Myers-Briggs Type Indicator®
Interpretive Report for Organisations

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European Edition

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Report prepared for

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Introduction

This report is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) instrument and how they can be applied in organisational settings. The MBTI assessment provides a useful method for understanding people by looking at eight personality preferences that everyone uses at different times. These eight preferences are organised into four dichotomies, each made up of a pair of opposite preferences. When you take the assessment, the four preferences you identify as being most like you are combined into what is called a *type.* The four dichotomies are shown in the chart below.

Where you focus your attention	**Extraversion (E)**	**or**	**Introversion (I)**
The way you take in information	**Sensing (S)**	**or**	**INtuition (N)**
The way you make decisions	**Thinking (T)**	**or**	**Feeling (F)**
How you deal with the outer world	**Judging (J)**	**or**	**Perceiving (P)**

The MBTI instrument was developed by Katherine Briggs and Isabel Briggs Myers and is based on the work of Carl Jung and his theory of psychological type. In understanding your MBTI results, remember that the MBTI tool

- Describes rather than prescribes, and therefore is used to open possibilities, not to limit options
- Identifies preferences, not skills, abilities, or competencies
- Assumes that all preferences are equally important and can be used by every person
- Is well documented with thousands of scientific studies conducted during a fifty-year period
- Is supported by ongoing research

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How Your MBTI® Interpretive Report for Organisations Is Organised

- Summary of your MBTI® Results
- Your Work Style
  - Snapshot
  - Work Style Chart
  - Preferences at Work Chart
  - Communication Style Chart
- Order of Your Preferences
- Your Problem-Solving Approach
  - Problem-Solving Approach Chart
- Conclusion

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Summary of Your MBTI® Results

How you decide to answer each item on the MBTI assessment determines your reported MBTI type. Since each of the preferences can be represented by a letter, a four-letter code is used as a shorthand for indicating type. When the four dichotomies are combined in all possible ways, sixteen different types result. Your reported MBTI type is ESTJ.

Reported Type: ESTJ

Where you focus your attention	E	**Extraversion** Preference for drawing energy from the outside world of people, activities and things	I	**Introversion** Preference for drawing energy from one's inner world of ideas, emotions and impressions
The way you take in information	S	**Sensing** Preference for taking in information through the five senses and noticing what is actual	N	**Intuition** Preference for taking in information through a "sixth sense" and noticing what might be
The way you make decisions	T	**Thinking** Preference for organising and structuring information to decide in a logical, objective way	F	**Feeling** Preference for organising and structuring information to decide in a personal, value-based way
How you deal with the outer world	J	**Judging** Preference for living a planned and organised life	P	**Perceiving** Preference for living a spontaneous and flexible life

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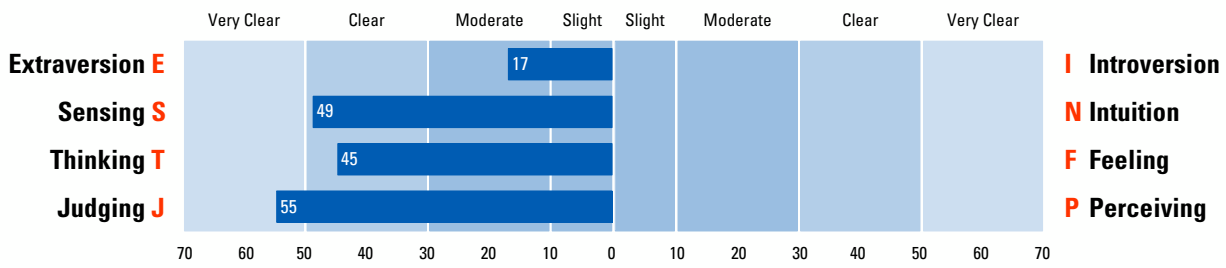
The *preference clarity index* (pci) indicates how clearly you choose one preference over its opposite. The bar graph below charts your results. The longer the bar, the more sure you may be about your preference.

Clarity of Reported Preferences: ESTJ



PCI Results Extraversion 17 Sensing 49 Thinking 45 Judging 55

Because MBTI results are subject to a variety of influences, such as work tasks, family demands and other factors, they need to be individually verified. If your reported type does not seem to fit, you will want to determine the type that comes closest to describing you. Your type professional can assist you in this process.

