



The people development people.

MBTI® Step II™ Forum: Your Questions Answered

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About the Speaker: Sherrie Haynie, M.Ed.

Sherrie Haynie serves as a consultant for CPP, Inc. She is an MBTI® Master Practitioner and MBTI® Certification Program faculty member. She currently consults with a multitude of Fortune 500 businesses of all sizes. In addition to providing MBTI certification training, Sherrie develops and facilitates OD initiatives for leadership, coaching, team building, performance management, and strategic planning. With a focus on organizational results, Sherrie previously consulted for GM, Ford Motor Company, Delta Airlines, and Wayne State University.





Agenda

- Uses and Benefits of Step II Assessment
- Overview of Step II Results
- Your Questions...Answered
- Case Study: Working Through Interesting Results
- Resources to Guide You
- Special Promotion





MBTI® Step I™ and Step II™ Refresher

Form M (Step I):

- 93 items
- Produces only Step I results
- Available in a range of formats

Form Q (Step II):

- 144 items (including the 93 Step I items)
- Produces Step I and Step II results
- Must be computer scored to produce Step II results





Uses of the MBTI® Step II™ Tool

- Clarifying an unclear preference
- Affirming an individual's unique way of expressing his or her type
- Focusing on potential areas for development





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Benefits of the Step II Assessment

Step II results help with three issues
practitioners sometimes face:



Benefits

Benefit #1

- Some people do not have all the attributes associated with a type preference.
 - For example, Extraversion–Introversion items explore:
 - Sociability
 - Activity level
 - Expressiveness
 - Initiative
 - If you have a preference for Extraversion, the type description implies that you have ALL the characteristics associated with that preference.
 - We know this is not always the case.





Benefits (Continued)

Benefit #2

- Some people have unclear preferences on one or more dichotomies.
 - This is often associated with a low pci or pcc.

Benefit #3

- Step I results do not report within-type differences.
 - Individuals within a particular type are not all alike. While they share many similarities, they also have differences.
 - Step II results often resolve these issues.





MBTI® Step II™ Facets

- Facets are components of the four dichotomies.
- They 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.





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Overview of the MBTI® Step II™ Results



In-Preference Results

- Facet scores in the 2–5 range are considered to be “in keeping” with the underlying preference.
- High levels of agreement are expected with the behavioral description associated with that side, or pole, of the facet.
- Occasionally, clients disagree. This may be because of the relatively few items contributing to a facet score.





Midzone Results

A facet score of 0 or 1 (on either side) is no better or worse than any other result.

- Possible reasons for such a score:
 - Situational use of each of the poles of the facet
 - Habitual use of both poles of the facet
 - Ambivalence about which pole to use





Out-of-Preference Results

A facet score of 2–5 on the side opposite your overall preference on the dichotomy:

- Identifies how you may be different from others of your type
- May reflect long-standing individual behavioral habits
- May result from training or individual development





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Your Questions Answered



Your Questions Answered

How do you effectively debrief when there are more out-of-preference facets than in-preference facets?





