



Myers-Briggs Type Indicator® Personal Impact Report

European Edition

Report prepared for

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Introduction

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 more than 70 years of research supporting its reliability and validity, the MBTI assessment has been used by millions of people worldwide to gain insight into the normal, healthy differences that are observed in everyday behavior and to open up opportunities for growth and development.

How Your MBTI® Personal Impact Report Is Organized

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What Are Preferences?

The MBTI assessment reports preferences in four separate categories, each category composed of two opposite poles. The exercise below is meant to demonstrate the idea of preferences.

Sign your name on the line below as you normally do.

Now, sign your name using the opposite hand.

How would you describe the experience of signing your name with your preferred hand? With your nonpreferred hand? Most people who try this immediately notice a number of differences:

Preferred Hand

- Feels natural
- Didn't think about it
- Effortless and easy
- Looks neat, legible, adult

Nonpreferred Hand

- Feels unnatural
- Had to concentrate while doing it
- Awkward and clumsy
- Looks childlike

The words you and others use to describe the preference for one hand over the other illustrate the theory of preferences in the MBTI assessment: You can use either hand when you have to, and you use both hands regularly; but for writing, one is natural and competent, while the other requires effort and feels awkward.

We can develop skill in using our nonpreferred hand, but imagine how difficult it would be if you were required to use it exclusively throughout a work day or school day. Similarly, we all have a natural preference for one of the two opposites in each of the four MBTI categories. We use both poles at different times, but not both at once and not with equal confidence. When we use our preferred methods, we are generally at our best and feel most competent, natural, and energetic.

The MBTI preferences indicate the differences in people that result from the following:

- **Where they prefer to focus their attention and get energy (Extraversion or Introversion)**
- **The way they prefer to take in information (Sensing or Intuition)**
- **The way they prefer to make decisions (Thinking or Feeling)**
- **The way they prefer to deal with the outer world (Judging or Perceiving)**

There is no right or wrong to these preferences. Each identifies normal and valuable human behaviors.

As we use our preferences in each of these areas, we develop what Jung and Myers defined as a *psychological type*: an underlying personality pattern resulting from the dynamic interaction of our four preferences, environmental influences, and our own choices. People tend to develop behaviors, skills, and attitudes associated with their type, and those with types different from yours will likely be opposite to you in many ways. Each type represents a valuable and reasonable way to be. Each has its own potential strengths, as well as its likely blind spots.



The MBTI® Preferences

In the following charts, place a ✓ beside the preference from each pair that seems to best describe your natural way of doing things—the way you are outside of the roles you play.

Where do you prefer to focus your attention? Where do you get energy? The E–I Preference Pair

Extraversion

People who prefer Extraversion like to focus on the outer world of people and activity. They direct their energy and attention outward and receive energy from interacting with people and from taking action.

Characteristics associated with people who prefer Extraversion:

- Attuned to external environment
- Prefer to communicate by talking
- Work out ideas by talking them through
- Learn best through doing or discussing
- Have broad interests
- Sociable and expressive
- Readily take initiative in work and relationships

Introversion

People who prefer Introversion like to focus on their own inner world of ideas and experiences. They direct their energy and attention inward and receive energy from reflecting on their thoughts, memories, and feelings.

Characteristics associated with people who prefer Introversion:

- Drawn to their inner world
- Prefer to communicate in writing
- Work out ideas by reflecting on them
- Learn best by reflection, mental “practice”
- Focus in depth on their interests
- Private and contained
- Take initiative when the situation or issue is very important to them

How do you prefer to take in information? The S–N Preference Pair

Sensing

People who prefer Sensing like to take in information that is real and tangible—what is actually happening. They are observant about the specifics of what is going on around them and are especially attuned to practical realities.

Characteristics associated with people who prefer Sensing:

- Oriented to present realities
- Factual and concrete
- Focus on what is real and actual
- Observe and remember specifics
- Build carefully and thoroughly toward conclusions
- Understand ideas and theories through practical applications
- Trust experience

Intuition

People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They want to grasp patterns and are especially attuned to seeing new possibilities.

