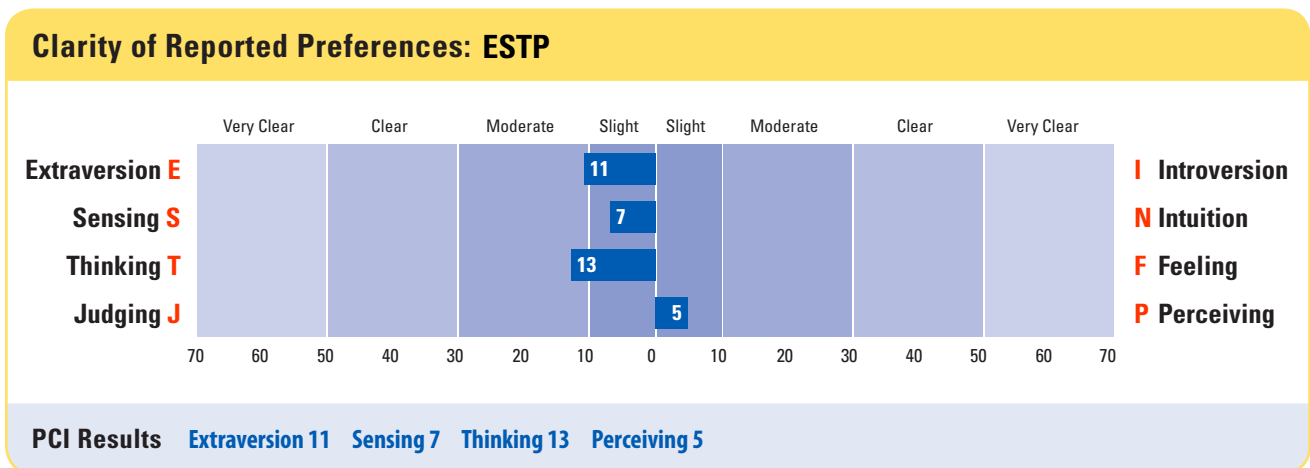
## Summary of Your MBTI® Results

How you decide to answer each item on the MBTI assessment determines your reported MBTI type. Since each of the preferences can be represented by a letter, a four-letter code is used as a shorthand for indicating type. When the eight preferences are combined in all possible ways, 16 types result. Your reported MBTI type is shown below.

**Reported Type: ESTP**

<b>Where you focus your attention</b>	<b>E Extraversion</b> Preference for drawing energy from the outside world of people, activities, and things	<b>I Introversion</b> Preference for drawing energy from one's inner world of ideas, emotions, and impressions
<b>The way you take in information</b>	<b>S Sensing</b> Preference for taking in information through the five senses and noticing what is real	<b>N Intuition</b> Preference for taking in information through a "sixth sense" and noticing what might be
<b>The way you make decisions</b>	<b>T Thinking</b> Preference for organizing and structuring information to decide in a logical, objective way	<b>F Feeling</b> Preference for organizing and structuring information to decide in a personal, values-based way
<b>How you deal with the outer world</b>	<b>J Judging</b> Preference for living a planned and organized life	<b>P Perceiving</b> Preference for living a spontaneous and flexible life

The *preference clarity index* (pci) indicates how clearly you chose one preference over its opposite. The bar graph below charts your results. The longer the bar, the more sure you may be about your preference.



Because MBTI results are subject to a variety of influences, such as work tasks, family demands, and other factors, they need to be individually verified. If your reported type does not seem to fit, you will want to determine the type that comes closest to describing you. Your type professional can assist you in this process.



## **Verifying Your MBTI® Type**

The MBTI instrument is one of the most reliable and valid self-report personality inventories available, but no psychological assessment is perfect. Because of this, we consider the results you received from taking the assessment a “best estimate” of your psychological type based on your responses. Your self-estimate as you learned the preference definitions is another guess. Most people agree with their MBTI results, but it is not unusual for your self-estimated type and your reported MBTI results to differ on one or more of the preferences.

