

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP I™  
**INTERPRETIVE REPORT**

Prepared for  
**MARTIN SAMPLE**

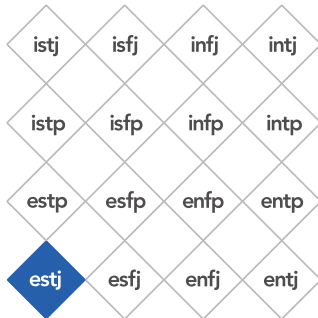
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## About Your Report

Your Myers-Briggs® Interpretive Report is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment. This assessment identifies which of 16 different personality types best describes you.

Your reported Myers-Briggs personality type  
**ESTJ**

Your preferences  
**Extraversion | Sensing | Thinking | Judging**









The MBTI assessment was developed by Isabel Briggs Myers and her mother, Katharine Cook Briggs, who spent years observing people. They created the assessment based on the personality type theory proposed by psychologist Carl Jung. Their goal was to help people understand how natural, healthy differences in the way people take in information and come to conclusions lead so clearly to the different ways people act and react, make life choices, relate to others, and make sense of the world. These insights help explain why different people are interested in different things, prefer various kinds of work, and sometimes find it hard to understand each other. The MBTI assessment is now used by organizations and individuals around the world to improve their interactions and to promote effectiveness in their work and personal lives.

- Organizations use it to improve communication, teamwork, and leadership.
- Those entering the work world use it to choose careers likely to match their interests and strengths; those seeking a change use it to target new career directions.
- Educators and students use it to make learning more interesting and compatible with individual learning and teaching styles.
- People in relationships of all kinds use it to better understand one another, improve communication, and reduce conflict, resulting in more positive and productive interactions.

Isabel Briggs Myers created descriptions of the 16 personality types, including the description presented for you in this report. Your type description will help you see your type's distinctive characteristics and how your type differs from others. The insights gained will help you better understand and appreciate the basic differences between people and more successfully manage the impact of those differences.

## Your Myers-Briggs Personality Type: ESTJ

The questions on the MBTI assessment are designed so that when you respond to a question, you show which preference in one of the four pairs of opposites you prefer.

EXTRAVERSION		or		INTROVERSION	Opposite ways to <b>direct and receive energy</b>
SENSING		or		INTUITION	Opposite ways to <b>take in information</b>
THINKING		or		FEELING	Opposite ways to <b>decide and come to conclusions</b>
JUDGING		or		PERCEIVING	Opposite ways to <b>approach the outside world</b>

Although each of us can and does use all of the preferences at least some of the time, people typically find one in each pair more comfortable and natural than its opposite. Think of your choices as something like being right- or left-handed. Both hands are valuable and useful, but most people use the hand they favor naturally more often and become more adept with it. In the same way, your type preferences are choices between equally valuable and useful qualities. Your ESTJ results are described below.

### 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.





**Getting it done and getting it right**

Practical, realistic, matter-of-fact

Decisive, quick to implement decisions

Organize projects and people to get things done as efficiently as possible

Take care of routine details

Follow their own logical standards and want others to do the same

Forceful in implementing their plans

**Your Type Description: ESTJ**

ESTJs like to organize projects, procedures, and people, and then act to get things done. They live by a set of clear standards and beliefs, make a systematic effort to follow these, and expect the same of others. They value competence, efficiency, and results and display them in their work and play.

ESTJs take an objective approach to problem solving and are tough when the situation requires it. They like to organize their life and work, and they have little patience with confusion, inefficiency, or lack of follow-through. ESTJs tend to be logical, analytical, objectively critical, decisive, and assertive.

ESTJs focus on the present—what is real and actual. They apply and adapt relevant past experience to deal with problems, and they prefer jobs where results are immediate, visible, and tangible. ESTJs are likely to be practical, realistic, matter-of-fact, systematic, and pragmatic.

ESTJs are usually excellent administrators because they understand systems and logistics. They can project the steps needed to accomplish a task, foresee potential problems, assign responsibilities, and marshal resources. They deal with all aspects of a situation, leaving no unresolved issues or unfinished business, and get things done on time. When they see that something is not working, they will plan and act to correct it. They prefer proven procedures and systems. Their orientation is toward tasks, action, and the bottom line.

Because ESTJs naturally devise systems, procedures, and schedules, others rely on them to take charge and get results. Others may find ESTJs overpowering at times because they are so certain about how things should be. Because they are clear and straightforward in their communication, people seldom have to wonder where they stand.

ESTJs can be quite gregarious and generally enjoy interacting with people, especially in tasks, games, traditions, and family activities. They take relationship roles seriously and fulfill them responsibly. Others usually see ESTJs as conscientious, dependable, decisive, outspoken, and self-confident.

Sometimes life circumstances have not supported ESTJs in the development and expression of their Thinking and Sensing preferences. If they have not developed their Thinking, ESTJs may not have a reliable way of evaluating information and thus may make inconsistent or overly harsh decisions. If they have not developed their Sensing, they may make decisions too quickly, before they have taken in enough information. Then their decisions will reflect their previously formed judgments or biases.

## Your Unique Personality Type: ESTJ

The two middle letters of your Myers-Briggs personality type show the two mental processes that make your type unique.