Your Work Style: ESTJ

A series of descriptions is presented for your type that relate to your work preferences and behaviours. When reviewing them, keep in mind that, because the MBTI assessment identifies preferences, not abilities or skills, there are no "good" or "bad" types for any role in an organisation. Each person has something to offer and learn that enhances his or her contribution. The snapshot for your type is shown below, followed on the next pages by three charts that outline how your type influences your work style, your preferences at work and your communication style.

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

ESTJ Snapshot

ESTJs are logical, analytical, decisive and tough-minded individuals who use concrete facts in systematic ways. They enjoy working with others to organise the details and operations well in advance to get the job done. Although the descriptors below generally describe ESTJs, some may not fit you exactly due to individual differences within each type.

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Decisive	Logical	Responsible
Direct	Objective	Structured
Efficient	Organised	Systematic
Gregarious	Practical	Task-focused

Your Work Style

CONTRIBUTIONS TO THE ORGANISATION

- See, point out and correct flaws in advance
- Critique programs in a logical, objective way
- Organise the process, product and people to achieve goals
- Monitor to determine that the job is done correctly
- Follow through in a step-by-step way

LEADERSHIP STYLE

- Seek leadership directly and take charge quickly
- Apply and adapt past experiences to solve problems
- Get to the core of the situation crisply and directly
- Decide and implement quickly
- Act as traditional leaders who respect the hierarchy, achieving within the system

PREFERRED WORK ENVIRONMENTS

- Contain hardworking people determined to get the job done properly
- Are task-oriented and committed
- Offer organisation and structure
- Have team projects
- Provide stability and predictability
- Focus on efficiency and productivity
- Reward meeting goals

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PREFERRED LEARNING STYLE

- Active, hands-on and done in a structured way
- Practical and focused on something they can use

POTENTIAL PITFALLS

- May decide too quickly and pressure others to do so too
- May not see the need for changing things that they believe are already working
- May overlook the interpersonal niceties in getting the job done
- May be overtaken by their emotions when they ignore their own feelings and values for too long

SUGGESTIONS FOR DEVELOPMENT

- May need to consider all sides before deciding, including factoring in the human element
- May need to prod themselves to look at the benefits of what others want to change
- May need to make a special effort to show appreciation to others
- May need to take time away from their work to reflect on and identify their feelings and values

Your Preferences at Work

EXTRAVERSION

- Like participating actively in a variety of tasks
- Are often impatient with long, slow jobs
- Are interested in the activities of their work and in how other people do them
- Act quickly, sometimes without thinking
- Find phone calls a welcome diversion when working on a task
- Develop ideas by discussing them with others
- Like having people around and working on teams

SENSING

- Like using experience and standard ways to solve problems
- Enjoy applying skills already perfected
- Seldom make errors of fact, but may ignore their inspirations
- Like to do things with a practical bent
- Like to present the details of their work first
- Prefer continuation of what is, with fine-tuning
- Proceed step by step, accurately estimating the time needed

THINKING

- Use logical analysis to reach conclusions
- Can work without harmony, concentrating instead on the task
- Upset people inadvertently by overlooking their emotions
- Decide impersonally, sometimes paying insufficient attention to people's wishes
- Tend to be firm-minded and ready to offer critiques
- Look at the principles involved in the situation
- Want recognition after task requirements are met or exceeded

JUDGING

- Work best when they can plan their work and work their plan
- Enjoy organising and finishing tasks
- Focus on what needs to be completed, ignoring other things
- Feel more comfortable once a decision is made on a thing, situation, or person
- Decide quickly in their desire for closure
- Seek structure and schedules
- Use lists to prompt action on specific tasks

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Source: Adapted from Myers, I. B. (1962), *Introduction to Type®* (1st ed.). Mountain View, CA: CPP, Inc. All rights reserved.

