

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

Prepared for
GRACE SAMPLE

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



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?

 EXTRAVERSION	 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>Characteristics associated with people who prefer Extraversion:</p> <ul style="list-style-type: none">Drawn to the outside worldPrefer to communicate by talkingWork out ideas by talking them throughLearn best through doing or discussingHave broad interestsTend to be sociable and expressiveReadily take initiative in work and relationships	<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>Characteristics associated with people who prefer Introversion:</p> <ul style="list-style-type: none">Drawn to their inner worldPrefer to communicate in writingWork out ideas by reflecting on themLearn best by reflection, mental "practice"Focus in depth on a few interestsTend to be private and containedTake initiative selectively—when the situation or issue is very important to them

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

 SENSING	 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>Characteristics associated with people who prefer Sensing:</p> <ul style="list-style-type: none">Oriented to present realitiesFactual and concreteFocus on what is real and actualObserve and remember specificsBuild carefully and thoroughly toward conclusionsUnderstand ideas and theories through practical applicationsTrust experience	<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>Characteristics associated with people who prefer Intuition:</p> <ul style="list-style-type: none">Oriented to future possibilitiesImaginative and verbally creativeFocus on the patterns and meanings in dataRemember specifics when they relate to a patternMove quickly to conclusions, follow hunchesWant to clarify ideas and theories before putting them into practiceTrust inspiration



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



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



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?



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



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



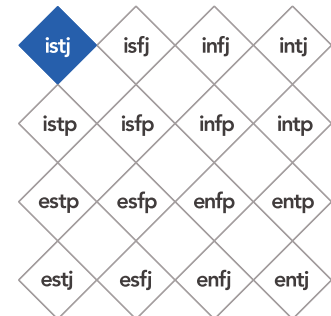
What Is Your Type?

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...

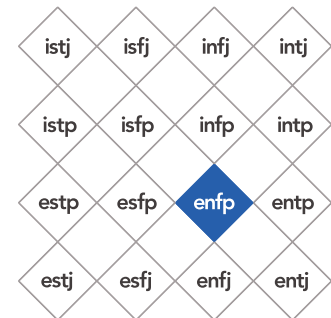
- i** Pay attention to and get energized by their inner world
- s** Like information that is real and tangible
- t** Use logical analysis in decision making
- j** Like a structured and planned life



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
ENFP

Your preferences
Extraversion | Intuition | Feeling | Perceiving

THE WAY YOU DIRECT AND RECEIVE ENERGY

Extraversion

People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.



Introversion

People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

THE WAY YOU TAKE IN INFORMATION

Sensing

People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.



Intuition

People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

THE WAY YOU DECIDE AND COME TO CONCLUSIONS

Thinking

People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.



Feeling

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

THE WAY YOU APPROACH THE OUTSIDE WORLD

Judging

People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.



Perceiving

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



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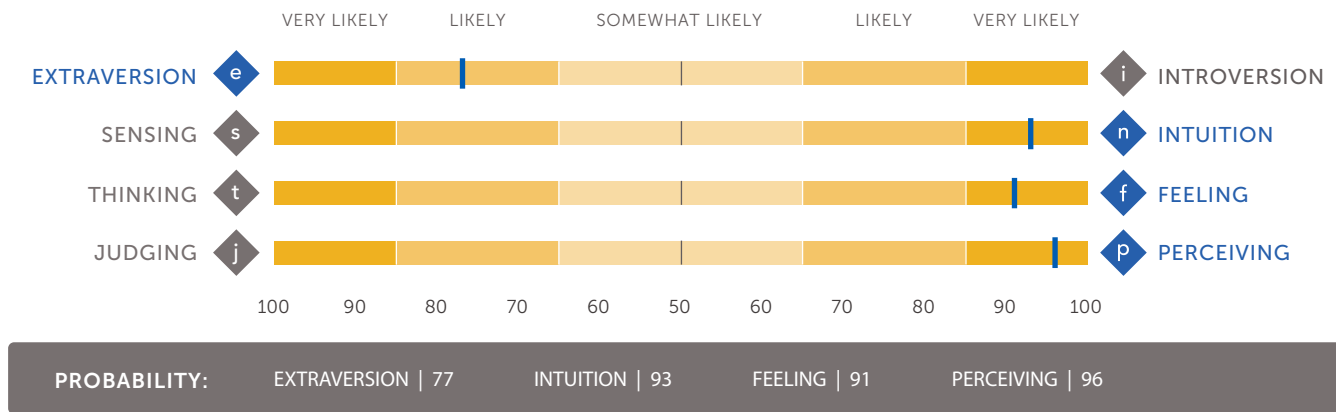
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Your MBTI responses indicate not only your preferences, but also the probability that your reported preferences really do fit you. The graph below shows the probability index for each of your preferences. The closer the blue marker is to a preference, 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



