

MYERS-BRIGGS TYPE INDICATOR® | STEP I™

PERSONAL IMPACT REPORT

Prepared for
EDWARD SAMPLE

March 6, 2020

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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	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?

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>Characteristics associated with people who prefer Extraversion:</p>		<p>Characteristics associated with people who prefer Introversion:</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>Characteristics associated with people who prefer Sensing:</p>		<p>Characteristics associated with people who prefer Intuition:</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.

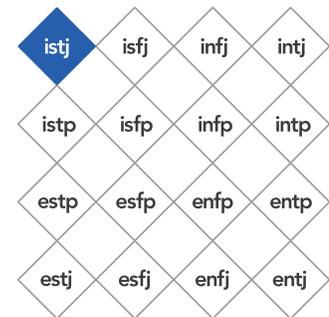
ISTJ = People who tend to...

- 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.

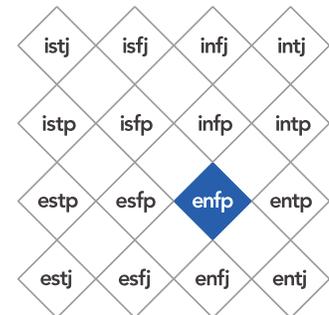
ENFP = People who tend to...

- 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
ENTP
Your preferences
Extraversion | Intuition | 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.



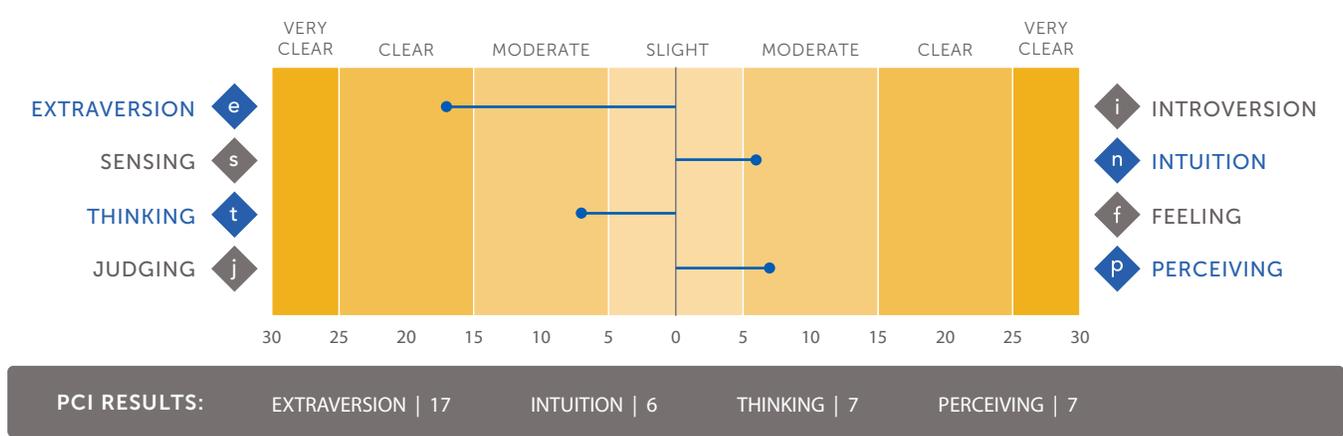
Perceiving

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: ENTP



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

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

ENTP WORK STYLE HIGHLIGHTS

istj	isfj	infj	intj	<p>ENTPs are innovative, strategic, versatile, analytical, and entrepreneurial. They enjoy working with others in start-up activities that require ingenuity and unusual resourcefulness.</p> <table border="0"> <tr> <td>Adaptive</td> <td>Enterprising</td> <td>Questioning</td> </tr> <tr> <td>Analytical</td> <td>Independent</td> <td>Resourceful</td> </tr> <tr> <td>Challenging</td> <td>Original</td> <td>Strategic</td> </tr> <tr> <td>Clever</td> <td>Outspoken</td> <td>Theoretical</td> </tr> </table>	Adaptive	Enterprising	Questioning	Analytical	Independent	Resourceful	Challenging	Original	Strategic	Clever	Outspoken	Theoretical
Adaptive	Enterprising	Questioning														
Analytical	Independent	Resourceful														
Challenging	Original	Strategic														
Clever	Outspoken	Theoretical														
istp	isfp	infp	intp													
estp	esfp	enfp	entp													
estj	esfj	enfj	entj													

Contributions to the Organization

- View limitations as challenges to be overcome
- Provide new ways to do things
- Bring a conceptual framework to problems
- Take initiative and spur on others
- Enjoy complex challenges that address future needs