E-I Facets

Initiating

Basic approach to connecting with others

Receiving

Expressive

How readily we communicate our emotional states and experience

Contained

Gregarious

Breadth and depth of our connections

Intimate

Active

How we prefer to learn

Reflective

Enthusiastic

Level and kind of energy we bring to exchanges with others

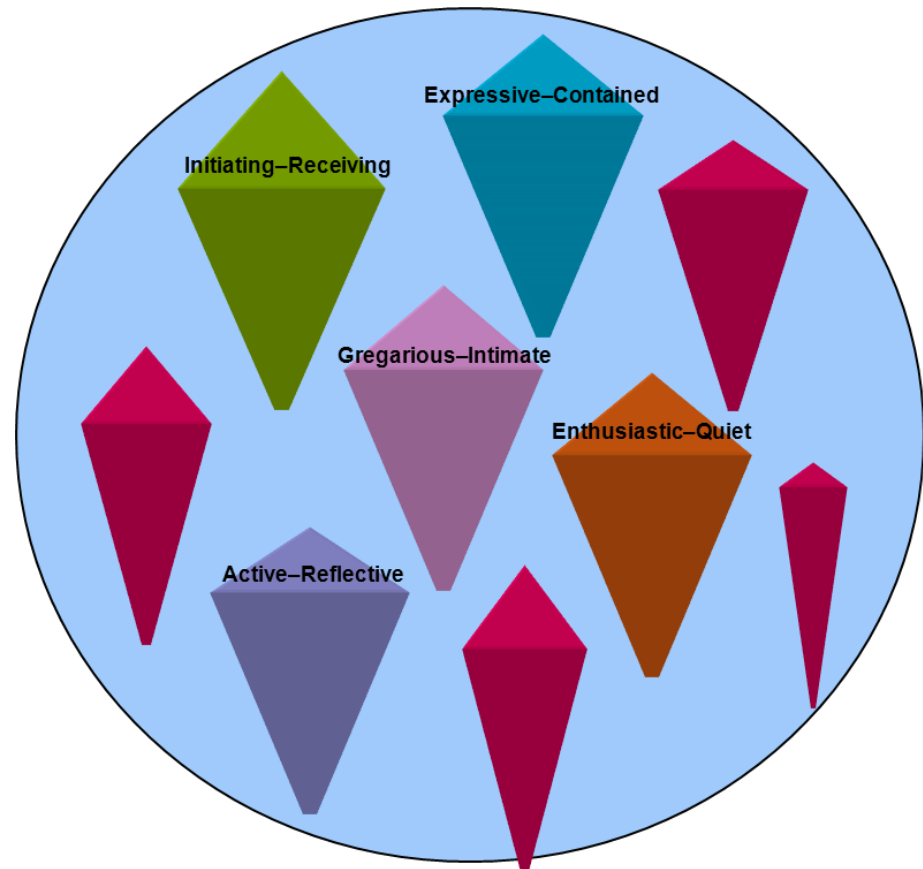
Quiet





The Whole Is Greater Than the Sum of the Parts

The facets are some components of the preferences, but they **do not “add up” to the preferences.**