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.



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CHARACTERISTICS FREQUENTLY ASSOCIATED WITH EACH TYPE

ISTJ 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.	ISFJ 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.	INFJ 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.	INTJ 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.
ISTP 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.	ISFP 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.	INFP 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.	INTP 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.
ESTP 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.	ESFP 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.	ENFP 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.	ENTP 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.
ESTJ 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.	ESFJ 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.	ENFJ 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.	ENTJ 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.

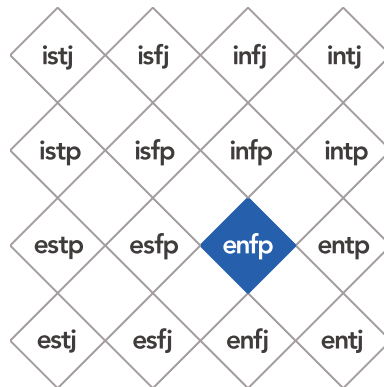


Your Work Style

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.

ENFP WORK STYLE HIGHLIGHTS



ENFPs are enthusiastic, insightful, innovative, versatile, and tireless in pursuit of new possibilities. They enjoy working on teams to bring about change related to making things better for people.

Creative

Expressive

Original

Curious

Friendly

Restless

Energetic

Imaginative

Spontaneous

Enthusiastic

Independent

Versatile

Contributions to the Organization

- See the need for change and initiate it
- Focus on possibilities, especially for people
- Energize and persuade others through your enthusiasm
- Bring creativity and imagination to projects and actions
- Appreciate and acknowledge others

Problem-Solving Approach

- Want to explore creative possibilities for growth that fit with your values
- May need to apply logic dispassionately and consider the relevant facts and details for optimal results



Preferred Work Environments

- Contain imaginative people focused on possibilities
- Allow for sociability and flair
- Foster participation with different kinds of people and perspectives
- Offer variety and challenge
- Encourage sharing ideas
- Are flexible, casual, and unconstrained
- Mix in fun and enjoyment

Preferred Learning Style

- Active, experiential, and imaginative
- Interesting, whether or not it has practical applications

Potential Pitfalls

- Wanting to move on to new ideas or projects without finishing what you've started
- Overlooking relevant facts and details
- Overextending yourself and trying to do too much
- Procrastinating while searching for the best possible answer

Suggestions for Developing Your Work Style

- May need to set priorities based on what is most important and then follow through
- May need to pay attention to key details and then stay focused on them
- May need to screen tasks and say no rather than try to do them all, no matter how appealing they may sound
- May need to use project and time management skills to meet goals



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 outgoing, optimistic, caring, genuine, and compassionate
- Energetically and enthusiastically encourage and persuade others
- Identify opportunities to develop human potential and improve people's situations
- Champion changes that provide possibilities and improve processes for people
- Help people find niches, develop strengths, and compensate for weaknesses