Problem-Solving Approach

- Want to explore future possibilities and patterns and logically analyze the pros and cons for each
- May need to include what people want and need and the relevant facts and details for optimal results



Preferred Work Environments

- Contain independent people working on models to solve complicated problems
- Provide for flexibility and challenge
- Are change oriented and nonbureaucratic
- Have competent people
- Reward risk taking
- Encourage autonomy and freedom of action
- Focus on the big picture

Preferred Learning Style

- Active, conceptual, and expertly taught
- Challenging and big picture focused

Potential Pitfalls

- Becoming lost in the model, forgetting about current realities and details
- Being competitive and unappreciative of the input of others
- Overextending yourself to the point of burnout
- Resisting standard procedures

Suggestions for Developing Your Work Style

- May need to pay attention to the here and now and the essential facts
- May need to acknowledge and validate others' contributions and value as people
- May need to set realistic priorities and time lines and know when to stop
- May need to recognize the value of procedures and traditions



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 persuasive and convincing when championing ideas
- Are a future-focused, change-oriented systems thinker; create new models and ideas
- Are quick to see problems as opportunities, explore links, and integrate ideas
- Use logical analysis to find root causes of complex problems
- Champion change and initiate actions with great energy and excitement

At First Glance

- Initially may seem skeptical and analytic; can be easygoing, tolerant, and casual
- Are open-ended and exploratory; take in and integrate information from many sources
- Think outside the box and come up with new and untried solutions to problems
- Are energetic and enthusiastic; immersed in initiating innovative projects
- Desire freedom and independence to align your efforts with a broader vision

What You Want to Hear

- How and why things work; enjoy questioning others
- Others questioning you and debating your perspectives
- Verbal challenges to sharpen your perspectives and demonstrate competency
- No direct commands or specific instructions
- Possibilities, ideas, theories, and models that draw your interest and engage you

When Expressing Yourself

- Use precise language; debate fine distinctions and implications of words and concepts
- Use logical, analytical language to describe abstract problems, systems, and ideas
- Discuss and play with alternative solutions that can seem in direct opposition
- Are persuasive and articulate; advocate, educate, and negotiate for your ideas
- Don't like to repeat yourself and may not take time to explain details



Giving and Receiving Feedback

- Generally accepting, but intolerant of incompetence or substandard efforts
- Will provide constructive feedback in a concise, to-the-point manner
- Are independent and assume others will work independently; are critical of dependence
- Are self-reliant and self-critical; are not likely to look to others for corrective feedback
- Fail to see the need for being overly encouraging or for giving ongoing positive feedback

Potential Blind Spots	Suggested Remedies
Your love of analysis and critique may blind you to how others react during debates. In discussions, you may come across as impersonal and blunt.	Remember that not everyone is comfortable critiquing and debating ideas. Others may interpret these activities as a rejection of their perspective.
Your highly logical approach may not take into account what people need and will do in particular situations.	Balance your logical approach with consideration of people's needs. Strive to understand personal situations rather than analyze them.
You may not notice that others who want to achieve practical, immediate results are frustrated by the lack of detail in their discussions with you.	Be willing to discuss details and short-term implications of a situation. Share your perspective with enough detail so that others can plan.
Your drive for expediency may lead you to overlook encouraging others and showing them that you appreciate their work.	Offer positive feedback and encouragement. Many people work best in an environment where they are given support and validation.
You may not realize how your feedback affects others.	Balance corrective feedback with positive feedback, particularly when working with Feeling people. Hold back on a tendency to critique others.
Trying something new and your advocacy for change may bother others who prefer slower, well-planned change and wonder if a change is truly needed.	Assess what is working well and should be preserved. Listen to those who prefer incremental change and seek their help with planning.
Others may find your willingness to change perspectives and adapt ideas challenging to deal with.	Recognize that those who want closure and action consider your adaptability a barrier. Be decisive and consistent when working with them.

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

- Identifying new opportunities for the team
- Analyzing problems logically and objectively
- Bringing an entrepreneurial spirit to the team
- Generating new possibilities
- Seeing the big picture
- Thinking long-range
- Thinking strategically
- Pointing out flaws and inconsistencies that may derail a project or task
- Bringing energy and enthusiasm to the team
- Driving change
- Being flexible and spontaneous in responding to problems
- Bringing technical expertise to help solve a problem

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 move on after you conceptualize a solution to a problem, without concern for implementation	Ask team members what has to happen and what resources are needed in order to implement your idea
May fail to consider how feasible or realistic your ideas are	Learn to ask the more detail-oriented team members for feedback on your proposals before presenting them to the entire team
May fail to set priorities; may commit to too many things at once	Ask for feedback from team members about what the priorities should be; make an ordered list and consult it daily
May burn out by running from one possibility to another	Stay focused on a manageable list of priorities to help prevent burnout
May jump into action prematurely	Ask team members if there is anything more that needs to be considered before taking action
May not consider how your ideas and decisions affect important stakeholders	Identify stakeholders from different areas and meet with them or interview them individually to discuss your ideas and their impact

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.

