

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP I™

INTERPRETIVE REPORT FOR ORGANIZATIONS

Prepared for
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September 21, 2018

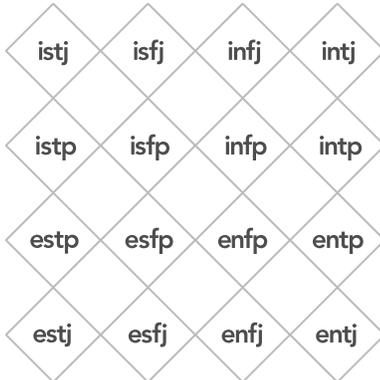
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About Your Report

Your Myers-Briggs® Interpretive Report for Organizations is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment and how you can use them to optimize success at work.

The MBTI assessment provides a useful method for understanding people by identifying 16 Myers-Briggs personality types. The personality types arise from the four pairs of opposite preferences shown below. Each preference is indicated by a letter.

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

Although each of us can and does use all of the preferences at least some of the time, people typically find one in each pair more comfortable and natural than its opposite. Your four preferences—your choice from each pair of opposites—make up your four-letter Myers-Briggs type.

The MBTI assessment was developed by Isabel Briggs Myers and her mother, Katharine Cook Briggs, based on the personality type theory proposed by psychologist Carl Jung. As you explore your Myers-Briggs personality type, remember that the MBTI assessment

HOW YOUR REPORT IS ORGANIZED

- Your Myers-Briggs® Personality Type
- Your Snapshot
- Your Work Style
- Your Preferences at Work
- Your Communication Style
- Your Unique Preference Pattern
- Your Problem-Solving Approach
- Next Steps
- Describes rather than prescribes; it is used to open possibilities, not limit options
- Identifies natural preferences, not skills, abilities, or competencies
- Assumes that all preferences are equally important and valuable, and are used by every person
- Is research based and well documented with thousands of scientific studies
- Is supported by ongoing research



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
ESTJ

Your preferences
Extraversion | Sensing | Thinking | Judging

Think of your choices as something like being right- or left-handed. Both hands are valuable and useful, but most people use their favored hand more often and become more adept with it. In the same way, your type preferences are choices between equally valuable and useful qualities. Your ESTJ results are described below.

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.

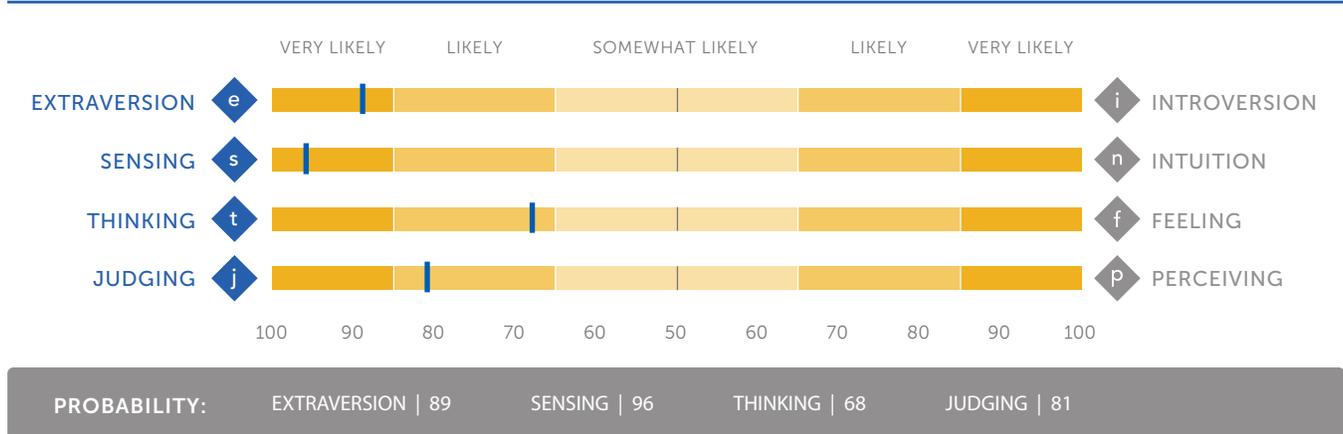
ESTJ SNAPSHOT

ESTJs are logical, analytical, decisive, and tough-minded individuals who use concrete facts in systematic ways. They enjoy working with others to organize the details and operations well in advance to get the job done.