At First Glance

- Empower, advocate for, and encourage the individual in the organization
- Enjoy collaboration, cooperation, and the sharing of ideas
- See potential and possibilities in people; focus on relationships and growth
- Create and share a wealth of innovative ideas and a vision of the future
- Value and encourage diversity; enjoy working with a wide variety of people

What You Want to Hear

- People's experiences, feelings, thoughts, viewpoints, and ideas
- Conversations showing that people are interested in getting to know each other and develop relationships
- General guidelines and information, not specific directions or commands
- Theories and models that will enhance growth, learning, and development
- Collaborative language focusing on teamwork and individual contributions

When Expressing Yourself

- Are highly participative, sociable, and friendly; connect and develop rapport with others
- Use empathy when interpreting situations and dealing with others
- Are sensitive to group dynamics; highlight and integrate ideas and input
- Often teach, counsel, facilitate, motivate, negotiate, recruit, and resolve conflicts
- Challenge accepted practices if not aligned with human values or needs



Giving and Receiving Feedback

- Validate, appreciate, and celebrate unique and valuable individual contributions
- Seek to please others; motivated by positive feedback and encouragement
- Like to be mentored or supported within the work setting rather than supervised
- Are sensitive to, and can be hurt by, feedback that is objective and task focused rather than personal
- Will give more positive than corrective feedback and may hesitate to criticize others

Potential Blind Spots	Suggested Remedies
Your tendency to get personally involved to help others may be seen as disruptive.	Learn when to back off from discussing personal matters to avoid being seen as intrusive, interfering, or not businesslike.
You may lose sight of the task at hand.	Avoid becoming distracted by people's stories and needs.
You may not understand why others are not inspired and responding to your innovative ideas.	Make sure your ideas are grounded and realistic. Others will need to see details. Be practical and logical as well as personal and inspired.
Helping others develop may be so motivating to you that you assume it is what motivates others, too.	Show how personal development links to developing competencies, enhancing performance, and affecting business results.
Your high energy and enthusiastic approach may be lost on some members of your audience.	Some people distrust enthusiasm. When you present ideas to people who are more reserved, quiet, or skeptical, tone down the energy level and slow the pace.
It may be difficult for you to give constructive feedback to others, and when others give you feedback, at times it may seem hurtful.	Recognize that at times people need constructive feedback to grow. Be careful not to take feedback personally.
Your interest in conceptualizing ideas and getting them under way may not lead to task completion. Dropping projects that no longer interest you can be irritating to co-workers.	Rather than changing course and leaving projects undone once the initial ideas are worked out, be sure to follow through and finish tasks needed for implementation.

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

- Brainstorming new solutions
- Thinking out loud
- Stimulating others' creative thinking
- Generating long-range possibilities
- Motivating others and getting their buy-in
- Generating excitement about and enthusiasm for new projects or ideas
- Seeing the big picture
- Making decisions based on personal values
- Reminding team members of common values
- Negotiating win-win solutions
- Seeing other people's viewpoints
- Driving change

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.



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Potential Blind Spots	Suggested Remedies
May fail to consider whether your ideas are feasible	Learn to ask the more detail-oriented team members for feedback on your proposals before presenting them to the entire team
May give scattered or somewhat disorganized presentations to the team	Use an outline to help organize your thoughts, and keep it in front of the team when you are presenting
May fail to make a clear distinction between a possibility and a decision	Announce explicitly to team members when you are thinking out loud versus when you have reached a decision; write down the decision and circulate it
May annoy team members by seeming to change your mind frequently	Let team members know when you are verbally exploring possibilities so they do not believe that every possibility you discuss is another action item
May burn out by running from one possibility to another	Stay focused on a manageable list of priorities to help prevent burnout
May neglect to consider the impact of your ideas on the bottom line	Explicitly communicate to team members and shareholders how your ideas will contribute to improving the bottom line

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.

