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MBTI® Step II™ Interpretive Report Tips

The MBTI® Step II™ assessment can be used to help clients facilitate change–their own and that of others. Here are some tips for using the MBTI® Step II™ Interpretive Report to help clients gain a better understanding of their unique type expression and explore ways to leverage their facet knowledge to improve their performance and manage change.

1. Prepare for the session by reviewing your client's report and checking the MBTI® Step I™ preference clarity indexes (PCI) and MBTI® Step II™ polarity index. Note any dichotomy with multiple out-of-preference or midzone scores. *Remove and keep the Interpreter's Summary page for your reference.*

2. Meet with your client to interpret results and begin by reviewing the goals for the session. *Reiterate the reasons for taking the assessment and ask your client for his/her general reactions to the assessment.*

3. Discuss basic Step I information using the first section of the Step II™ Interpretive Report ("The MBTI® Personality Assessment") as your guide. *Define and describe each dichotomy, have the client self-assess his/her preference.*

4. Introduce the Step II approach and use the section of the report titled "Your Step II™ Facet Results" to help the client learn about facets. *Emphasize that the five facets do not comprise all there is to know about each dichotomy.*

5. Describe how to read Step II facet results and use the "How to Read Your Step II™ Facet Results" as your guide. *Point out that the description for someone with an out-of-preference facet result is different from the description for someone whose result on that preference is in-preference.*

6. Briefly explain each of the 20 facets and the client's specific facet results. *The facets provide insight into an individual's distinctive ways of expressing type. Particular patterns of facets within a dichotomy may reflect ways in which less-preferred aspects of personality are expressed.*

7. Verify or re-verify the client's best-fit Step I type keeping in mind that one major purpose of the Step II assessment is to help clients verify their best-fit type. *Use the client's questions as a springboard for discussion. May ask, "Do you think there is evidence this facet behavior was learned versus being natural?"*

8. Identify and discuss the client's Step II name (the four letter type plus any out-of-preference facet poles). *If your client doesn't have out-of-preference facets, he/she may have an environment that fully supports his/her natural preferences.*

9. Introduce applications that are most relevant to your client and discuss ways that he/she might make use of application tips to enhance daily success. *The Step II facets provide excellent starting points for discussing specific behaviors and identifying those which may be problematic if used in an extreme way.*

10. Summarize your client's results by linking them back to the purpose of your session and reiterating the fact that neither Step I nor Step II results explain all aspects of personality. *Suggest ways the client might achieve balance by flexing to use the less-preferred facets, but be careful not to use stereotyping language.*

These tips were derived from information in the *MBTI® Step II™ User's Guide.*

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firob

FIRO-B® and MBTI® Leadership Report Tips

The Leadership Report Using the FIRO-B® and MBTI® Instruments can uncover individual needs and leadership styles, revealing new behavioral options for success. Here are some tips for using this report to help leaders, managers, and individuals understand their natural style.

1. Strategize how to manage the needs expressed in the client's FIRO-B® results based on the situation at hand. *May ask the client: "How important is it for you to be in the driver's seat during decision-making?"*

2. Explore the client's leadership orientation, using the "Facets of Leadership Style" and "Your Leadership Approach" sections. *Explain that learning to read the current situation and the most appropriate behaviors to exhibit can provide advantages. These behaviors may include natural preferences, or flexing his/her style depending on the audience.*

3. Review the overall Interpersonal Needs score, Expressed Behaviors, Wanted Behaviors and total Need scores for Inclusion, Control, and Affection to paint a vivid picture for the client. *May ask the client: "Is this working for you in your current role? Consider how you can flex your behaviors."*

4. Work with the client to identify any inconsistencies in what he/she is expressing to others and what is wanted in return. *Using the reported results, ask the client to reflect on the reaction of others to his/her behavior. Could ask the client, "Do you exhibit behaviors consistent with your needs?"*

5. The section "Role You Take On in an Organization" helps identify leadership style:
   + Inclusion–Clarifier
   + Control–Director
   + Affection–Encourager

   May ask the client: "When would flexing to another style be beneficial?"

6. Discuss how the client's interactions may affect leadership and what the client may exhibit first to others when in a leadership role. *How do these results influence how the client shapes the organization's culture?*

7. Explore the style used when working with groups/teams, as well as other leaders and what is expected of others during these interactions. *Can too much interaction lead to over-exposure and over-disclosure?*

8. Walk through the section on power and organizational culture, exploring the client's basis of power and influence and the effect it may have on the culture. *Probe the client to consider traditions that may have worked before but aren't working now. How can he/she positively influence the culture through leadership style?*

9. Review how the client's stress triggers may be relieved by leveraging strengths and natural resources effectively. *Stress triggers and coping mechanisms may be different from those of others. May ask the client how his/her behaviors could be altered to address the unique needs of others.*

10. Work together to discuss the "Action Plan," integrating this into what the client wants the business and performance outcomes to be. *May ask the client: What "type development" steps or behavioral changes can you make to foster an optimally balanced organizational culture?*

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