Characteristics associated with people who prefer Intuition:

- Oriented to future possibilities
- Imaginative and verbally creative
- Focus on the patterns and meanings in data
- Remember specifics when they relate to a pattern
- Move quickly to conclusions, follow hunches
- Want to clarify ideas and theories before putting them into practice
- Trust inspiration



How do you make decisions? The T–F Preference Pair

Thinking

People who prefer to use Thinking in decision making like to look at the logical consequences of a choice or action. They want to mentally remove themselves from the situation to examine the pros and cons objectively. They are energized by critiquing and analyzing to identify 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

Feeling

People who prefer to use Feeling in decision making like to consider what is important to them and to others involved. They mentally place themselves in the situation to identify with everyone so they can make decisions based on their values about honoring people. They are energized by 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:

- Empathetic
- Guided by personal values
- Assess impacts of decisions on people
- Strive for harmony and positive interactions
- Compassionate
- May appear “tenderhearted”
- Fair—want everyone treated as an individual

How do you deal with the outer world? The J–P Preference Pair

Judging

People who prefer to use their Judging process in the outer world like to live in a planned, orderly way, seeking to regulate and manage their lives. 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 are energized by 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 stresses

Perceiving

People who prefer to use their Perceiving process in the outer world like to live in a flexible, spontaneous way, seeking 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 are energized by their resourcefulness in adapting to the 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
- Feel energized by last-minute pressures



What Is Your Type?

The first step in deciding on your type is to put together the preferences you chose as you were listening to an explanation or reading about the preferences described in this report.

The MBTI assessment uses letters to represent the preferences, so you can estimate your MBTI type by combining the letters for the preferences you selected on the preceding pages. For example:

ISTJ = people who . . .

- I** Draw energy from and pay attention to their inner world
- S** Like information that is real and factual
- T** Use logical analysis in decision making
- J** Like a structured, planned life

A person with opposite preferences on all four pairs would be an ENFP.

ENFP = people who . . .

- E** Draw energy from the outer world of people and activity
- N** Like to see patterns and connections, the big picture
- F** Use their personal values in decision making
- P** Like a flexible, adaptable life

There are 16 possible combinations of the MBTI preferences, leading to 16 different patterns of personality.

Your Self-Estimated Type

Your initial self-estimate of type based on the preferences you chose:

Your Reported Type

Your MBTI results report the preferences you chose when you completed the MBTI assessment. These results are shown on the next page.

Your reported MBTI type:

Your MBTI results also report a number by each letter. This number indicates how consistently you chose that preference over its opposite when you responded to the questions. *The numbers do not indicate how well developed a preference is or how well you use it.*