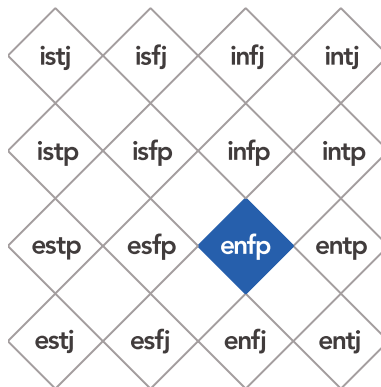


Your Decision-Making Style

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.

ENFP DECISION-MAKING STYLE HIGHLIGHTS



Lively, charismatic, and encouraging, ENFPs work well when they can innovate and be creative, persuade others to action, and stimulate positive change. They generate enthusiasm for start-up activities, are tireless in pursuit of newfound interests, and anticipate the needs of people and organizations. During decision making ENFPs typically want to know, "What is the most exciting choice?"*

Your Decision-Making Strengths

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



Potential Challenges During Decision Making

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

Suggestions for Developing Your Decision-Making Style

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

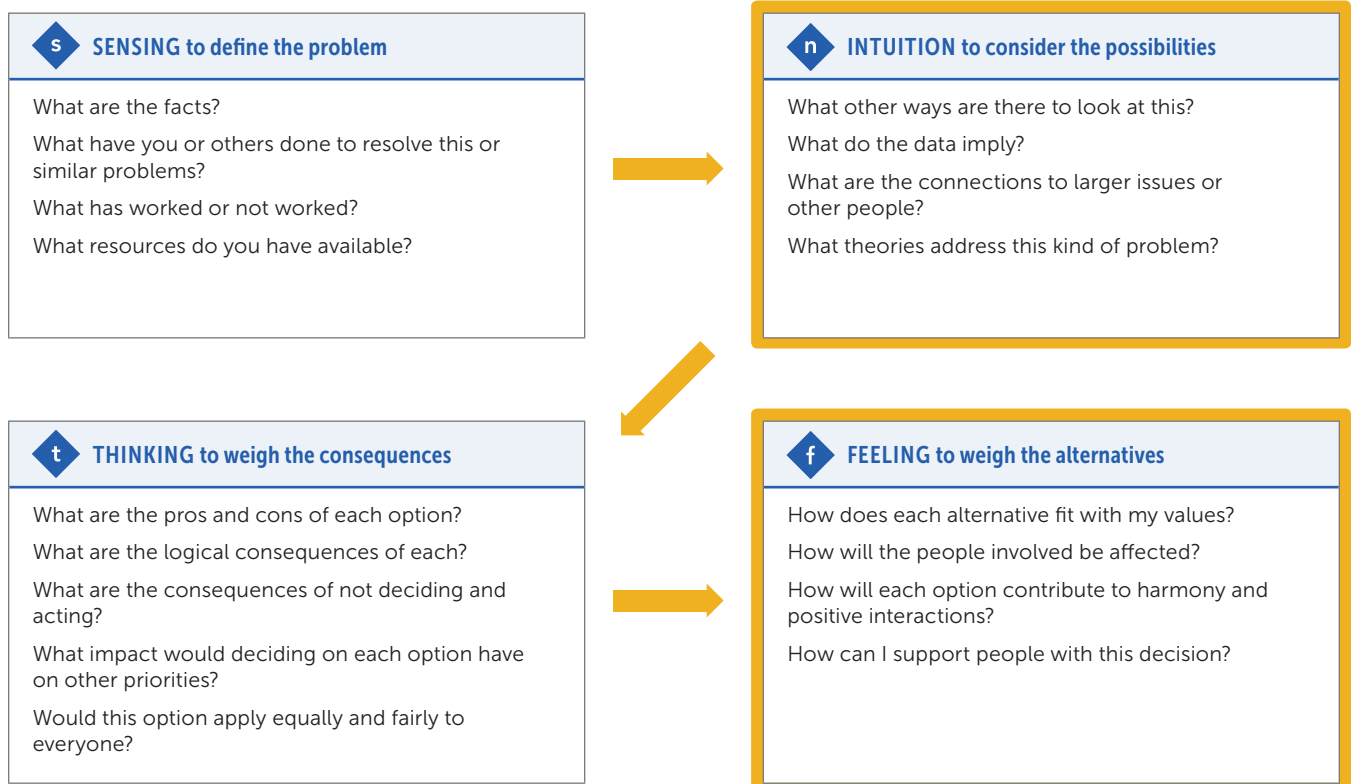
Enhancing Your Decision-Making Capability