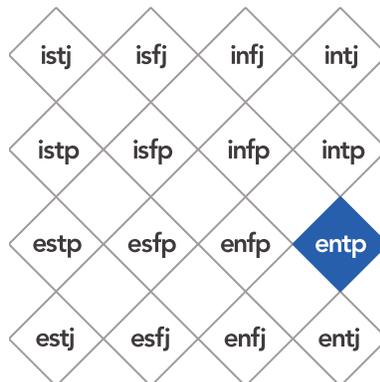


Your Decision-Making Style

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.

ENTP DECISION-MAKING STYLE HIGHLIGHTS



Perceptive, adaptable, and clever, ENTPs work well when they can take on challenges, improvise conceptual frameworks, and rally others to conquer issues strategically. They bring an inventive spirit to entrepreneurial endeavors, embrace change and innovation, and see ways of doing things that are not immediately obvious. During decision making ENTPs typically want to know, "What is the most intriguing choice?"*

Your Decision-Making Strengths

- Bringing energy and enthusiasm to considering how a decision can be tackled
- Engaging others at the outset to obtain varied opinions on the issue
- Using imagination to envision a vast array of options
- Being able to look at things creatively and consider unusual or nontraditional ideas
- Developing decisions that anticipate the future and allow for adaptation
- Questioning whether a decision is logical and reasonable
- Taking the initiative to get things moving with vigor and zest
- Allowing people to work independently and in their own way
- Thinking in terms of how processes and outcomes can be improved
- Comparing the success of the decision strategies used against other possible strategies



Potential Challenges During Decision Making

- Failing to see the value of using a structured decision-making process
- Spending more time asking questions than thinking things through
- Being so engrossed in brainstorming that you abandon the original topic
- Resisting options that are traditional or common
- Ignoring standards, seeking change for its own sake
- Overlooking a decision's effect on relationships
- Losing interest once implementation seems established
- Assuming that once the decision has been made people need no further guidance
- Failing to recognize how well a decision delivered practical results
- Getting sidetracked by interpreting outcomes in "win-lose" terms

Suggestions for Developing Your Decision-Making Style

- Understand that creating a basic plan may make the journey more successful
- Remember to take time to explore opinions in depth
- Recognize that the goal is to find the best option for each specific situation
- Remember that just because something has been used before, it isn't necessarily outdated
- Realize that people are more receptive to trying something new when it is tied to the familiar
- Recognize that considering people's feelings is a rational means to craft better decisions
- Accept that success often demands sustained effort
- Pause to check for understanding—others may require specifics and details
- Appreciate that if a decision was effective, no further changes may be needed
- Realize that learning can be achieved regardless of success or failure

