

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

Prepared for  
**JOHN SAMPLE**

April 13, 2016



CPP, Inc. | 800.624.1765 | [www.cpp.com](http://www.cpp.com)

Myers-Briggs Type Indicator® Step I™ Personal Impact Report Copyright 2013, 2016 by Peter B. Myers and Katharine D. Myers. All rights reserved. Myers-Briggs Type Indicator, Myers-Briggs, MBTI, Step I, and the MBTI logo are trademarks or registered trademarks of The Myers & Briggs Foundation in the United States and other countries. The CPP logo is a trademark or registered trademark of CPP, Inc., in the United States and other countries.



## HOW YOUR REPORT IS ORGANIZED

|   |    |
|---|----|
| What Are Preferences?   | 3  |
| The MBTI® Preferences   | 4  |
| What Is Your Type?  | 6  |
| Your Myers-Briggs® Personality Type                                 | 7  |
| Verifying Your Type   | 9  |
| Applying Your Myers-Briggs® Results to Enhance Your Personal Impact | 9  |
| Your Work Style   | 11 |
| Your Communication Style  | 13 |
| Your Team Style   | 15 |
| Your Decision-Making Style  | 17 |
| Your Leadership Style   | 20 |
| Your Conflict Style   | 22 |
| How Stress Impacts You  | 24 |
| Your Approach to Change   | 25 |

## About Your Report

**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 decades of research and development, the MBTI assessment is the world's most widely and universally used tool for understanding normal, healthy personality differences among people everywhere, opening up opportunities for growth and development.



## What Are Preferences?

The MBTI assessment reports your preferences on four aspects of personality expressed as pairs of opposites. Try this exercise to get a sense of what Jung and Myers meant by *preferences*.

First, sign your name below as you usually do.

Now, sign your name again, but this time use your other hand.

What was it like writing your name the first time with your preferred hand? How does this compare to the second time? Most people who try this immediately notice some major differences.

### Preferred Hand

- Feels natural
- Don't have to think about it
- Seems effortless, easy
- Looks neat, legible, adult

### Nonpreferred Hand

- Feels unnatural
- Have to concentrate
- Seems awkward, clumsy
- Looks childlike

This exercise demonstrates the idea of preferences in the MBTI assessment. You can use either one of your hands when you have to, and you use both of them regularly. But when writing, you favor one of your hands over the other, and it feels natural and competent. You can develop skill in writing with your opposite, nonpreferred hand, but imagine how hard it would be if you had to write with it all day.

Similarly, you're naturally inclined to favor one of the two opposites in each of the four preference pairs. You use both opposites at different times, but not both at once and not with the same confidence. When you use your preferences, you are generally at your best and feel most competent, natural, and energetic.

### THE FOUR MYERS-BRIGGS® PREFERENCE PAIRS

|              |          |    |          |              |  |
|--------------|----------|----|----------|--------------|--|
| EXTRAVERSION | <b>e</b> | or | <b>i</b> | INTROVERSION | Opposite ways to <b>direct and receive energy</b>      |
| SENSING      | <b>s</b> | or | <b>n</b> | INTUITION    | Opposite ways to <b>take in information</b>            |
| THINKING     | <b>t</b> | or | <b>f</b> | FEELING      | Opposite ways to <b>decide and come to conclusions</b> |
| JUDGING      | <b>j</b> | or | <b>p</b> | PERCEIVING   | Opposite ways to <b>approach the outside world</b>     |

Your Myers-Briggs personality type represents your natural preferences in the four aspects of personality described, which account for the natural differences between people. People tend to develop behaviors, skills, and attitudes associated with their type, and individuals with types different from yours will likely be opposite to you in many ways. *There is no right or wrong to these preferences.* Each identifies normal and valuable human behaviors, and each type has its own potential strengths, as well as its likely blind spots.



## The MBTI® Preferences

In the following tables, highlight the element in each preference pair that best describes your natural way of doing things—the way you are outside of any roles you might play in life, when you are just being yourself.