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
Creating visionary or idealistic goals	Struggling to describe your vision in tangible, specific terms
Being comfortable brainstorming multiple visions and paths for realizing them, considering many alternatives before narrowing them to one	Resisting the need to ground your vision in reality
Welcoming others' ideas and input about future priorities	Diluting the power of your vision to make it more palatable if you see that others aren't supporting it
Having a generally optimistic outlook about the future	Becoming discouraged by others' critiques of your vision, even if they are generally supportive

INSPIRING OTHERS TO FOLLOW

Assets	Challenges
Inspiring others toward a vision with your passion and communication skills	Taking extreme positions about others—either being dismissive of their views or needing their approval
Warmly appreciating others and including their ideas and input without hesitation	Hesitating to give critical feedback, being reluctant to risk hurting others
Enjoying an organic structure rather than a rigid one, allowing people to find their own place to connect and define their role	Losing credibility with people who expect leaders to provide them with a structure to follow (e.g., roles, clear boundaries, detailed plans)
Spending time understanding colleagues, their values and concerns, to help build trust	Becoming drained by focusing too much on relationships, especially if you forget to set up boundaries

MOBILIZING ACCOMPLISHMENT OF GOALS

Assets	Challenges
Spotting barriers that others may miss and finding creative ways around them; being seen by others as resourceful	Leaving responsibility for implementation to others and neglecting to follow up, sometimes setting a poor example of being accountable for results
Feeling comfortable sharing authority widely to encourage commitment and ownership	Assuming that other people are also motivated by vision alone and underestimating the power of other sources of motivation
Relying on teams to keep things moving forward, spreading accountability across the group	Becoming immobilized by the sheer volume of details that must be handled and losing enthusiasm for an idea
Being enthusiastic about taking prompt action when your passions are engaged, as well as about the future	Moving too slowly to intervene when someone is failing in his or her job



Suggestions for Developing Your Leadership Style

- **Logical persuasion.** Learn how to present your views in a logical, businesslike manner to gain influence. Cite historical data to frame the problem, describe your proposed solution, and include specific measures of success.
- **Planning.** Consider developing your project management skills, especially creating detailed time lines and cost estimates. While you are comfortable with evolving processes, others may look to you to provide structure.

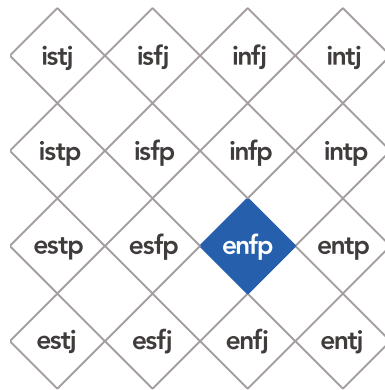


Your Conflict Style

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.

ENFP CONFLICT STYLE HIGHLIGHTS



ENFPs are naturally aware of conflict situations and disagreements among the people around them and are quick to encourage dialogue, either to preempt the conflict or to engage in it. For them it is paramount that each person be listened to and that the values of all concerned be respected. ENFPs are prepared to give matters time and may hold on to issues when others feel it is time to move on. However, they also can use their perceptive and persuasive powers to convince others of the best way forward.