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

Some of these descriptors may not fit you because you are a unique person. Although most ESTJs have personality attributes in common, there are still plenty of individual differences among people who share the same four-letter type. 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.



Learning Tip

You'll do best and be most satisfied if you're able to work mostly in a style that suits your natural preferences. If you're forced to work outside your natural style for long periods, you'll likely find yourself more fatigued and less productive as a result.

Your Work Style: ESTJ

What You Contribute at Work — *You are likely to*

- See, point out, and correct flaws in advance
- Critique programs in a logical, objective way
- Organize 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

How You Lead — *When leading others, you make an impact by*

- Seeking leadership directly and taking charge quickly
- Applying and adapting past experiences to solve problems
- Getting to the core of the situation crisply and directly
- Deciding and implementing quickly
- Acting as a traditional leader who respects the hierarchy, achieving within the system

Your Ideal Workplace — *You thrive in work settings that*

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

How You Like to Learn — *Learning works best for you when it is*

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

Potential Pitfalls — *Take note when you find yourself*

- Deciding too quickly and pressuring others to do so too
- Ignoring the need for changing things that you believe are already working
- Overlooking the interpersonal niceties in getting the job done
- Being overtaken by your emotions when you ignore your own feelings and values for too long

Success Boosters — *You may find it helpful to*

- Consider all sides before deciding, including factoring in the human element
- Prod yourself to look at the benefits of what others want to change
- Make a special effort to show appreciation to others
- Take time away from work to reflect on and identify your feelings and values



Learning Tip

Remember that the MBTI assessment identifies preferences, not skills or abilities. You may find that you are adept at a number of things that are outside your preferences.

There are no “good” or “bad” preferences or “good” or “bad” personality types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution.

Your Preferences at Work: ESTJ

EXTRAVERSION – *You are likely to*

- Enjoy participating actively in a variety of tasks
- Become impatient with long, slow jobs
- Be interested in the activities involved in your work and in seeing how other people do them
- Act quickly, sometimes without thinking
- Welcome disruptions when working on a task
- Develop ideas by discussing them with others
- Want to have people around and work on teams

SENSING – *You are likely to*

- Use experience and standard ways to solve problems
- Enjoy applying skills you’ve already perfected
- Seldom make errors of fact but tend to ignore your inspirations
- Prefer to do things you view as practical
- Present the details of your work first
- Prefer continuation of what is, with fine-tuning
- Work step-by-step, accurately estimating the time needed

THINKING – *You are likely to*

- Use logical analysis to reach conclusions
- 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
- 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 – *You are likely to*

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



Learning Tip

Understanding and adapting to differences in communication style can enhance your interactions with managers, co-workers, employees, and customers.

Your Communication Style: ESTJ

EXTRAVERSION – *You tend to*

- Communicate with energy and enthusiasm
- Respond quickly without long pauses to think
- Converse about people, things, and ideas in the outside world
- Sometimes need to moderate your delivery
- Seek opportunities to communicate with groups
- Like at least some communication to be face-to-face
- In meetings, like talking out loud to build your ideas

SENSING – *You tend to*

- 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

THINKING – *You tend to*

- Prefer to be brief and concise
- Want the pros and cons of each alternative to be listed
- Be intellectually critical and objective
- Be 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 – *You tend to*

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

Learning Tip

When faced with an issue, you'll have greatest success if you use all four of the mental processes. Often people with your type use this order to work things out.