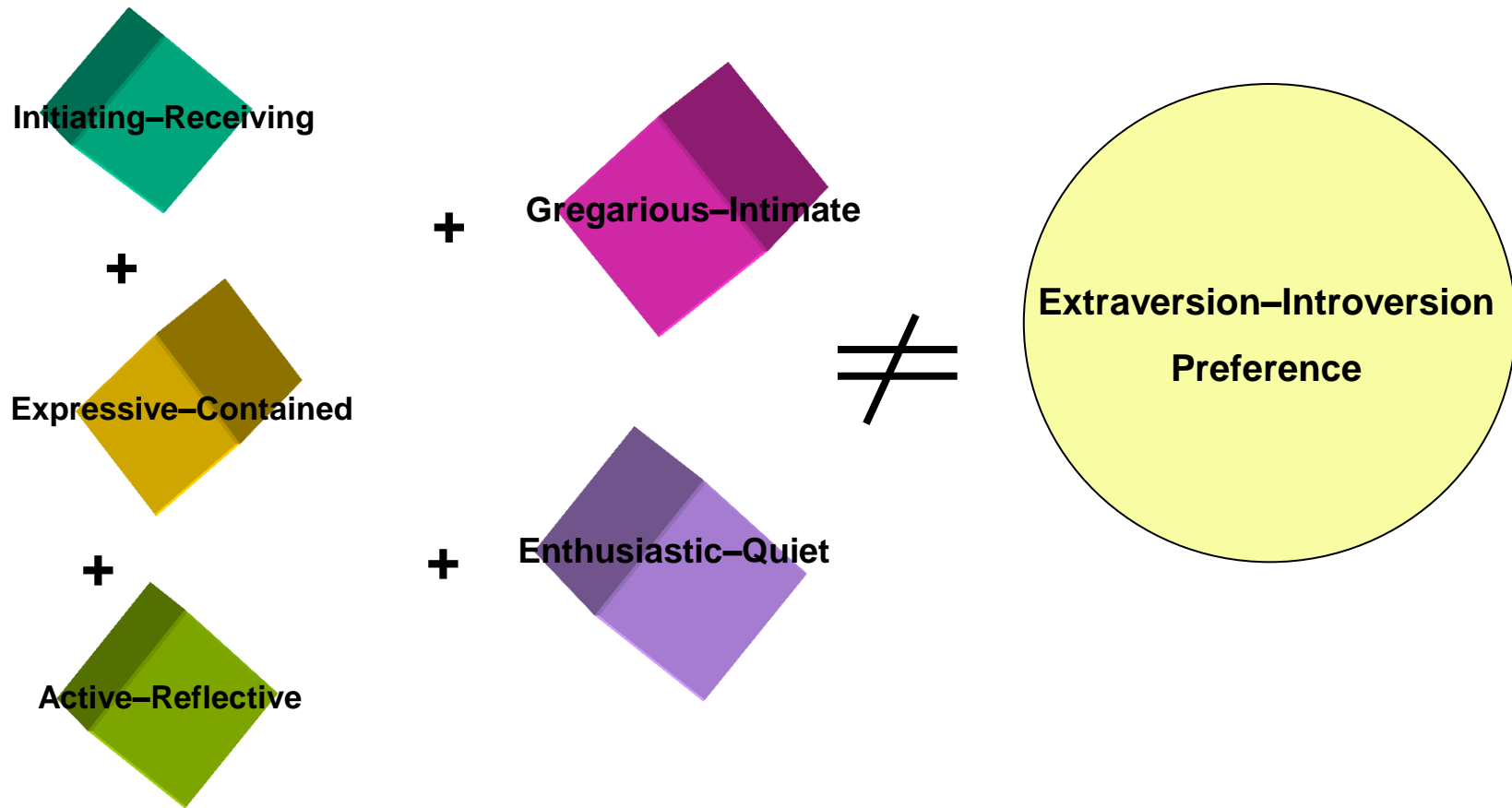


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The Five E-I Facets Together Do Not Equal the Preference Pair



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Item Overlap Between Form M and Form Q

Table 6.7 Overlap Between Step II™ Facet Scale Items and Form M Items

Step II™ Facet Scale	Total Number of Items on Facet Scale	Number of Form M Items on Facet Scale
<i>E-I Facet Scales</i>		
Initiating–Receiving	8	6
Expressive–Contained	8	5
Gregarious–Intimate	6	4
Active–Reflective	6	2
Enthusiastic–Quiet	7	4

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Item Overlap Between Form M and Form Q

Table 6.7 Overlap Between Step II™ Facet Scale Items and Form M Items

Step II™ Facet Scale	Total Number of Items on Facet Scale	Number of Form M Items on Facet Scale
<i>T–F Facet Scales</i>		
Logical–Empathetic	8	7
Reasonable–Compassionate	9	8
Questioning–Accommodating	5	0
Critical–Accepting	6	1
Tough–Tender	9	6

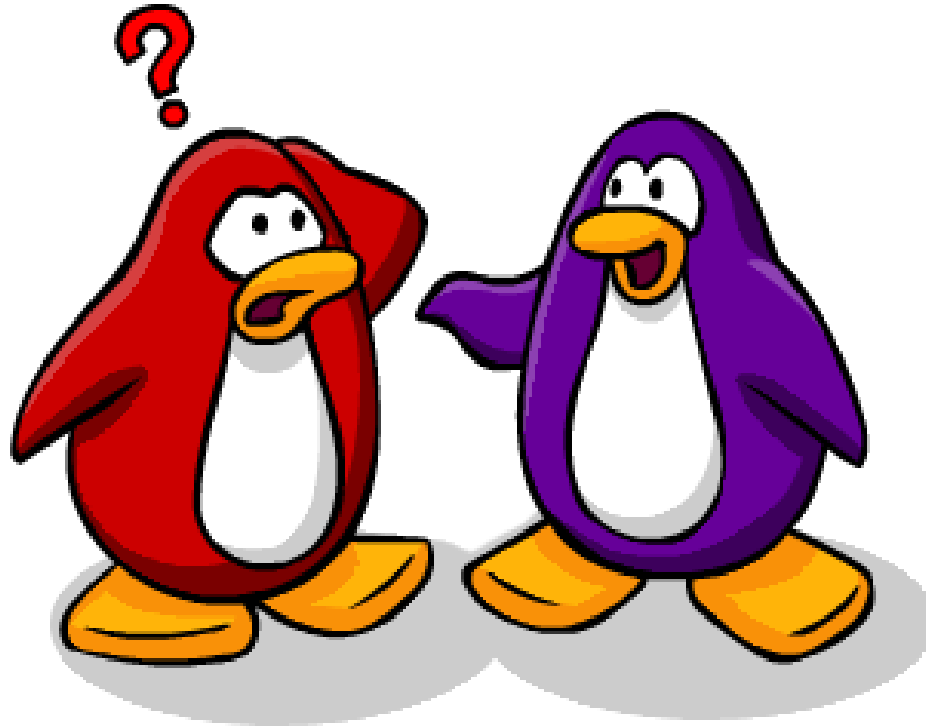
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Your Questions Answered

What is the best way to succinctly define the 40 facet poles?