Your task now is to verify and clarify your “best-fit” type: the four-letter combination that best describes your natural way of doing things. Read the Snapshots of the 16 Types on the following page to confirm your four-letter type code, then write it below.

**Your Best-Fit Type:**

\_\_\_\_\_

## **Applying Your MBTI® 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.





Snapshots of the 16 Types

		Sensing Types		Intuitive Types				
Introversion	<b>ISTJ</b>	Quiet, serious, earn success by thoroughness and dependability. 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.	<b>ISFJ</b>	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.	<b>INFJ</b>	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.	<b>INTJ</b>	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.
	<b>ISTP</b>	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.	<b>ISFP</b>	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, do not force their opinions or values on others.	<b>INFP</b>	Idealistic, loyal to their values and to people who are important to them. Want an external 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.	<b>INTP</b>	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.
Extraversion	<b>ESTP</b>	Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them—they 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.	<b>ESFP</b>	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.	<b>ENFP</b>	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.	<b>ENTP</b>	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.
	<b>ESTJ</b>	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.	<b>ESFJ</b>	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-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.	<b>ENFJ</b>	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.	<b>ENTJ</b>	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.



## 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.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
<b>ESTP</b>	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

### ESTP Work Style Highlights

ESTPs are action-oriented, pragmatic, resourceful, and realistic individuals who prefer to take the most efficient route. They enjoy making things happen *now* and typically find a way through difficult situations. Although the descriptors below generally describe ESTPs, some may not fit you exactly due to individual differences within each type.

- |                          |                   |                    |
|--------------------------|-------------------|--------------------|
| <b>Activity-oriented</b> | <b>Easygoing</b>  | <b>Pragmatic</b>   |
| <b>Adaptable</b>         | <b>Energetic</b>  | <b>Quick</b>       |
| <b>Adventurous</b>       | <b>Outgoing</b>   | <b>Spontaneous</b> |
| <b>Alert</b>             | <b>Persuasive</b> | <b>Versatile</b>   |

### Contributions to the Organization

- Negotiate and seek compromise to move things along
- Keep things lively; make things happen
- Take a realistic and direct approach
- Embrace risk in a calculated way
- Notice and remember factual information

### Problem-Solving Approach

- Want to make a realistic and concrete assessment of the situation and logically analyze the next steps
- May need to consider the impact on people and search for alternate possible views for optimal results



### Preferred Work Environments

- Contain lively, results-oriented people who value firsthand experience
- Have rules but make room for deviations
- Allow time for fun
- Provide for flexibility in doing the job
- Have a technical orientation with all the latest equipment
- Are physically comfortable
- Respond to the needs of the moment

### Preferred Learning Style

- Active, hands-on, trial and error in determining what works
- Practical and focused on something you can apply now

### Potential Pitfalls

- May appear demanding, blunt, and insensitive to others when acting quickly
- May focus too much on the immediate and miss the wider implications of their actions
- May sacrifice follow-through by moving on to the next problem
- May get caught up in off-work activities, such as sports and other hobbies

### Suggestions for Developing Your Work Style

- May need to curb your task focus and factor in the feelings of others
- May need to look beyond the quick fix, plan ahead, and consider the wider ramifications
- May need to complete the tasks at hand
- May need to keep work and play in the proper perspective



## 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 convincing, objective, direct, straightforward, and matter-of-fact
- Are an adaptable, resourceful, practical troubleshooter who likes to take action
- Negotiate, persuade, and maneuver around barriers; take the most efficient course of action
- Examine and evaluate data by relating them to past experiences
- Are active, engaging, challenging, risk taking, and competitive

### At First Glance

- Initially may seem somewhat detached or indifferent
- Focus on the facts and details of the immediate situation; observe realities
- Consider a number of options; are open-ended and flexible
- Are analytical and practical; seek to understand how and why things work
- Solve practical problems; are grounded in immediate realities and day-to-day activities