### THE E–I PREFERENCE PAIR | How do you direct and receive energy?

| e  | EXTRAVERSION | i  | INTROVERSION |
|--|--------------|--|--------------|
| <p>People who prefer Extraversion like to focus on the outside world. They direct their energy and attention outward and get energized by interacting with people and taking action.</p> |              | <p>People who prefer Introversion like to focus on their own inner world. They direct their energy and attention inward and are energized by reflecting on their own and others’ ideas, memories, and experiences.</p> |              |
| <p><b>Characteristics associated with people who prefer Extraversion:</b></p>  |              | <p><b>Characteristics associated with people who prefer Introversion:</b></p>  |              |
| <p>Drawn to the outside world</p>  |              | <p>Drawn to their inner world</p>  |              |
| <p>Prefer to communicate by talking</p>  |              | <p>Prefer to communicate in writing</p>  |              |
| <p>Work out ideas by talking them through</p>  |              | <p>Work out ideas by reflecting on them</p>  |              |
| <p>Learn best through doing or discussing</p>  |              | <p>Learn best by reflection, mental “practice”</p>   |              |
| <p>Have broad interests</p>  |              | <p>Focus in depth on a few interests</p>   |              |
| <p>Tend to be sociable and expressive</p>  |              | <p>Tend to be private and contained</p>  |              |
| <p>Readily take initiative in work and relationships</p>   |              | <p>Take initiative selectively—when the situation or issue is very important to them</p>   |              |

### THE S–N PREFERENCE PAIR | How do you take in information?

| s  | SENSING | n   | INTUITION |
|--|---------|---|-----------|
| <p>People who prefer Sensing like to take in information that is real and tangible—what they perceive using the five senses. They pay close attention to what is going on around them and are especially attuned to practical realities.</p> |         | <p>People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They look for patterns and are especially attuned to seeing new possibilities.</p> |           |
| <p><b>Characteristics associated with people who prefer Sensing:</b></p>   |         | <p><b>Characteristics associated with people who prefer Intuition:</b></p>  |           |
| <p>Oriented to present realities</p>   |         | <p>Oriented to future possibilities</p>   |           |
| <p>Factual and concrete</p>  |         | <p>Imaginative and verbally creative</p>  |           |
| <p>Focus on what is real and actual</p>  |         | <p>Focus on the patterns and meanings in data</p>   |           |
| <p>Observe and remember specifics</p>  |         | <p>Remember specifics when they relate to a pattern</p>   |           |
| <p>Build carefully and thoroughly toward conclusions</p>   |         | <p>Move quickly to conclusions, follow hunches</p>  |           |
| <p>Understand ideas and theories through practical applications</p>  |         | <p>Want to clarify ideas and theories before putting them into practice</p>   |           |
| <p>Trust experience</p>  |         | <p>Trust inspiration</p>  |           |



THE T-F PREFERENCE PAIR | How do you decide and come to conclusions?

**t** THINKING

People who prefer Thinking like to decide things by looking at the logical consequences of their choice or action. They want to mentally remove themselves from the situation so they can examine the pros and cons objectively. They enjoy analyzing 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

**f** FEELING

People who prefer Feeling like to decide things by considering what's important to them and to others involved. They mentally insert themselves into the situation to identify with everyone so they can make decisions that honor people. They enjoy 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:**

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

THE J-P PREFERENCE PAIR | How do you approach the outside world?

**j** JUDGING

People who prefer Judging like to live in a planned, orderly way. 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 enjoy 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 stress

**p** PERCEIVING

People who prefer Perceiving like to live in a flexible, spontaneous way, and want 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 enjoy being resourceful in adapting to the opportunities and 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
- Find last-minute pressures energizing

## What Is Your Type?

The first step in figuring out which Myers-Briggs type fits you best is to put together the preferences you chose as you were listening to an explanation or reading about the preferences in this report.

The MBTI assessment uses letters to represent the preferences, so you can estimate your type by combining the letters next to the preferences you highlighted. For example, suppose you highlighted the letters I, S, T, and J.

### ISTJ = People who tend to...

- i** Pay attention to and get energized by their inner world

---

- s** Like information that is real and tangible

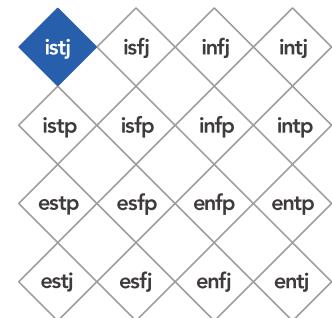
---

- t** Use logical analysis in decision making

---

- j** Like a structured and planned life

---

A person with opposite preferences on all four preference pairs would have highlighted the letters E, N, F, and P.