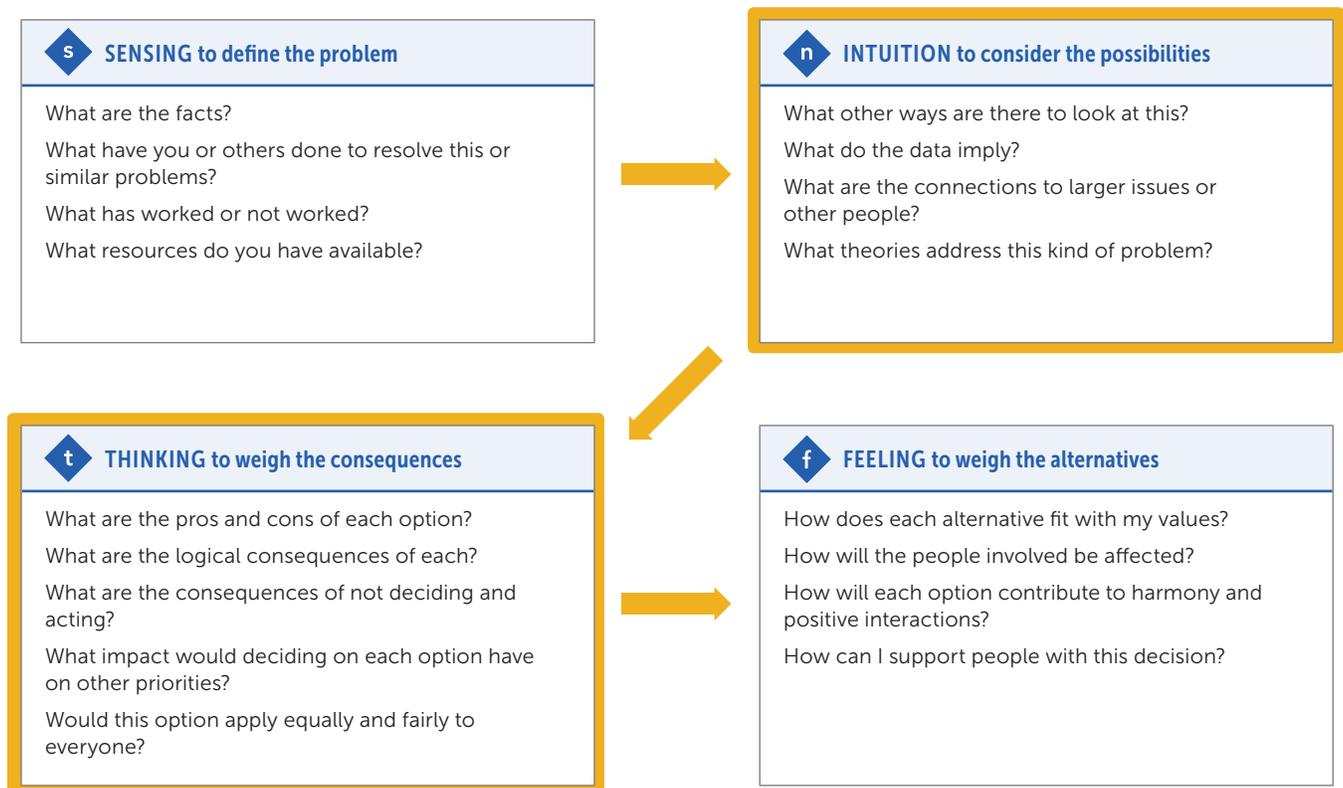
Enhancing Your Decision-Making Capability

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
Envisioning the future easily, creating a broad, holistic view of what to accomplish	Entertaining many options, which can come across to others as wheel spinning and wasting time
Having a preference for seeing opportunities instead of problems, creating energy and momentum	Overcomplicating the direction, making it too hard for people to stay focused on it
Generating many possible solutions and logically analyzing alternatives that are part of a complex system	Overlooking the direction's mundane problems and putting too few resources toward addressing them
Taking a big-picture view, focusing on the desired end point	Alienating others with your style of debating and arguing as a way of sifting through alternatives

INSPIRING OTHERS TO FOLLOW

Assets	Challenges
Possessing energy and enthusiasm, encouraging others to work to meet the challenge	Undervaluing teamwork toward a common goal
Encouraging your team to value expertise, success, and accomplishment	Being reluctant to trust others, especially when their competence is not affirmed
Being able to discern what motivates others and then use that information to influence behavior	Getting ahead of others with ideas and becoming impatient; can be quick to lash out if self-control isn't well developed
Creating an engaging atmosphere that feels like an intellectual playground, which attracts certain followers	Critiquing others' performance before appreciating what they have done well, which can demotivate others and damage relationships

MOBILIZING ACCOMPLISHMENT OF GOALS

Assets	Challenges
Craving variety in work; very likely to find multiple ways to get a task done	Being too vague on the details of an execution plan for others' comfort
Readily seeing process and systems improvements that will streamline work	Becoming distracted by a new, exciting idea, leaving behind those handling the details of finishing up the work
Helping your team perform by insulating it from interference and protecting the group's resources	Neglecting to communicate appreciation to others as progress is made, assuming that people know their own worth and will self-mobilize
Encouraging others to work independently; being willing to let them fail and then learn from their mistakes	Taking multitasking to the extreme, diminishing effectiveness; implementation can benefit from focusing on one priority at a time



Suggestions for Developing Your Leadership Style

- **Inquiry over advocacy.** Learn to ask about and explore others' ideas, rather than demonstrating the value of your position or your own abilities. This skill will help offset your tendency to argue your points until others give in or give up.
- **Patience.** Learn patience and suspend judgments about others, especially when they don't grasp what you are saying. Take a breath and wait. Give others time to process concepts in their own way before proceeding.