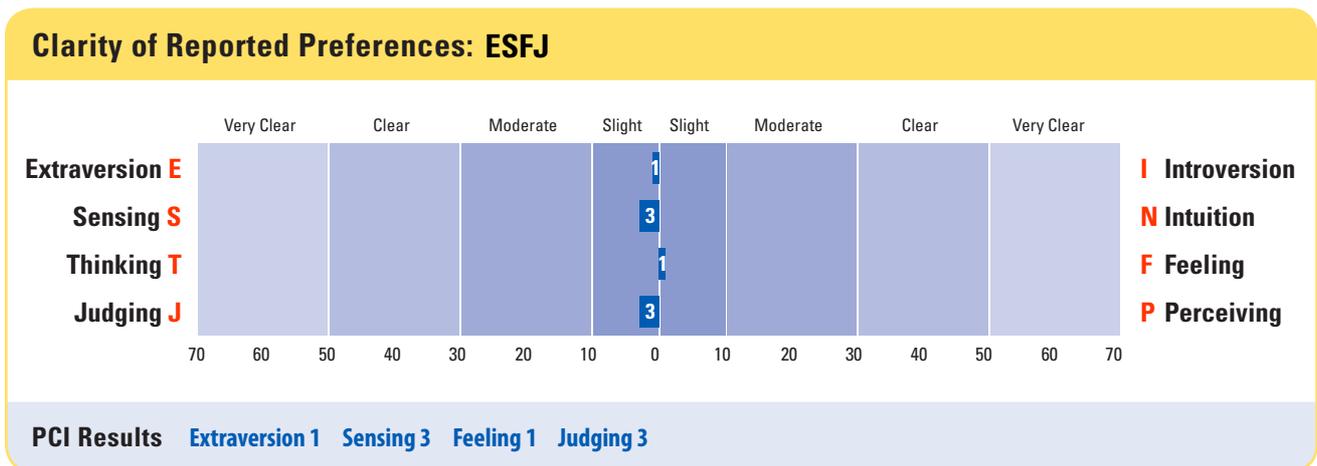
Summary of Your MBTI® Results

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 eight preferences are combined in all possible ways, 16 types result. Your reported MBTI type is shown below.

Reported Type: ESFJ

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 real	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 organizing and structuring information to decide in a logical, objective way	F Feeling Preference for organizing and structuring information to decide in a personal, values-based way
How you deal with the outer world	J Judging Preference for living a planned and organized life	P Perceiving Preference for living a spontaneous and flexible life

The *preference clarity index* (pci) indicates how clearly you chose 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.



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.



Verifying Your MBTI® Type

The MBTI instrument is one of the most reliable and valid self-report personality inventories available, but no psychological assessment is perfect. Because of this, we consider the results you received from taking the assessment a “best estimate” of your psychological type based on your responses. Your self-estimate as you learned the preference definitions is another guess. Most people agree with their MBTI results, but it is not unusual for your self-estimated type and your reported MBTI results to differ on one or more of the preferences.

Your task now is to verify and clarify your “best-fit” type: the four-letter combination that best describes your natural way of doing things. Read the Snapshots of the 16 Types on the following page to confirm your four-letter type code, then write it below.

Your Best-Fit Type:

Applying Your MBTI® 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.



Snapshots of the 16 Types

		Sensing Types		Intuitive Types				
Introversion	ISTJ	Quiet, serious, earn success by thoroughness and dependability. 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.	ISFJ	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.	INFJ	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.	INTJ	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.
	ISTP	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.	ISFP	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, do not force their opinions or values on others.	INFP	Idealistic, loyal to their values and to people who are important to them. Want an external 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.	INTP	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.
Extraversion	ESTP	Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them—they 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.	ESFP	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.	ENFP	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.	ENTP	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.
	ESTJ	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.	ESFJ	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-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.	ENFJ	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.	ENTJ	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.



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.

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

ESFJ Work Style Highlights

ESFJs are helpful, tactful, compassionate, and orderly. They place a high value on harmonious relationships and enjoy organizing people and projects to help complete the tasks at hand. Although the descriptors below generally describe ESFJs, some may not fit you exactly due to individual differences within each type.

Conscientious	Personable	Sociable
Cooperative	Planful	Sympathetic
Harmonious	Responsible	Tactful
Loyal	Responsive	Traditional

Contributions to the Organization

- Bring a service orientation and attitude
- Pay close attention to each person’s needs, desiring to please
- Complete tasks in a timely and accurate way
- Respect rules and authority
- Handle day-to-day operations efficiently

Problem-Solving Approach

- Want to consider values and the impact on people as well as pertinent facts and useful details
- May need to identify other interpretations and meanings and to logically and dispassionately analyze them for optimal results



Preferred Work Environments

- Contain conscientious, cooperative people oriented toward helping others
- Are goal-oriented, with helpful procedures in place
- Reward organization and efficiency
- Encourage friendships
- Are appreciative and outgoing
- Foster interpersonal sensitivity and caring
- Include both facts and values

Preferred Learning Style

- Structured, participative, and personable, with ample time to talk through new information
- Practical material with known applications

Potential Pitfalls

- May avoid conflict and sweep problems under the rug
- May ignore your own priorities because of a desire to please others
- May prescribe what you assume is best for others or the organization
- May not always take the time to step back, be objective, and see the bigger picture

Suggestions for Developing Your Work Style

- May need to learn how to pay attention to differences and manage conflict
- May need to factor in your personal needs and wants
- May need to listen more objectively to what is really needed
- May need to consider the logical, global implications of your decisions