Your Strengths in Managing Conflict

- Endeavoring to create a warm, caring environment in which everyone can thrive
- Wanting everyone to have an opportunity to have his or her say in a comfortable and safe setting
- Valuing differences, finding areas of agreement, and seeing alternatives, which helps everyone navigate a way forward

What You Need from Others

- Respect for your values and your idealistic and enthusiastic nature
- Time to explore creative alternatives, which you believe is essential to finding a way through the conflict
- Help with building a harmonious environment with open and honest dialogue, where everyone will feel listened to



How Others Tend to See You

- Personable, perceptive, and persuasive
- Empathetic and possessing good listening skills, which makes them feel that their opinions and feelings are being honored
- Able to bring people together as a facilitator or mediator
- When you are under stress: overextending yourself, promising more than you can deliver, spinning out of control, or exhibiting fluctuating emotions

Suggestions for Developing Your Conflict Style

- Be clear at the outset about what you want and articulate your values in order to avoid compromising too readily
- Accept that not everything can be changed and work only on key areas
- Don't undervalue logical analysis, even when it involves people
- Stop and reflect earlier in the process and then talk to someone, so as to avoid procrastination later



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

- Having to follow rules, procedures, routines
- Being unable to pursue your ideas and interests
- Working within a highly structured, rigid, detail-oriented environment
- Being required to do something that violates your values
- Feeling distrusted, disrespected, ignored, not recognized
- Receiving criticism about yourself or what you have created
- Finding that you are unable to fulfill the multiple demands you have taken on yourself

Signs of Stress

- Obsessing about irrelevant details and facts
- Focusing excessively on your body, imagining that you have some dire illness
- Being irritable, snappish, impatient
- Feeling depressed, hopeless; withdrawing
- Failing to see any possibilities beyond your current, dismal reality
- Being pessimistic and incapable of seeing the big picture
- Engaging in inflexible, rigid thinking

MANAGING STRESS

Best ways to manage your stress	Worst ways for you to respond to stress
Attend to physical needs—resting, sleeping, eating properly	Work harder, faster, or longer
Change your environment, especially get outdoors	Flit back and forth between possible solutions
Engage in physical exercise	Agree or disagree with others vehemently and indiscriminately
Get involved in a creative activity	Withdraw, rejecting others' offers to help
Prioritize, then delegate some tasks to others	Spend a great deal of time alone ruminating
Pause before saying yes, and force yourself to say no at least some of the time	
Share your negative thoughts and feelings with someone who won't minimize them or try to talk you out of them	



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
A sense of openness, options, possibilities	Can lose focus and become distracted
A chance to verbalize the positive possibilities	Begin generating all the negative possibilities
A great deal of information, communication with many people	Become angry and rebellious
Attention to the effects on people	Talk a lot and stir things up
Support for yourself and others	
To be included in the process from the beginning	

WHEN DEALING WITH LOSSES

Contribute by	Have difficulty with
Allowing time for others to talk and process	Breaking relationships with people, jobs, and your environment
Working it through, considering all angles	An ending that is too fast, when there hasn't been time to let go
Scanning for the positive	Other people's bad feelings
Talking a lot about it	Violation of your values by the process
Initiating ceremonies and symbols for closure	

DURING THE TRANSITION PERIOD

Typical reactions	Tend to focus on
Excitement and anxiety	Coming up with creative possibilities for the future
"Tug-of-war" feelings—being pulled forward and backward	Keeping people informed and involved
Struggle with old loyalties	Figuring out how to influence the process
Difficulty in focusing; not sure which way to focus	Examining and possibly changing feelings and values

DURING THE START-UP PHASE

Obstacles to starting	Contribute by
Your desire to include everyone may slow down progress	Having a vision of the future
At the outset, you may lack plans	Enthusiastically and articulately communicating with others
You may feel torn—pulled back toward the old—especially if there are unresolved issues	Including everyone
You will resist if the change plans ignore people's feelings	Supporting the new plan
	Energizing others and keeping yourself energized



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.

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

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