1 THINKING

Apply logic dispassionately

2 SENSING

Consider the relevant facts and details

3 INTUITION

Explore creative possibilities for growth

4 FEELING

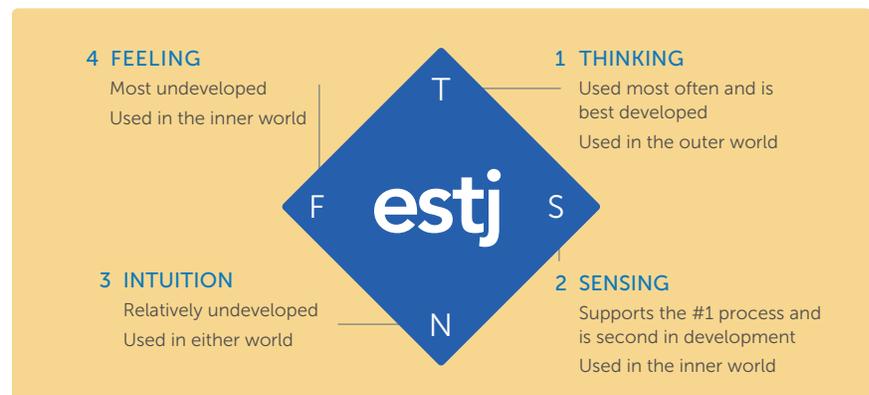
Align with your values

Your Unique Preference Pattern: ESTJ

The two middle letters of your Myers-Briggs personality type show the two mental processes that make your type unique.



Your two middle letters are S (Sensing) and T (Thinking). As an ESTJ, you devote most of your energy to Thinking and support your Thinking with Sensing. Intuition (N) is less attractive to your type, and therefore you are less likely to use it. Least preferred and least used of all is Feeling (F). ESTJs tend to develop Thinking and Sensing during the first half of life, and at midlife they begin to find Intuition and Feeling more interesting and easier to use.



Thinking is your favorite process, the one you use most frequently.

It enables you to leverage your strengths in

- Analyzing the situation
- Finding flaws in advance
- Holding consistently to a principle
- Weighing the pros and cons
- Standing firm against opposition

If you're stressed, you may

- Become opinionated and unwilling to change your point of view
- Have unexpected and uncontrolled emotional outbursts
- Be hypersensitive to suspected slights
- Take criticism very personally



Learning Tip

To improve your decisions and problem solving even more, consider the remaining preferences at each step along the way.

Use **INTROVERSION** to reflect on the situation and choices

Use **EXTRAVERSION** to discuss things before moving on

Use **PERCEIVING** to keep discussions and options open and avoid cutting things off prematurely

Use **JUDGING** to draw conclusions and determine the deadline and schedule

Your Problem-Solving Approach: ESTJ

When you are solving problems, a better solution is likely to result if you use all four mental processes—Sensing, Intuition, Thinking, and Feeling. This may seem straightforward, but it can be hard to do because people tend to rely on their favorite and most used processes and skip those parts of problem solving that require use of their third and fourth processes. The chart below, as well as the tips on the left, will help guide you in this approach.

1 THINKING – *You are most likely to start with Thinking by asking*

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

2 SENSING – *You may then proceed to Sensing and ask*

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

3 INTUITION – *You are not as likely to ask questions related to Intuition, such as*

- What can I interpret 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 I explore?
- What is the problem similar to?

4 FEELING – *You are least likely to ask questions related to Feeling, such as*

- How will the outcome affect the people, process, and organization?
- What do I like and dislike 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?



Learning Tip

Even though you can flex when needed, you'll contribute most when using your natural preferences and drawing on your strengths.

Next Steps

Working with your Myers-Briggs practitioner or on your own, consider ways you can build on your strengths at work.

- Identify your top strengths and consider how you've used them to achieve a result you're proud of. Are there ways you can leverage those strengths in other areas or situations?
- Next, identify up to three opportunities to boost your effectiveness by expanding your style. You may want to consider ways to flex your work style to accomplish a set objective. Think of a colleague whom you like and respect who clearly demonstrates a preference that differs from yours. What can you learn from your colleague that might help you adjust your style? Are there opportunities to use a different communication style to improve your effectiveness?

Although people of any type can successfully perform any role in an organization, individuals tend to gravitate toward jobs that fit their preferred work, learning, and communication styles. Even though people can learn to flex their type when needed as part of everyday functioning, all of us contribute more effectively when using our natural styles and drawing on our strengths.