### ENFP = People who tend to...

- e** Pay attention to and get energized by the outside world of people and activity

---

- n** Like to see patterns and connections, the big picture

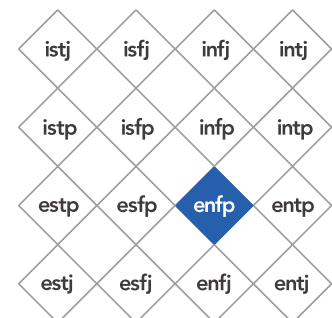
---

- f** Use personal and social values in decision making

---

- p** Like a flexible, adaptable life

---

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

**First hypothesis:** Your self-estimate of type based on listening or reading:

**Second hypothesis:** Your MBTI results report the preferences you chose when you completed the assessment. This is called your *reported type*.

Your reported type on the MBTI assessment:



## 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  
**ESTP**

Your preferences  
**Extraversion | Sensing | Thinking | 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.



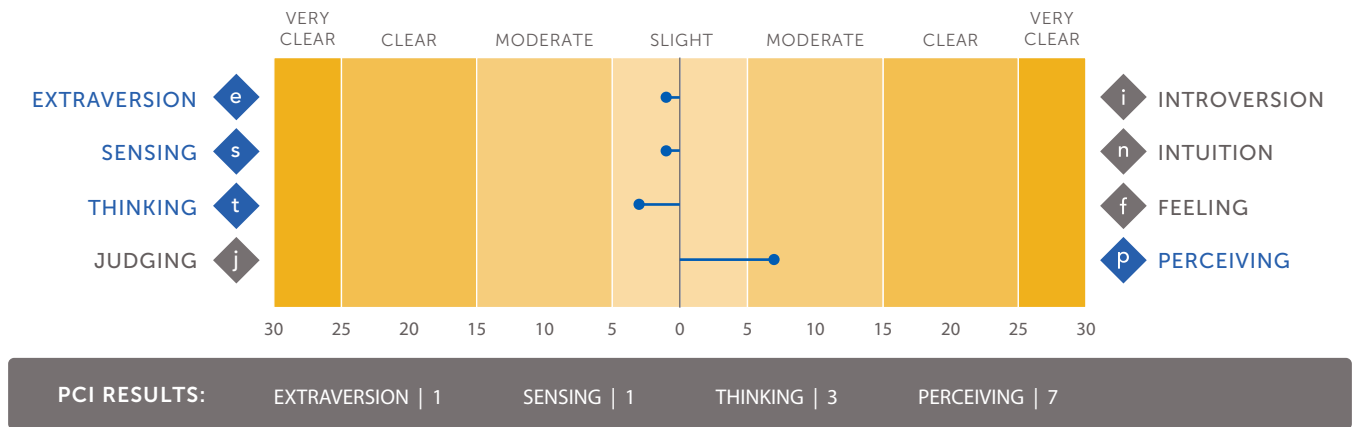
#### Perceiving

People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.



Your MBTI responses also provide a picture of how clearly or consistently you chose your preference in each pair of opposites. This *preference clarity index* (pci) is indicated in the graph below. A longer line suggests that you are quite sure about a preference; a shorter line means that you are less sure about whether that preference truly describes you. Your preference clarity does not indicate how well developed your preferences are or how well you use them.

## CLARITY OF YOUR PREFERENCES: ESTP



Because a variety of influences, such as work responsibilities, family demands, and any number of other pressures, may have affected the way you answered the MBTI questions, the results you received may not entirely fit you. If that is the case, work with your Myers-Briggs practitioner, who can assist you in finding the type that fits you best.





## Verifying Your Type

The MBTI assessment is one of the most reliable and valid personality tools available, but no assessment is perfect. Because of this, it is important that you verify your “best-fit” type—the four-letter combination that best describes your natural way of doing things. Your self-estimate and your reported type are considered hypotheses at this point—best guesses about your personality type—and they may not agree. Although most people agree with their MBTI results, it is not unusual for people’s self-estimated and reported types to differ on one or more of the preferences.