Your Questions Answered



I recall learning that ENFP's are typically out-of-preference on a facet pertaining to some sort of critical thinking preference. I'm curious about whether you see patterns across the 16 types.

Within each type, what are some of the patterns for facets that are out-of-preference?





Common Out-of-Preference Results

ENFP

Table 5.23 Summary of Data for ENFP

Percent Out-of-Preference							
E-I	%	S-N	%	T-F	%	J-P	%
Receiving	1	Concrete	0	Logical	5	Systematic	4
Contained	5	Realistic	1	Reasonable	5	Planful	9
Intimate	12	Practical	8	Questioning	43	Early Starting	28
Reflective	8	Experiential	10	Critical	9	Scheduled	8
Quiet	4	Traditional	5	Tough	1	Methodical	25

N = 105

Average number out-of-preference = 1.89

Mean polarity index = 67.33

Source: National sample.

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Common Out-of-Preference Results

ESTJ

Table 5.10 Summary of Data for ESTJ

Percent Out-of-Preference							
E-I	%	S-N	%	T-F	%	J-P	%
Receiving	0	Abstract	3	Empathetic	2	Casual	1
Contained	8	Imaginative	1	Compassionate	0	Open-Ended	11
Intimate	11	Conceptual	8	Accommodating	43	Pressure-Prompted	5
Reflective	11	Theoretical	3	Accepting	31	Spontaneous	0
Quiet	6	Original	5	Tender	7	Emergent	8

N = 97

Average number out-of-preference = 1.66

Mean polarity index = 67.14

Source: National sample.

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Common Out-of-Preference Results

ISFP

Table 5.16 Summary of Data for ISFP

Percent Out-of-Preference							
E-I	%	S-N	%	T-F	%	J-P	%
Initiating	9	Abstract	11	Logical	4	Systematic	12
Expressive	5	Imaginative	5	Reasonable	5	Planful	7
Gregarious	13	Conceptual	7	Questioning	17	Early Starting	59
Active	9	Theoretical	7	Critical	18	Scheduled	6
Enthusiastic	15	Original	7	Tough	9	Methodical	25

N = 148

Average number out-of-preference = 2.52

Mean polarity index = 59.03

Source: National sample.

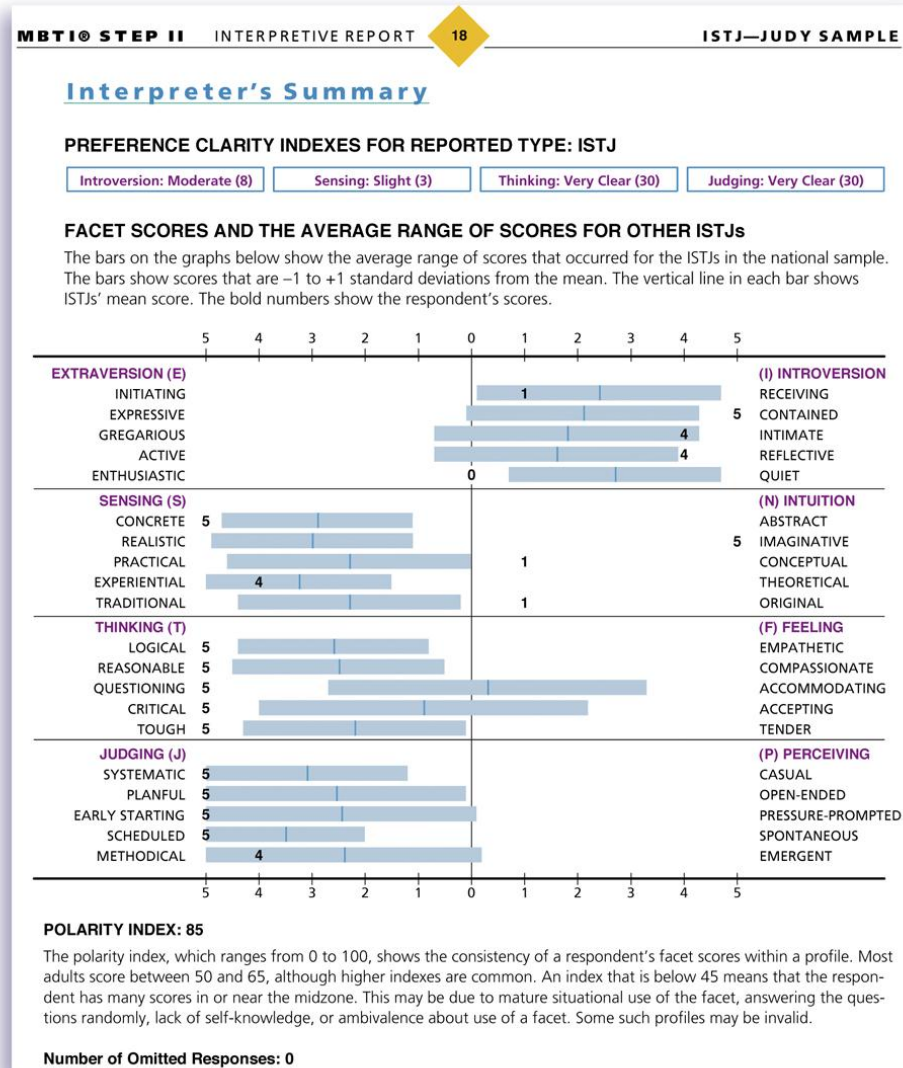
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Interpreter's Summary, p. 18