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 personable, outgoing, warm, friendly, helpful, caring, and sensitive
- Are steady, persistent, responsible, dependable, and conscientious
- Manage time and tasks to be productive and accomplish goals in a positive and organized way
- Relate to and connect with people easily; seek harmony and make accommodations
- Provide for the immediate needs of others in a practical and direct way

At First Glance

- Are a practical, efficient helper who is loyal, committed, and dutiful
- Make useful contributions; provide concrete and tangible products and services
- Remember personal information and focus on people's day-to-day situations
- Conform to social norms and engage in established rituals and traditions
- Are comfortable with routines, structure, and schedules; organize things to run smoothly

What You Want to Hear

- Clear and specific instructions and up-to-date information
- Cooperative and positive interactions; encouragement and a positive atmosphere
- Current information and discussions to keep you in touch with progress of projects
- Practical applications, personal stories, real-world examples
- Well-defined expectations, tasks, and deadlines

When Expressing Yourself

- Are naturally affirming and supportive; like to see and celebrate others' successes
- Match people to tasks in a personal way so everyone fits in and works well together
- Enjoy social contact and want to discuss the situation at hand
- See and evaluate situations accurately; observe and anticipate people's needs
- Are usually very busy; schedule time tightly to meet obligations and accomplish goals

Giving and Receiving Feedback

- Are driven to meet societal standards and live up to expectations of others
- Take feedback personally and are uncomfortable with critical or harsh comments
- Want to be appreciated for your contributions and achievements
- Openly acknowledge and celebrate contributions and achievements of others
- Give more positive than corrective feedback; are uncomfortable critiquing others



Communication Tips

Here are some strategies to help you adapt your natural way of communicating to accommodate people with different personality types.

Potential Blind Spots	Suggested Remedies
You may overcommit to others and take on too many responsibilities.	Balance this conscientious approach by taking time to meet your own needs.
In your focus on how people should be, you may find it distressing when others' personal values are not what seem socially acceptable.	Accept differing values and avoid focusing on what people should be or do. Apply this to yourself as well as others.
Because you honor tradition and fitting in, you may view nontraditional work styles and behavior as unhelpful and unproductive.	Be aware that people choose to contribute in different ways. Accept and tolerate styles that differ from your own steady, persistent approach.
In your careful planning to make sure people's needs are met, you may overlook logic and analysis.	Welcome collaboration with others who use logic, vision, and analysis to develop long-term alternatives.
Your desire for everyone to get along with one another may lead you to smooth over conflicts rather than fully address the issues.	Assess when confronting issues would be a more effective strategy. Not all issues need to be addressed, especially in the workplace, so take this into consideration as well.
It may be difficult for you to give and receive feedback because of your concern for others' feelings as well as your own.	Recognize that at times people need corrective feedback to be more productive. Listen for ways to improve without becoming defensive.
Your focus on establishing consensus and building rapport may lead you to ignore what some of your colleagues need to work with others.	Have a logical purpose for your activities and respect diverse approaches to work. Understand that some people prefer to be more contained and less outwardly expressive and supportive.

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

- Making sure all relevant facts have been identified and presented
- Keeping track of commitments and following through on them
- Considering the impact of team decisions on others
- Listening to others' opinions and striving for harmony
- Setting clear, tangible, realistic goals
- Organizing others to accomplish the task
- Showing concern for others' needs
- Helping others solve practical problems
- Negotiating win-win solutions
- Seeing other people's viewpoints
- Making decisions based on clear values
- Applying common sense to problems

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 on 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 be so comfortable with tradition that you resist new ways of doing things	Identify which new approaches might be worthy of becoming traditions
May assume that you know what is best for others	Before you take action to help others, check out your assumptions; ask people what they really need
May be paralyzed by strong disagreements on the team	Allow people to “agree to disagree” or to disagree without being disagreeable
May be overly sensitive to criticism	If you think you are being criticized by a teammate, ask for clarification in a one-on-one meeting
May not think through the logical consequences of decisions	Make a list of the pros and cons of <i>all</i> the alternatives and develop best- and worst-case scenarios
May focus too much on short-term solutions	Analyze the problem to ensure that your proposed solutions address underlying causes and not just the symptoms

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.