Your task now is to verify your “best-fit” type: the four-letter combination that best describes you. Read the Characteristics Frequently Associated with Each Type on the next page to confirm your choice, then write the corresponding type code in the space below.

Your Best-Fit Type

## Applying Your Myers-Briggs® 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.



## CHARACTERISTICS FREQUENTLY ASSOCIATED WITH EACH TYPE

|  |  |   |   |
|--|--|---|---|
| <b>ISTJ</b>  | <b>ISFJ</b>  | <b>INFJ</b>   | <b>INTJ</b>   |
| <p>Quiet, serious, succeed by being thorough and dependable. 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.</p>                         | <p>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.</p>                                      | <p>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.</p>  | <p>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.</p>                      |
| <b>ISTP</b>  | <b>ISFP</b>  | <b>INFP</b>   | <b>INTP</b>   |
| <p>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.</p>                                   | <p>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, don't force their opinions or values on others.</p>  | <p>Idealistic, loyal to their values and to people who are important to them. Want to live a 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.</p>                       | <p>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.</p>                               |
| <b>ESTP</b>  | <b>ESFP</b>  | <b>ENFP</b>   | <b>ENTP</b>   |
| <p>Flexible and tolerant, they take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; 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.</p>                    | <p>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.</p>                              | <p>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.</p> | <p>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.</p>                               |
| <b>ESTJ</b>  | <b>ESFJ</b>  | <b>ENFJ</b>   | <b>ENTJ</b>   |
| <p>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.</p> | <p>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-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.</p> | <p>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.</p>         | <p>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.</p> |



## 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.

### ESTP WORK STYLE HIGHLIGHTS

|                          |                   |                    |      |  |                          |                  |                  |                  |                  |              |                    |                 |                    |              |                   |                  |
|--------------------------|-------------------|--------------------|------|--|--------------------------|------------------|------------------|------------------|------------------|--------------|--------------------|-----------------|--------------------|--------------|-------------------|------------------|
| istj                     | isfj              | infj               | intj | <p><b>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.</b></p> <table border="0"> <tr> <td><b>Activity oriented</b></td> <td><b>Easygoing</b></td> <td><b>Pragmatic</b></td> </tr> <tr> <td><b>Adaptable</b></td> <td><b>Energetic</b></td> <td><b>Quick</b></td> </tr> <tr> <td><b>Adventurous</b></td> <td><b>Outgoing</b></td> <td><b>Spontaneous</b></td> </tr> <tr> <td><b>Alert</b></td> <td><b>Persuasive</b></td> <td><b>Versatile</b></td> </tr> </table> | <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> |
| <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>   |      |  |                          |                  |                  |                  |                  |              |                    |                 |                    |              |                   |                  |
| istp                     | isfp              | infp               | intp |  |                          |                  |                  |                  |                  |              |                    |                 |                    |              |                   |                  |
| <b>estp</b>              | esfp              | enfp               | entp |  |                          |                  |                  |                  |                  |              |                    |                 |                    |              |                   |                  |
| estj                     | esfj              | enfj               | entj |  |                          |                  |                  |                  |                  |              |                    |                 |                    |              |                   |                  |

### 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, with some trial and error in determining what works
- Practical and focused on something you can apply now

## Potential Pitfalls

- Being demanding, blunt, and insensitive to others when acting quickly
- Focusing too much on the immediate and missing the wider implications of your actions
- Sacrificing follow-through by moving on to the next problem
- Getting 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 situation at hand; are observant and responsive
- Consider a number of options; are open-ended, resourceful, and flexible
- Are analytical and practical; seek to understand how and why things work
- Solve practical problems; are grounded in what is happening right now

### What You Want to Hear

- To-the-point, practical information
- Less talk and more action; interactions that are fun and stimulating
- Immediately applicable logical implications and consequences
- Minimal direction; rules and structure limit your ability to improvise
- Alternatives and options rather than decisions

### 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

- Won't 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 focus on or see the need for self-development in interpersonal areas

| 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 follow through on a commitment or task.                                 | Plan ahead to ensure that you complete tasks so others see you as dependable.   |
| 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 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 in 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.