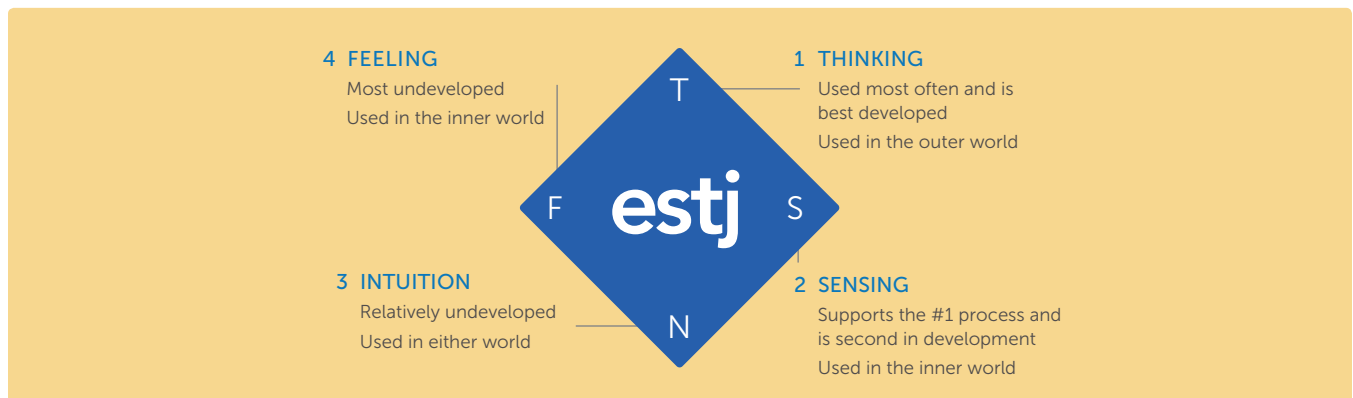
### THE MENTAL PROCESSES



Your two middle letters are S (Sensing) and T (Thinking). As an ESTJ, you devote most of your energy to Thinking and support your Thinking with Sensing. Intuition (N) is not as appealing for your type and therefore is much less likely to be used. Least preferred and most rarely used of all is Feeling (F). ESTJs tend to develop Thinking and Sensing during the first half of life, and at midlife they begin to find Intuition and Feeling more interesting and easier to use.

The letters of your type also show what others are most likely to notice about you—what you use in the outside world versus what you reserve for your inner world of ideas and impressions. Here’s how that works for ESTJ.

You use your favorite process, Thinking, mostly in the outer world of people, things, and activities; this is what people can easily see when they observe you in action. You use your second process, Sensing, mostly in your inner world of thoughts and ideas, where others are unlikely to see it. You tend to use your third and fourth processes, Intuition and Feeling, when a situation requires their use but quickly return to what is most natural and comfortable for you, Thinking and Sensing. Feeling is least appealing for you.



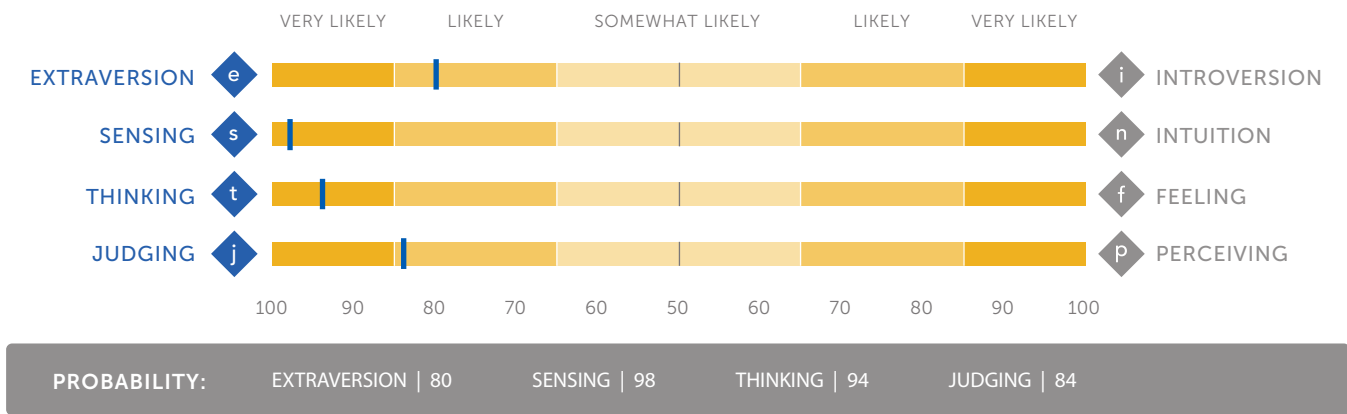
Your type description takes all of the above into account in describing ESTJs in everyday life. Review your description carefully. Does it match up with your self-knowledge? If the description makes you feel comfortably understood, then the Myers-Briggs personality type described for you is likely on target. The description is meant to help you trust and develop the preferences that come most naturally to you, while keeping in mind that, like most people, you use all of the preferences from time to time, depending on what the situation calls for.



## Probability Index

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

### PROBABILITY INDEX FOR EACH OF YOUR MBTI® PREFERENCES



Do your assessment results seem to fit? Many find that their type results capture their personality attributes quite well. Others find that changing one or more of the preferences in their four-letter type yields a type description that fits them better. If in doubt, consider these suggestions.

- Think back to your frame of mind when you took the assessment. Did you answer the questions describing what truly comes most naturally and easily to you? Were your responses perhaps influenced by the situation in which you answered the questions, or by how you felt you should respond? If your responses did not reflect your natural way of being, then the type description presented for you may not entirely match.
- Was it hard to decide between the response options for some of the questions? If so, those choices may have affected your results and created a mismatch. You will find complete descriptions of all 16 Myers-Briggs personality types in the *Introduction to Myers-Briggs® Type* booklet by Isabel Briggs Myers. Review them with your type practitioner, who can assist you in finding the type that fits you best.