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

ESFJ Decision-Making Style Highlights

Helpful, warm, and cooperative, ESFJs work well when they can serve the needs of people in a structured, timely, and practical way. They strive to ensure that people and tasks are organized harmoniously. Exercising determination and follow-through, they work to achieve results that make things better for all concerned. During decision making ESFJs typically want to know, "What is the most supportive choice?"*

Your Decision-Making Strengths

- Valuing customary decision-making processes and authoritative resources
- Canvassing others on their specific needs and values
- Conserving time by considering a limited number of options
- Assessing the appropriateness of decision options by comparing them with what is traditional
- Striving for decisions that are grounded in the real-life, day-to-day needs of people
- Being sensitive to difficulties that may make a decision unworkable
- Honoring your commitments with passion and energy
- Being eager to complete the implementation process and move on to the next project
- Affirming the value of everyone's contribution
- Examining whether needs have been met and relationships maintained

* Used by permission from Elizabeth Hirsh, Katherine W. Hirsh, and Sandra Krebs Hirsh, *Introduction to Type® and Teams*, 2nd ed. (Mountain View, CA: CPP, Inc., 2003), p. 11.



Potential Challenges During Decision Making

- Focusing too much on using what has worked well before
- Jumping too quickly from people's concerns to proposing a course of action
- Being too willing to settle on an option just to get things resolved
- Resisting decision options that don't conform to established rules and regulations
- Overemphasizing the short-term issues for people
- Seeing boundaries so clearly that you dismiss viable alternatives
- Overcommitting in terms of time and resources
- Being resistant to altering decisions in light of unexpected contingencies
- Interpreting criticism in personal terms
- Seeing conflicting viewpoints as evidence of a poor outcome

Suggestions for Developing Your Decision-Making Style

- Recognize that new routines can become methods by which the past may be preserved
- Appreciate that people may express opinions without desiring any follow-up action
- Realize that expending extra effort on exploring options may uncover new benefits for people
- Remember to evaluate the merits of innovative options before rejecting them
- Consider whether discomfort early on will be offset by overall gains later
- Accept that while limits exist, it may be possible to minimize their effects
- Understand that doing it all may mean doing less than one's best and disappointing others
- Recognize that a drive to completion can backfire if one is completing the wrong task
- Realize that analyzing what went wrong is meant to improve things, not to assign blame
- Keep in mind that while harmony is desirable, it is not always possible or beneficial

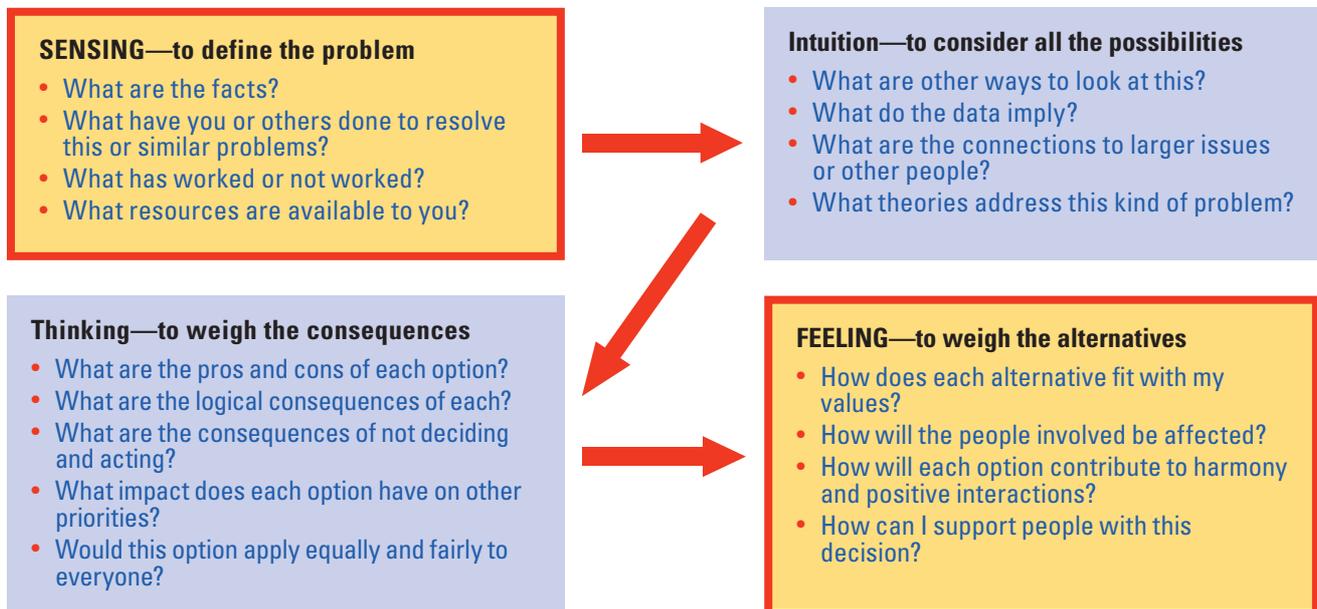
Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. By using *both* preferences for taking in information, Sensing and Intuition, and *both* preferences for making judgments or decisions about that information, Thinking and Feeling, when coming to a decision or solving a problem, you can ensure that all factors will be considered. Without this balanced approach, you will naturally tend to focus on your own preferences and may lose the benefits and positive contributions of the other preferences.