### What You Want to Hear

- To-the-point, practical information
- Interactions that are fun and stimulating
- Fewer long-term implications; are impatient when others slow down and make plans
- Minimal direction; rules and structure limit your ability to improvise
- Less abstraction and theory; are not convinced by intellectual arguments

### When Expressing Yourself

- Are initially impersonal; can be charming, easygoing, tolerant, and casual
- Maneuver around power and structure; finesse situations to work to your advantage
- Act more than talk; are not likely to sit around discussing matters for long periods
- Like to act very quickly and don't want to slow down to explain your actions
- May take action that circumvents the rules without communicating your intent

### Giving and Receiving Feedback

- Will not hesitate to confront others if you have a difference of opinion
- Tend to give more corrective than positive feedback and can be direct and blunt
- Are self-reliant and don't seek or require much ongoing validation
- Are more likely to evaluate yourself than to depend on external feedback
- May not be focused on or see the need for self-development in interpersonal areas



## Communication Tips

Here are some strategies to help you adapt your natural way of communicating to accommodate people with different personality types.

Potential Blind Spots	Suggested Remedies
You may feel uncomfortable when others share personal information and not realize the effects of your detached approach.	Remember that many people seek harmony and personal relationships with their co-workers. Develop patience for the sharing of personal information and avoid coming across as blunt or impersonal.
Your practical, task-focused approach and tendency to logically analyze situations may not take into account important personal factors.	Strive to understand personal situations rather than analyze them. Consider the needs and situations of the people involved.
Your preference for responding to problems immediately may lead you to overlook their causes.	Take time to work out conflicts, deal with personal issues, and look for the roots of problems.
Once a problem has been discussed, you may lose interest and not notice that the quick fix you proposed requires follow-through and needs to be communicated.	Plan ahead to ensure that you complete tasks and avoid quick fixes. Let others know when they can expect your results.
You may not realize how your feedback affects others, especially Feeling types, and they may wonder why you do not appreciate them.	Check how others are feeling and include positive feedback with the corrective feedback you give. Show your support by encouraging others.
When you act quickly without a lot of explaining, it may come across as disrespectful and a challenge to authority.	Slow down and show or tell others how and why your plan will work. Curb any tendency to take a maverick approach.
You may not notice that improvising and “flying by the seat of your pants” can be stressful to those around you who take a more thoughtful, balanced approach.	Incorporate a longer-term focus into your practical, immediate troubleshooting. This will help you solve problems more effectively in the long run.

## 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**

- Analyzing alternatives logically and objectively
- Troubleshooting
- Jumping in to address problems immediately
- Managing crises
- Doing whatever needs to be done right away
- Acting quickly and keeping things moving
- Bringing a lot of energy to the team
- Pointing out flaws and inconsistencies
- Making sure all relevant facts have been identified and presented
- Keeping things running smoothly by attending to important details
- Bringing common sense and a realistic, practical approach to problem solving
- Being flexible and spontaneous in responding to whatever obstacles arise

### **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 on 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 focus only on the immediate problem and neglect long-range issues	Think about how current problems and decisions might affect what the team does one to three years in the future
May not develop a plan for how goals are to be accomplished	Realize that some members of your team may need a plan first; give them at least a rough outline of what steps you will take
May take action too quickly, leaving your team members behind	Before jumping into a project, ask team members to join you, or at least inform them about what you are doing
May fail to consider how decisions might affect important stakeholders	Build into your decision-making process a consideration of which stakeholders will be affected and how
May engage in crisis management that treats symptoms but neglects the causes of problems	Analyze the problem to identify its cause so that you don't just treat the symptoms
May not prepare agendas for meetings, preferring to "wing it" instead	Prepare and circulate a detailed agenda prior to the meeting and ask for feedback

### 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.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
<b>ESTP</b>	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