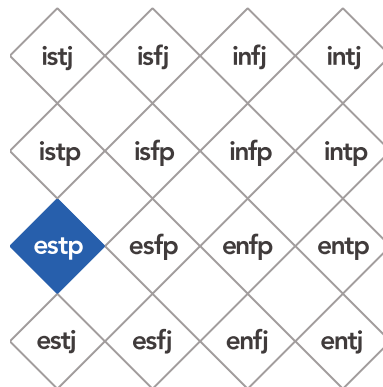


## Your Decision-Making Style

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.

### 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

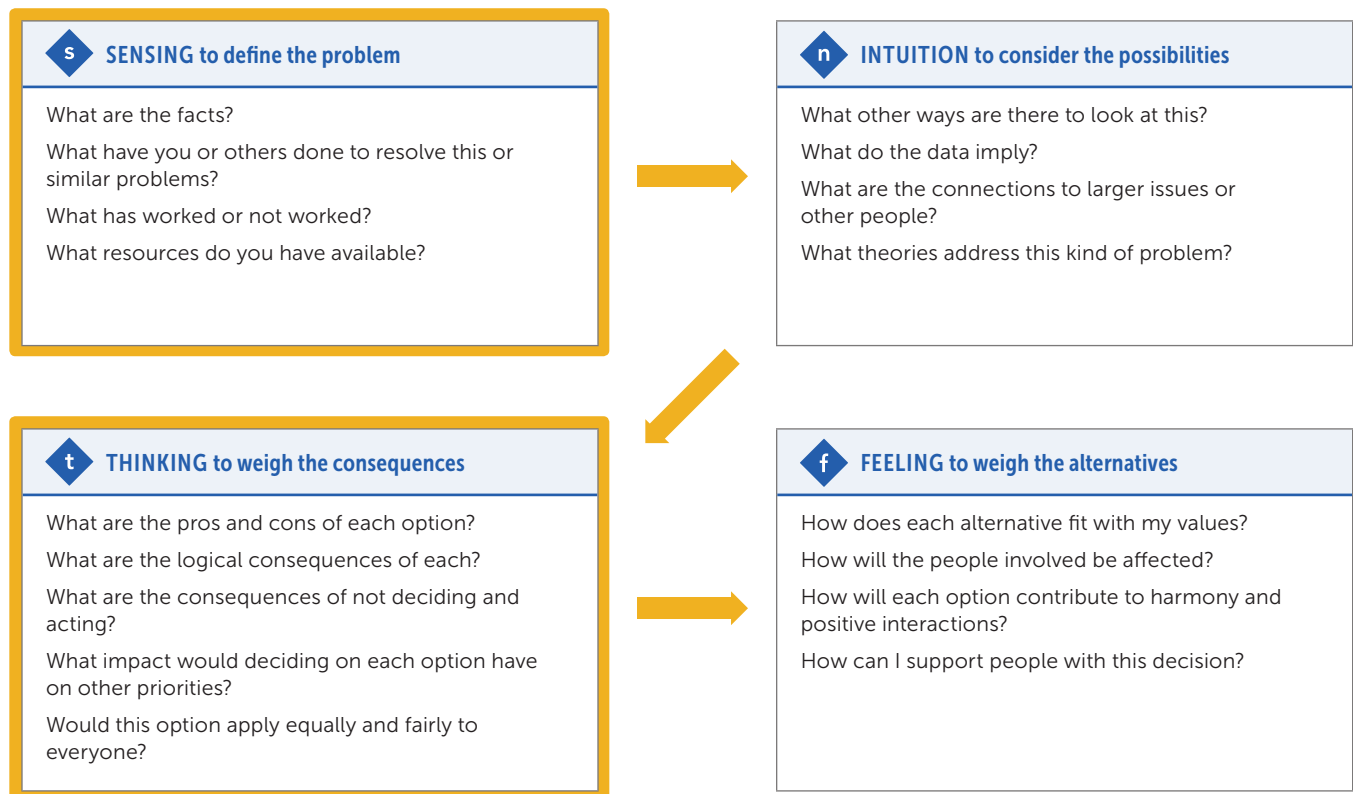
## Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. Sound decisions use both kinds of perception—Sensing and Intuition—in order to gather all useful information and both kinds of judgment—Thinking and Feeling—to ensure that all factors have been weighed. Because we naturally prefer one particular kind of perception and one kind of judgment, we are likely to focus on our preferred ways and overlook the positive contributions of our nonpreferred ways.