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:

- #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

This decision-making sequence is shown below. 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

- Desiring a quick and focused plan of action, with helpful, practical outcomes
- Using detailed plans and a clear structure to give direction to others
- Spotting readily what will help others most, what they need and want
- Emphasizing direction in terms of congruence with your values—for example, providing pragmatic services that meet others' needs

Challenges

- Focusing on what can realistically be achieved but sometimes limiting your sights and being perceived as insufficiently ambitious
- Urging quick action, leading you to shortchange logical analysis, resulting in lower effectiveness
- Losing sight of the big picture you are pursuing, making it hard for others to maintain focus
- Preferring realistic challenges, sometimes overriding the need for setting a difficult strategic goal

Inspiring Others to Follow

Assets

- Easily speaking to and aligning vision with what others find compelling
- Readily noticing and celebrating successes and accomplishments
- Anticipating with keen accuracy what will motivate others
- Being open to suggestions from others

Challenges

- Confusing your own needs for others', leaving you unable to effectively influence others
- Avoiding confronting others when they don't produce, sometimes making excuses or blaming yourself for others' weak performance
- Becoming overly critical of others or yourself when under stress
- Taking criticism personally and feeling hurt, leading to a sense of despair and hopelessness

Mobilizing Accomplishment of Goals

Assets

- Moving quickly to follow through on the plan
- Being very good at managing logistics
- Encouraging others when needed and removing obstacles to help them get their job done
- Seeing others' capabilities and knowing how to apply these talents to achieve project objectives

Challenges

- Moving so fast that important issues are overlooked, resulting in unanticipated consequences
- Being too talkative and distracting others from their work
- Suffering real stress if the organization's drive for results leads to unkind actions
- Preserving the organization's norms even when they are no longer useful



Suggestions for Developing Your Leadership Style

- **Encouraging input.** Discover how to encourage meeting attendees to contribute many ideas in an effort to find an entirely new solution to a long-standing challenge.
- **Feedback.** Practice communicating with a colleague your feedback on someone else's work or ideas before you present the critique to that person. Get feedback on how clearly you deliver your message.

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.

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

ESFJ Conflict Style Highlights

ESFJs typically are aware of conflicts or disagreements among the people around them and usually seek to reduce the tension by creating a harmonious atmosphere and building consensus. Despite often feeling uncomfortable when confronted with conflict, they will either use their warm, conscientious manner to overcome it or will encourage others to try to understand differing viewpoints.