Your Communication Style

EXTRAVERSION

- Communicate with energy and enthusiasm
- Respond quickly without long pauses to think
- Converse about people, things and ideas in the outside world
- May need to moderate expression
- Seek opportunities to communicate with groups
- Prefer face-to-face communication to written, voice mail to e-mail
- In meetings, like talking out loud to build their ideas

SENSING

- Like evidence (facts, details and examples) presented first
- Want practical and realistic applications shown, with relationships between the facts clearly explained
- Rely on direct experience to provide information and anecdotes
- Use an orderly step-by-step approach in conversations
- Like suggestions to be straightforward and feasible
- Refer to specific examples
- In meetings, follow the agenda

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THINKING

- Prefer to be brief and concise
- Want the pros and cons of each alternative to be listed
- Can be intellectually critical and objective
- Convinced by cool, impersonal reasoning
- Present goals and objectives first
- Use emotions and feelings as secondary data
- In meetings, seek involvement with the task first

JUDGING

- Want to agree on schedules, timetables and reasonable deadlines
- Dislike surprises and want advance warning
- Expect others to follow through and count on this
- State their positions and decisions as final
- Want to hear about results and achievements
- Focus on purpose and direction
- In meetings, concentrate on task completion

Source: Adapted from Kummerow, J. M. (1985), *Talking in Type*. Gainesville, FL: Center for Applications of Psychological Type.

Order of Your Preferences

Your four-letter type code represents a complex set of dynamic relationships. Everyone likes some of the preferences better than others. In fact, it is possible to predict the order in which any individual will like, develop and use his or her preferences.

As an ESTJ, your order is

1 Thinking
2 Sensing
3 Intuition
4 Feeling

Thinking is your no 1, or dominant, function. The strengths of dominant Thinking are to

- Analyse the situation
- Find flaws in advance
- Hold consistently to a principle
- Weigh "the law and the evidence"
- Stand firm against opposition

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Under stress, you may

- Become opinionated to the point of losing reason
- Have uncontrolled emotional outbursts and show anger or other emotions unexpectedly
- Be hypersensitive to "suspected" slights
- Take criticism very personally

Overall, when faced with an issue, you will probably want to logically analyse and control situations (no 1 Thinking) based on pertinent facts and relevant details (no 2 Sensing). For optimal results, however, you may need to look at the broader picture (no 3 Intuition) and the impact on other people and yourself (no 4 Feeling).

The Potential Pitfalls and Suggestions for Development listed in the chart on page 4 of your report also relate to your order of preferences, in that the pitfalls may be the result of an undeveloped use of preferences.

Your Problem-Solving Approach: ESTJ

When solving problems, you can use your type preferences to help guide the process. Although it seems straightforward, this can be difficult to do because people tend to skip those parts of the problem-solving process that require use of their less-preferred functions. Decisions are usually made by relying on the dominant function (no 1) and ignoring the least-preferred function (no 4). A better decision is likely to result if all your preferences are used. The chart below, as well as the tips highlighted on the next page, will help guide you in this approach. You may wish to consult others of opposite preferences when making important decisions, or pay particular attention to using your less-preferred functions.

Your Problem-Solving Approach

1. When solving a problem or making a decision, you are most likely to start with your dominant function, THINKING, by asking

- What are the pros and cons of each alternative?
- What are the logical consequences of the options?
- What are the objective criteria that need to be satisfied?
- What are the costs of each choice?
- What is the most reasonable course of action?

2. You may then proceed to your no 2 function, SENSING, and ask

- How did we get into this situation?
- What are the verifiable facts?
- What exactly is the situation now?
- What has been done and by whom?
- What already exists and works?

3. You are not as likely to ask questions related to your no 3 function, INTUITION, such as

- What interpretations can be made from the facts?
- What insights and hunches come to mind about this situation?
- What would the possibilities be if there were no restrictions?
- What other directions/fields can be explored?
- What is this problem analogous to?

4. You are least likely to ask questions related to your no 4 function, FEELING, such as

- How will the outcome affect the people, the process, and/or the organisation?
- What is my personal reaction to (my likes/dislikes about) each alternative?
- How will others react and respond to the options?
- What are the underlying values involved for each choice?
- Who is committed to carrying out the solution?

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- Use Introversion to allow time for reflection at each step along the way
- Use Extraversion to discuss each step before moving on
- Use Perceiving in each step to keep discussions and options open, not cutting things off too prematurely
- Use Judging to make a decision and determine a deadline and schedule

Conclusion

Although individuals of any type can perform any role in an organisation, each type tends to gravitate toward particular work, learning and communication styles. You function best when you can adopt a style that allows you to express your preferences. When you are forced to use a style over a long period that does not reflect your preferences, inefficiency and burnout may result. Even though you can adopt a different style when needed, you will contribute most when you are using your preferences and drawing on your strengths.

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and how they interact with others, helping them improve how they communicate, work and learn. For resources to help you further your knowledge, visit www.opp.eu.com to discover practical tools for lifetime learning and development.

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