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. This decision-making sequence is shown below.

- #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

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   | Challenges  |
|--|---|
| <ul style="list-style-type: none"> <li>Having a vivid sense of what is real and being quick to identify what is relevant</li> <li>Acting to take advantage of opportunities and take risks</li> <li>Logically (and quickly) weighing costs and consequences of alternatives</li> <li>Being energized by crisis situations and enjoying solving problems</li> </ul> | <ul style="list-style-type: none"> <li>Having a strong orientation to the present, overshadowing the need to ask deeper questions about meaning, purpose, or vision</li> <li>Being inclined to focus first on expedience, not on the big picture or long-term view</li> <li>Being impatient with detailed strategic analyses, leading to missed opportunities</li> <li>Overlooking or undervaluing input from others, limiting the range of options considered</li> </ul> |

### INSPIRING OTHERS TO FOLLOW

| Assets   | Challenges  |
|--|---|
| <ul style="list-style-type: none"> <li>Having a charismatic style that attracts others to join with you</li> <li>Giving direct feedback</li> <li>Being politically astute and excelling at mediating</li> <li>Being masterful at getting others to jump in and do the work needed</li> </ul> | <ul style="list-style-type: none"> <li>Not placing a high value on working in teams or collaborating toward a common goal</li> <li>Being impatient with people, judging them as complainers rather than seeing them as sources of useful feedback</li> <li>Failing to appreciate the differences in what motivates others and thus being less able to make a personalized appeal</li> <li>Conveying an individualistic style, hindering your ability to build trustful and lasting relationships with colleagues</li> </ul> |

### MOBILIZING ACCOMPLISHMENT OF GOALS

| Assets  | Challenges  |
|---|---|
| <ul style="list-style-type: none"> <li>Feeling comfortable in fast-paced, fast-changing environments</li> <li>Having a style that is practical and grounded, yet flexible</li> <li>Being action oriented, focused on doing versus talking about doing</li> <li>Being a resourceful troubleshooter, quick to act to remove barriers</li> </ul> | <ul style="list-style-type: none"> <li>Acting too quickly, denying others the opportunity to do what's needed</li> <li>Being impatient with others' personal requirements; this lack of appreciation of difference can backfire when it's time to implement the plans</li> <li>Following through haphazardly, especially in checking in with others, often due to either disinterest or distraction</li> <li>Giving blunt feedback, sometimes resulting in hurt feelings and distracted, unproductive people</li> </ul> |



## Suggestions for Developing Your Leadership Style

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

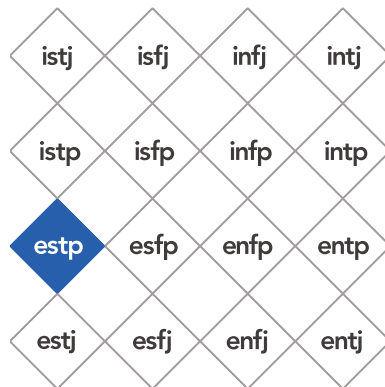


## Your Conflict Style

**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.

### 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

- 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

### MANAGING STRESS

| Best ways to manage your stress  | Worst ways for you to respond to stress  |
|--|--|
| Connect physically to nature—walk, run, ride a bike<br>Use positive self-talk<br>Get out of the stressful context and broaden your perspective<br>Breathe slowly, calm down<br>Talk to someone about it<br>Complete a task, get something done | Make any permanent decision in your current state<br>Try to think your way out of the problem on your own<br>Reevaluate, based on your current stressed perspective, who you are and what's important to you<br>Avoid people or refuse to tell others of your distress<br>Insist on solving the problem on your own and not ask for help |