- PCI
- Same-Type Comparisons
- Polarity Index
- Omitted Responses



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Your Questions Answered

I use the Step II tool in large group sessions. The exercises I do are primarily just to help my clients differentiate along the Step I preferences.



Do you have any good exercises you can share that demonstrate differences on sub-facets?





Your Questions Answered



When doing a workshop for, say, 20 people, how much time should be allotted for introducing the Step II tool? Does it take more time than the Step 1 tool?





Sample Step II Training Agenda

- 15-20 mins
- 25-40 mins
- 35-40 mins
- 10-20 mins

Introduction and Icebreaker

The First Step: MBTI Step I

- Introducing the Preferences
- Examining Your Reported Type

Exploring the Next Level: MBTI Step II

- Introducing the Facets

Looking at Your MBTI Step II Results

- Overview of MBTI Step II Results
- In-Preference, Out-of-Preference, and Midzone Results



Sample Step II Training Agenda (Cont.)

- 2-4 hrs

Understanding the Facets

- E/I Facets (Activity)
- Relationship between Step I and Step II
- S/N Facets (Activity)
- T/F Facets (Activity)
- J/P Facets (Activity)

- 10-20 mins

Putting it All Together

- Summary of the Facets
- How to Approach Unusual Patterns (Activity)

- 50-60 mins

(optional activity)

Exploring Decision-Making Styles

- 5-15 mins

Closing the Training Session



Your Questions Answered

How do I use the MBTI Step II assessment as part of our comprehensive Leadership Development program?





Leadership Decision-Making Model

SENSING

Concrete: What do we know? How do we know it?
Realistic: What are the real costs?
Practical: Will it work?
Experiential: Can you show me how it works?
Traditional: Does anything really need changing?

THINKING

Logical: What are the pros and cons?
Reasonable: What are the logical consequences?
Questioning: But what about ...?
Critical: What is wrong with this?
Tough: Why aren't we following through now?

INTUITION

Abstract: What else could this mean?
Imaginative: What else can we come up with?
Conceptual: What other interesting ideas are there?
Theoretical: How is it all interconnected?
Original: What is a new way to do this?

FEELING

Empathetic: What do we like and dislike?
Compassionate: What impact will this have on people?
Accommodating: How can we make everyone happy?
Accepting: What is beneficial in this?
Tender: What about the people who will be hurt?





Your Questions Answered



We are using the Step II assessment for leadership development along with the YOU book to focus on strengths and opportunities.