### ESTP Decision-Making Style Highlights

Action-oriented, energetic, and realistic, ESTPs work well when they can participate fully, enjoying challenges and attempting to eliminate obstacles through a logical, pragmatic, no-nonsense approach. They like to solve problems, work to achieve immediate results, and be where the action is. During decision making ESTPs typically want to know, "What is the most expeditious choice?"\*

### Your Decision-Making Strengths

- Using a decision-making process that takes the current context into account
- Getting the decision-making process started so you can get on with execution
- Brainstorming with immediate action as a key goal
- Testing decision options in a hands-on fashion
- Moving forward when others might be hindered by convention
- Making decisions that improve efficiency by requiring less effort
- Taking on tasks and handling crises as needed
- Pushing for a result and taking action to help achieve it
- Accepting that not every problem can have a perfect solution
- Pointing out where the decision-making process was entertaining and fun





### **Potential Challenges During Decision Making**

- Getting so caught up in immediate concerns that you ignore long-term needs
- Hurrying through the preliminaries, seeing adaptation as easier than planning
- Looking for instant decisions based on the immediately available options
- Overlooking others' need for an in-depth rationale before trying out an option
- Forsaking tradition and standard methods for the freedom to act spontaneously
- Being so focused on pragmatism that you miss the emotional impact on others
- Leaving so many things open that action is not coordinated
- Rushing to implement without a full understanding of potential resistance
- Moving on too readily without absorbing all the lessons a decision outcome has to offer
- Being unwilling to explore those aspects of a decision that were hard or painful

### **Suggestions for Developing Your Decision-Making Style**

- Remember that what seems pressing right now may not be of lasting significance
- Recognize that greater efficiency may result from having a clear picture before getting started
- Remember to evaluate the risks of an option as well as the benefits
- Realize that analyzing the theoretical basis for an option can save time in the long run
- Recognize that not everyone will be motivated to act on a moment's notice
- Consider how taking feelings into account could produce a more effective decision
- Realize that following routines may leave room for more appealing tasks
- Appreciate that sometimes the wisest course of action is to wait and see
- Practice patience and perseverance when there is a chance for new learning
- Recognize that ignoring difficulties won't make them go away

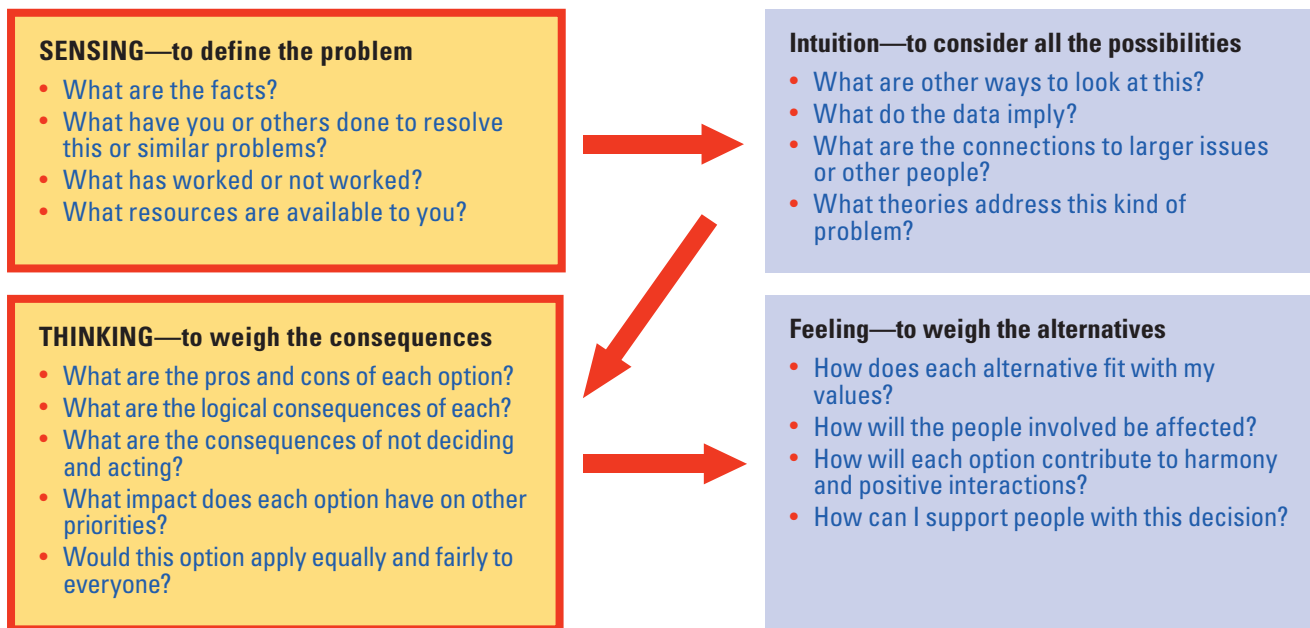
## Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. By using *both* preferences for taking in information, Sensing and Intuition, and *both* preferences for making judgments or decisions about that information, Thinking and Feeling, when coming to a decision or solving a problem, you can ensure that all factors will be considered. Without this balanced approach, you will naturally tend to focus on your own preferences and may lose the benefits and positive contributions of the other preferences.