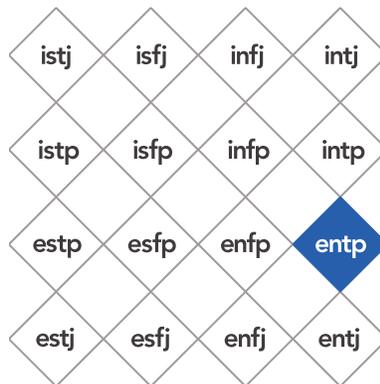


Your Conflict Style

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.

ENTP CONFLICT STYLE HIGHLIGHTS



ENTPs have a high tolerance for what others see as conflict, viewing it in most instances as healthy debate. However, when either they are feeling tested by another person or they are unsettled by strong emotions, such debate can become conflict for them. As ENTPs are verbally fluent, they are often perceived as playing the devil's advocate. People admire this when they perceive it as clarifying and dislike it when they see it as sparring.

Your Strengths in Managing Conflict

- Being an ingenious problem solver who readily offers alternative ways forward
- Being comfortable living with the ambiguity and uncertainty that conflict can create
- Being willing to take risks unfettered by popular thinking and to ask difficult questions of anyone in pursuit of clarity

What You Need from Others

- Acceptance of your verbal jousting and desire to bend the rules
- Tolerance of your need to subsequently analyze what has happened and perhaps reopen what others presume has been completed and is closed
- An environment in which neither you nor anyone else is judged until all have had their say



How Others Tend to See You

- Assertive, enthusiastic, and objective
- Following your own agenda and wanting to win the argument, thereby creating conflict, according to some; others simply see you as logically debating the pros and cons of a situation
- When you are under stress: someone who lives in a tornado of uncontrollable energy and is excessively critical and sarcastic, leaving a trail of destruction in your wake

Suggestions for Developing Your Conflict Style

- Adapt your style to accommodate those who want to be listened to and not given answers
- Remember that the longer a conflict goes on, the more people will feel uneasy about it, even though your understanding of it may be becoming clearer
- Keep in mind that not everyone is as clever as you are and that conflict is not always about winning
- Recognize that some people see you as a conflict generator because of the level of debate you engage in and your willingness to keep exploring options



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

- Dealing with too many details; routine work
- Being micromanaged
- Having to follow procedures that don't make sense to you
- Being overscheduled, not consulted about schedule
- Taking on too much
- Having your competence criticized or questioned
- Working alone or being alone for long periods

Signs of Stress

- Obsessing about one or two facts or details
- Becoming rigid, controlling
- Jumping to conclusions or acting without thinking
- Being hypercritical, abrasive
- Being short-tempered, angry; not listening
- Withdrawing, isolating, becoming depressed
- Losing confidence, losing connection to your sense of self

MANAGING STRESS

Best ways to manage your stress	Worst ways for you to respond to stress
Recognize that the stress is real Withdraw at least briefly, spend time doing something entirely different Engage in physical activities, exercise Talk to someone, get another perspective from a nonjudgmental person Reflect on the situation, objectively review it, analyze it logically	Work harder or longer, becoming more fatigued Complain and argue Get stuck in a negative self-talk loop Refuse to ask for or accept help Take the situation personally; become petulant and accusatory



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"> Opportunities to talk about your ideas for the change Opportunities to generate further possibilities Independence A way to buy in, to participate A chance to play a leadership role To keep moving 	<ul style="list-style-type: none"> Become easily distracted, jumping from one thing to another without finishing anything Become rebellious, even a troublemaker Ignore structure and schedules Become a vocal critic, putting out competing ideas

WHEN DEALING WITH LOSSES

Contribute by	Have difficulty with
<ul style="list-style-type: none"> Finalizing and moving on—what's next? Analyzing why this is happening Looking for pros and cons—the reasons Talking about it a lot 	<ul style="list-style-type: none"> Other people's feelings, especially if expected to do something about them Accepting the change unless it is your own idea People who want to hang on to the past Changes that are not logical

DURING THE TRANSITION PERIOD

Typical reactions	Tend to focus on
<ul style="list-style-type: none"> Are excited, expectant, hopeful, optimistic Are looking for opportunities Need to talk, evaluate, get ideas Say, "we spend most of our lives here and love it!" 	<ul style="list-style-type: none"> What you can make out of this opportunity Brainstorming, generating possibilities Gathering information, connecting with others

DURING THE START-UP PHASE

Obstacles to starting	Contribute by
<ul style="list-style-type: none"> Other people who want/need emotional support People who want you to have a detailed plan before you begin Not having enough information—being out of the loop Others who cannot see your vision 	<ul style="list-style-type: none"> Talking about what's going on—disseminating information Getting people moving Developing creative solutions as problems arise Selling new ideas Responding flexibly to the need for more changes, new goals



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.

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

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