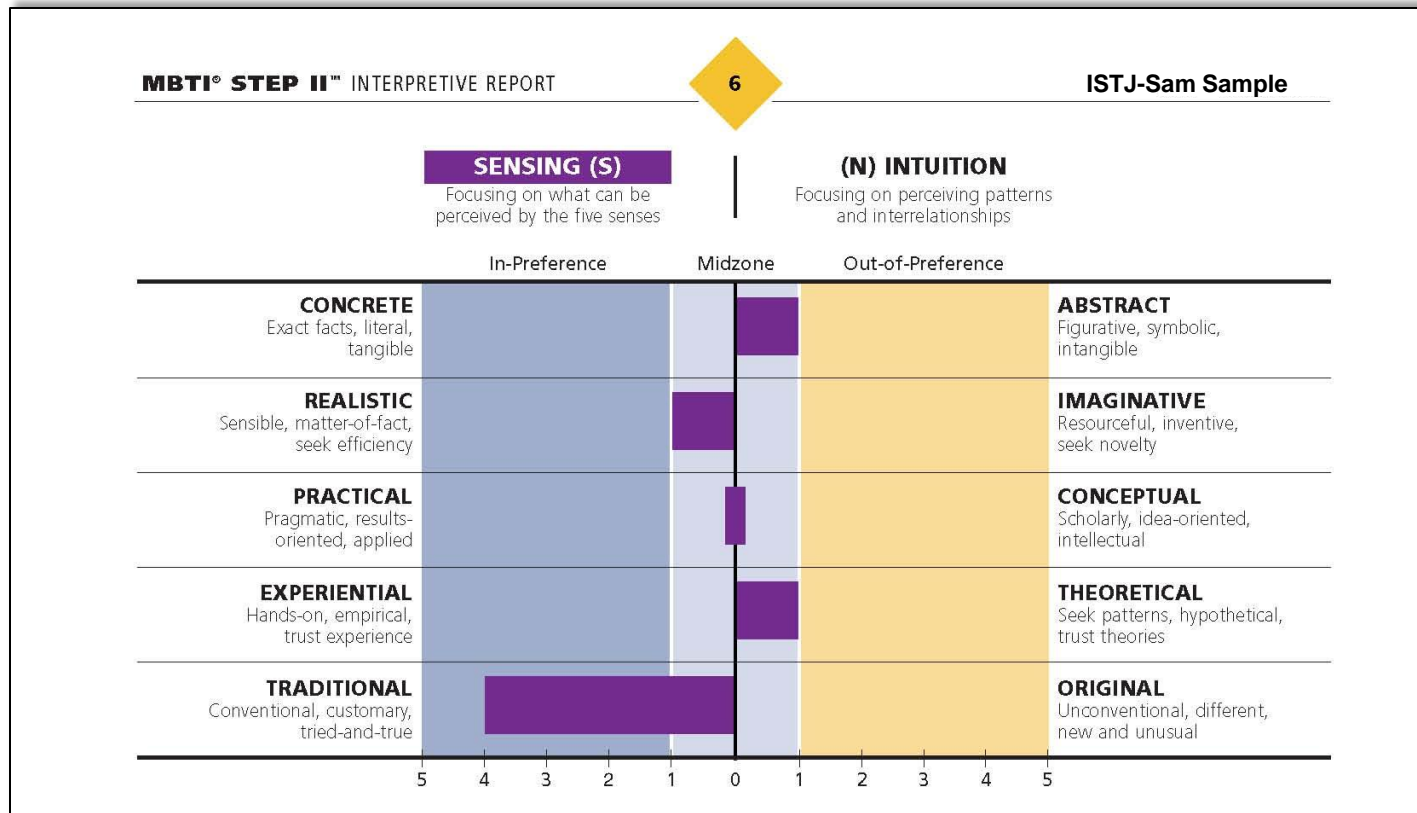
Any advice on how to maximize the development opportunities?