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:

- #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

This decision-making sequence is shown below. 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

- Having a vivid sense of reality and being quick to identify what is relevant
- Acting to take advantage of opportunities and take risks
- Logically (and quickly) weighing costs and consequences of alternatives
- Being energized by crisis situations and enjoying solving problems

#### Challenges

- Having a strong orientation to the present, overshadowing the need to ask deeper questions about meaning, purpose, or vision
- Being inclined to focus first on expedience, not on the big picture or long-term view
- Being impatient with detailed strategic analyses, leading to missed opportunities
- Overlooking or undervaluing input from others, limiting the range of options considered

### Inspiring Others to Follow

#### Assets

- Having a charismatic style that attracts others to join with you
- Giving direct feedback
- Being politically astute and excelling at mediating
- Being masterful at getting others to jump in and do the work needed

#### Challenges

- Not placing a high value on working in teams or collaborating toward a common goal
- Being impatient with people, seeing them as “complainers” rather than as sources of useful feedback
- Failing to appreciate the differences in what motivates others and thus being less able to make a personalized appeal
- Conveying an individualistic style, hindering your ability to build trustful and lasting relationships with colleagues

### Mobilizing Accomplishment of Goals

#### Assets

- Feeling comfortable in fast-paced, fast-changing environments
- Having a style that is practical and grounded, yet flexible
- Being action-oriented, focused on doing versus talking about doing
- Being a resourceful troubleshooter, quick to act to remove barriers

#### Challenges

- Acting too quickly, denying others the opportunity to do what’s needed
- Being impatient with others’ personal requirements; this lack of appreciation of difference can backfire when it’s time to implement the plans
- Following through haphazardly, especially in checking in with others, often due to either disinterest or distraction
- Giving blunt feedback, sometimes resulting in hurt feelings and distracted, unproductive people



### Suggestions for Developing Your Leadership Style

- **Coaching.** Learn how to coach others for development. This means guiding their own discovery of how to solve a problem, not telling them how to do their job. Caution: They might do it a different way than you would.
- **Self-reflection.** Develop the ability to reflect on your values and goals; see if your behavior is congruent with them. You don't want your actions to say "arrogant, impatient, and competitive" when you want them to say "confident, action-oriented, and successful."



## 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.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
<b>ESTP</b>	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

### ESTP Conflict Style Highlights

ESTPs typically enjoy the challenge of negotiating and debating and bring this quality to most conflict situations. They can feel drawn into conflict when they believe their freedom is being restricted or when their emotions have become unsettled. In these instances, their assertive style can be perceived as more heated or aggressive. However, their joie de vivre enables them to see beyond potential difficulties to the good times that are not far away.