## Your Approach to Change

The charts below 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  | Reactions when needs are not met  |
|--|---|
| <ul style="list-style-type: none"> <li>Chances to take action</li> <li>Independence</li> <li>Opportunities to talk with like-minded people</li> <li>Ability/responsibility to make on-the-spot decisions and be resourceful</li> <li>To not get bogged down</li> </ul> | <ul style="list-style-type: none"> <li>May ignore requirements and expectations</li> <li>Will create variety and action, even when they are inappropriate or disruptive</li> <li>Become rebellious</li> <li>Talk, organize activities, focus on fun rather than work</li> </ul> |

### WHEN DEALING WITH LOSSES

| Contribute by   | Have difficulty with   |
|---|--|
| <ul style="list-style-type: none"> <li>Giving a rationale for what is going on</li> <li>Looking forward rather than back—letting go of the past</li> <li>Adapting and functioning quickly after change</li> <li>Talking about it</li> </ul> | <ul style="list-style-type: none"> <li>Dealing with others' feelings</li> <li>Being pushed out of your comfort zone</li> <li>People who drag their feet</li> <li>People who want to plan and schedule everything before moving on</li> </ul> |

### DURING THE TRANSITION PERIOD

| Typical reactions   | Tend to focus on  |
|---|---|
| <ul style="list-style-type: none"> <li>Withdraw and interact less</li> <li>Seek out people of the same type or those with common interests</li> <li>Become frustrated when there's nothing happening—want to move on</li> </ul> | <ul style="list-style-type: none"> <li>Terminating the transition period and finding the starting point</li> <li>Dealing with immediate problems</li> <li>Experimenting with new things—using your resourcefulness</li> </ul> |

### DURING THE START-UP PHASE

| Obstacles to starting  | Contribute by  |
|--|--|
| <ul style="list-style-type: none"> <li>Having to nurture others</li> <li>Lack of information</li> <li>Slow movers</li> <li>Poor timing</li> <li>Being required to develop a plan before you begin</li> </ul> | <ul style="list-style-type: none"> <li>Verbalizing what is going on</li> <li>Getting people involved and things moving</li> <li>Adapting to changes in goals and procedures</li> <li>Selling the idea</li> <li>Celebrating</li> <li>Troubleshooting unexpected problems</li> </ul> |



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:

*Introduction to Myers-Briggs Type®* (7th ed.) by Isabel Briggs Myers.

Copyright 1998, 2015 Peter B. Myers and Katharine D. Myers. All rights reserved.

*Introduction to Myers-Briggs® Type and Leadership* (2nd ed.) by Sharon Lebovitz Richmond.

Copyright 2008, 2016 CPP, Inc. All rights reserved.

*Introduction to Myers-Briggs Type® in Organizations* (4th ed.) by Sandra Krebs Hirsh and Jean M. Kummerow.

Copyright 1998, 2016 CPP, Inc. All rights reserved.

*Introduction to Type® and Change* by Nancy J. Barger and Linda K. Kirby.

Copyright 2004 CPP, Inc. All rights reserved.

MBTI® Conflict Style Report developed by Damian Killen and Danica Murphy.

Copyright 2003, 2011 Peter B. Myers and Katharine D. Myers. All rights reserved.

MBTI® Decision-Making Style Report developed by Katherine W. Hirsh and Elizabeth Hirsh.

Copyright 2007, 2010 Peter B. Myers and Katharine D. Myers. All rights reserved.

MBTI® Step I™ Communication Style Report developed by Donna Dunning.

Copyright 2003, 2009, 2016 CPP, Inc. All rights reserved.

MBTI® Step I™ Interpretive Report.

Copyright 1988, 1998, 2005, 2015 Peter B. Myers and Katharine D. Myers. All rights reserved.

MBTI® Step I™ Interpretive Report for Organizations developed by Sandra Krebs Hirsh and Jean M. Kummerow.

Copyright 1990, 1998, 2005, 2015 Peter B. Myers and Katharine D. Myers. All rights reserved.

MBTI® Stress Management Report developed by Naomi L. Quenk.

Copyright 2011 Peter B. Myers and Katharine D. Myers. All rights reserved.

MBTI® Team Report developed by Allen L. Hammer.

Copyright 1994, 1998, 2004, 2009 Peter B. Myers and Katharine D. Myers. All rights reserved.

These in-depth reports and resources are available through your practitioner.

For more information about the Myers-Briggs® assessment and available reports, please visit [www.cpp.com](http://www.cpp.com).