Case Study: Sam Sample

S–N Facet Scores



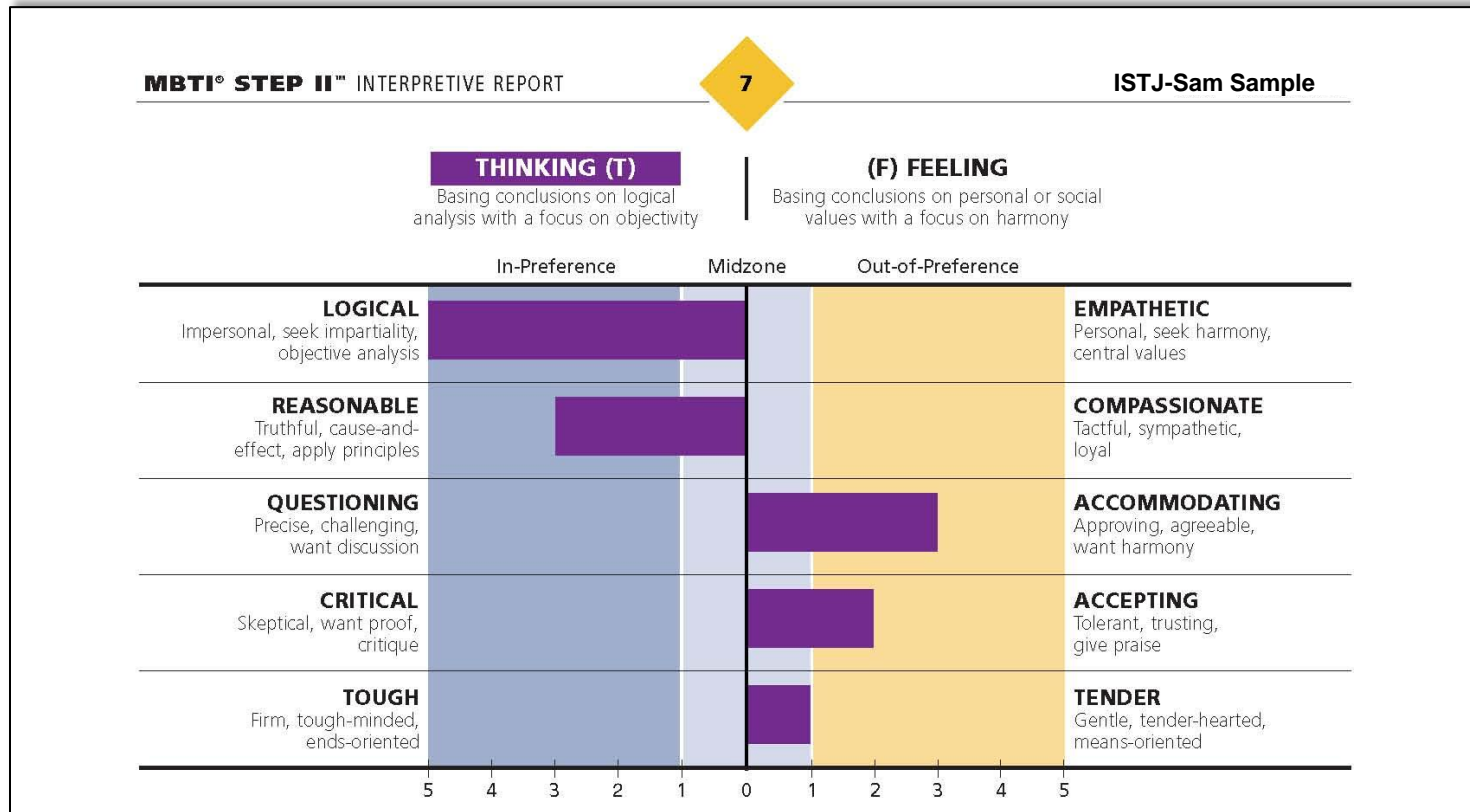
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Case Study: Sam Sample

T-F Facet Scores



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What's Next for Continued Learning?



MBTI® Step II™ Training Program

Gain a deeper understanding of personality type

- Learn how to ethically administer the Step II assessment
- Use the MBTI® Step II™ Interpretive Report
- Apply Step II results to improve leadership development, coaching, and team building



Schedule:

Chicago, IL May 2012

Nashville, TN July 2012

For more information and to register, visit: www.cpp.com/mbtistepII.





MBTI® Step II™ Resources

- *MBTI® Step II™ Manual*
N. L. Quenk, A. L. Hammer, & M. S. Majors
- *MBTI® Step II™ User's Guide*
J. M. Kummerow & N. L. Quenk
- *Working with MBTI® Step II™ Results (binder)*
J. M. Kummerow & N. L. Quenk
- *Understanding Your MBTI® Step II™ Results*
J. M. Kummerow & N. L. Quenk
- *MBTI® Step II™ Manual Supplement*

www.cpp.com/mbtivalidity





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Thank You

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