### Your Strengths in Managing Conflict

- Responding energetically and with ease in the moment to whatever crosses your path
- Using your ability to remain unfazed and your straightforward approach to help you quickly confront the matter at hand
- Being comfortable compromising and prepared to use your sense of humor to lighten proceedings

### What You Need from Others

- Space to act with autonomy; others should not try to rein you in too quickly
- Acceptance of your natural tendency to question and challenge what you are presented with; you need others to not take this questioning personally
- An opportunity to analyze matters before bringing them to a final conclusion

### How Others Tend to See You

- Blending pragmatism with adventure, willing to explore with energy whatever confronts you
- Usually clear and direct, although at times you may be perceived as blunt or rude
- Likely to jump into action quickly, at times without considering the potential consequences of your actions
- When you are under stress: someone in constant motion, not taking time to stop and think, and your humor can become sarcastic

### Suggestions for Developing Your Conflict Style

- Be patient with those who just need to be heard
- Be careful what you say, as at times your directness can be perceived as hurtful and your humor can turn into sarcasm
- Be mindful that your intention to clarify can be misconstrued as intrusive questioning
- Remember that when you debate a topic, it is often seen as arguing and conflict generating in its own right



## 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

- Being forced to focus on the future
- Having to close off options, decide now about some future event
- Being questioned about long-range plans
- Coping with an excessive workload, pressure of deadlines
- Being physically and mentally exhausted
- Having to conform to a set schedule with no freedom of choice
- Listening to people talk about theories, possibilities, what-ifs

### Signs of Stress in ESTPs

- Being plagued by dark thoughts and feelings
- Losing confidence and becoming self-critical
- Reading between the lines and seeing implications, especially negative ones
- Attributing cosmic meaning to ordinary events and details, seeing them as possible signs and portents
- Being uncharacteristically anxious, confused, and overwhelmed
- Feeling panicky, out of control
- Becoming quiet, withdrawn

### Best Ways for ESTPs to Manage Stress

- Connect physically to nature—walk, run, ride a bike
- Use positive self-talk
- Get out of the stressful context and broaden your perspective
- Breathe slowly, calm down
- Talk to someone about it
- Complete a task, get something done

### Worst Ways for ESTPs to Respond to Stress

- Make any permanent decision in your current state
- Try to think your way out of the problem on your own
- Reevaluate, based on your current stressed perspective, who you are and what's important to you
- Avoid people or refuse to tell others of your distress
- Insist on solving the problem on your own and not ask for help



## Your Approach to Change

The charts below provide information and perspective to 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

- Chances to take action
- Independence
- Opportunities to talk with like-minded people
- Ability/responsibility to make on-the-spot decisions and be resourceful
- To not get bogged down

#### Reactions when needs are not met

- May ignore requirements and expectations
- Will create variety and action, even when they are inappropriate or disruptive
- Become rebellious
- Talk, organize activities, focus on fun rather than work

### When Dealing with Losses

#### Contribute by

- Giving a rationale for what is going on
- Looking forward rather than back—letting go of the past
- Adapting and functioning quickly after change
- Talking about it

#### Have difficulty with

- Dealing with others' feelings
- Being pushed out of your comfort zone
- People who drag their feet
- People who want to plan and schedule everything before moving on

### During the Transition Period

#### Typical reactions

- Withdraw and interact less
- Seek out people of the same type or those with common interests
- Become frustrated when there's nothing happening—want to move on

#### Tend to focus on

- Terminating the transition period and finding the starting point
- Dealing with immediate problems
- Experimenting with new things—using your resourcefulness

### During the Start-Up Phase

#### Obstacles to starting

- Having to nurture others
- Lack of information
- Slow movers
- Poor timing
- Being required to develop a plan before you begin

#### Contribute by

- Verbalizing what is going on
- Getting people involved and things moving
- Adapting to changes in goals and procedures
- Selling the idea
- Celebrating
- Troubleshooting unexpected problems



## About This Report

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:

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