Your Strengths in Managing Conflict

- Being honest and loyal, and typically following through in whatever you have undertaken
- Being authentic—what people see in you is what they get, as it is difficult for you to be devious or manipulative
- Having realistic expectations and being tactful in order to avoid offending others and begin building a consensus from which resolution can be achieved

What You Need from Others

- Intentions to not hurt anyone and respect for everyone's beliefs, whatever they may be
- Recognition for your efforts to establish harmony and goodwill
- Clarity in describing what is affecting them, refraining from taking intuitive leaps that appear disconnected from reality

How Others Tend to See You

- Kind and genuinely interested in others' well-being, most notably that of your family and friends
- Conscientious but also unnecessarily bound by rules and procedures
- Reluctant to engage in confrontation or conflict
- When you are under stress: at times overbearing and doing things for others that they did not ask for

Suggestions for Developing Your Conflict Style

- Pay attention to your own needs; trying to please everyone else may not reduce the conflict
- Be careful when you do decide to engage in a conflict situation that you don't alienate others by talking an issue to death
- Listen for what you don't know rather than for that which confirms what you do know
- Avoid rescuing others, as this will not ultimately solve underlying problems or conflicts



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

- Receiving too many demands, requests, short deadlines
- Dealing with change in general
- Not feeling valued or appreciated
- Being disrespected, having your competence questioned
- Dealing with relationship problems
- Coping with unclear guidelines or unfamiliar surroundings
- Being around criticism, arguing, conflict, negative emotions

Signs of Stress in ESFJs

- Being loudly critical of others, self-righteous
- Behaving in an angry, impatient, irritable manner; complaining
- Being cold, distant, uncaring toward others
- Becoming quiet and reflective
- Expressing pessimism, negativity
- Feeling anxious, tense, uptight
- Overvaluing or indiscriminately accepting the guidance of experts to solve their problems

Best Ways for ESFJs to Manage Stress

- Talk to people who are caring and not judgmental
- Get insight by trying to understand the other person's perspective when there is disagreement
- Modify your expectations of yourself and others
- Try to correct the problem
- Take a break, rest, or do something really enjoyable
- Exercise, engage in physical activities
- Apologize for blowing up or saying hurtful things

Worst Ways for ESFJs to Respond to Stress

- Be in an overly stimulating environment
- Convince yourself that there is no solution, no escape from the situation
- Withdraw, isolate yourself for a lengthy period
- Try to figure things out logically by having an internal conversation
- End friendships, write people off permanently



Your Approach to Change

The charts below provide information and perspective to 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

- Lots of support and time to support others
- To be allowed to focus your energy on finding and creating harmony
- Appreciation for who you are and what you contribute to others
- Lots of information and a chance to talk about it
- A cooperative spirit—everyone pulling together

Reactions when needs are not met

- Worry a lot and feel guilty
- Suppress negative emotions
- Become insistent that everyone be positive, that there be harmony
- Can become bossy, organizing others and telling them what to do “for their own good”

When Dealing with Losses

Contribute by

- Drawing out others’ feelings
- Keeping harmony with and between others
- Acknowledging others’ contributions
- Taking good things from the old and bringing them into the new
- Organizing losses and bringing closure

Have difficulty with

- Suppressing your negative feelings in the interest of harmony
- Saying good-bye—loss of friends, environment
- Loss of certainty, of knowing what’s expected
- Being impulsive, making decisions too quickly just to get closure

During the Transition Period

Typical reactions

- Feel frustrated and lost; things feel chaotic
- Still take care of others, but need support too, more than usual
- Feel overwhelmed and fearful—will things never get back to normal?
- Worry about others, yourself, and the future

Tend to focus on

- Creating structure and security
- Trying to shorten the transition period and move ahead
- Keeping everyone happy, keeping a harmonious environment
- Supporting others

During the Start-Up Phase

Obstacles to starting

- Don’t always appreciate the vision
- Can get stuck in negative feelings, especially if you have not received support for your sense of loss
- Worrying about how the future will be
- Not getting enough feedback and information
- People’s needs having been overlooked

Contribute by

- Loyal support of the leadership
- Getting everyone involved
- Supporting others, talking about and processing emotions
- Being reliable and dependable
- Organizing celebrations, parties, and so on

About This Report

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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