

MYERS-BRIGGS TYPE INDICATOR® | STEP I™ PERSONAL IMPACT REPORT

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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>Characteristics associated with people who prefer Extraversion:</p> <ul style="list-style-type: none"> Drawn to the outside world Prefer to communicate by talking Work out ideas by talking them through Learn best through doing or discussing Have broad interests Tend to be sociable and expressive Readily take initiative in work and relationships 		<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 Introversion:</p> <ul style="list-style-type: none"> 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 a few interests Tend to be private and contained Take initiative selectively—when the situation or issue is very important to them

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>Characteristics associated with people who prefer Sensing:</p> <ul style="list-style-type: none"> 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 		<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 Intuition:</p> <ul style="list-style-type: none"> 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



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.

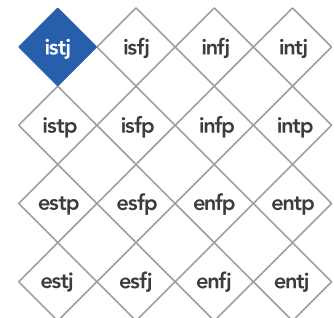
ISTJ = People who tend to...

- 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.

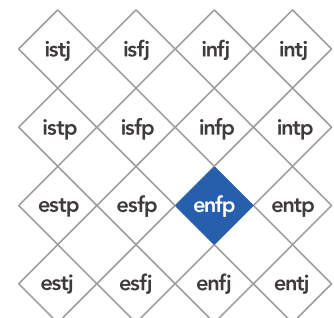
ENFP = People who tend to...

- 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
ESFP
 Your preferences
Extraversion | Sensing | Feeling | 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.



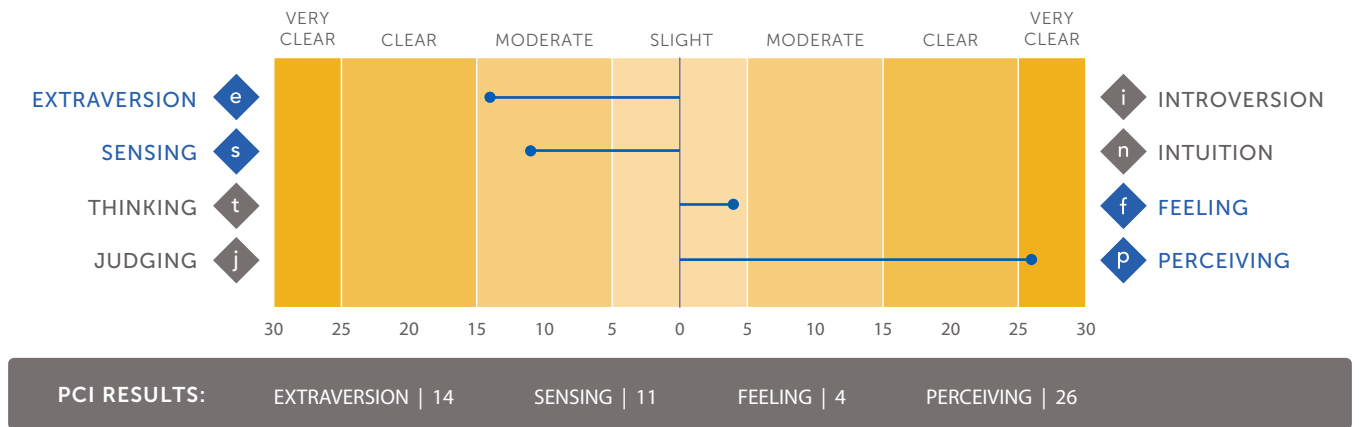
Perceiving

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: ESFP



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.

ESFP WORK STYLE HIGHLIGHTS

istj	isfj	infj	intj	<p>ESFPs are friendly, outgoing, fun-loving, and likable individuals who are naturally drawn toward others. They like working in groups with other lively, fast-paced people, and they enjoy offering alternatives based on common sense.</p> <table border="0"> <tr> <td>Adaptable</td> <td>Enthusiastic</td> <td>Practical</td> </tr> <tr> <td>Casual</td> <td>Friendly</td> <td>Sociable</td> </tr> <tr> <td>Cooperative</td> <td>Outgoing</td> <td>Talkative</td> </tr> <tr> <td>Easygoing</td> <td>Playful</td> <td>Tolerant</td> </tr> </table>	Adaptable	Enthusiastic	Practical	Casual	Friendly	Sociable	Cooperative	Outgoing	Talkative	Easygoing	Playful	Tolerant
Adaptable	Enthusiastic	Practical														
Casual	Friendly	Sociable														
Cooperative	Outgoing	Talkative														
Easygoing	Playful	Tolerant														
istp	isfp	infp	intp													
estp	esfp	enfp	entp													
estj	esfj	enfj	entj													

Contributions to the Organization

- Bring energy, enthusiasm, and a spirit of cooperation
- Present a positive image of the organization
- Offer action, excitement, and fun
- Link people, information, and resources
- Accept and deal with others as they are, even treating them generously

Problem-Solving Approach

- Want to make a realistic and concrete assessment of the situation, especially about people
- May need to add objectivity and a long-range vision of what else might be for optimal results



Preferred Work Environments

- Contain energetic and easygoing people focused on present realities
- Are lively and action oriented
- Foster a fast pace
- Include people who are adaptable and spontaneous
- Emphasize being harmonious, friendly, and appreciative
- Are upbeat and social
- Look attractive and colorful

Preferred Learning Style

- Interactive, with ample time to talk through new information
- Practical, with content you can experiment with and use

Potential Pitfalls

- Overemphasizing subjective data in an effort to maintain harmony
- Jumping into things without first reflecting on what is at hand
- Spending too much time socializing and neglect tasks
- Not always finishing what you start

Suggestions for Developing Your Work Style

- May need to include logical implications in your decision making in order to depersonalize conflict
- May need to plan ahead when managing work
- May need to balance task and socializing time
- May need to work on project and time management skills



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 friendly, outgoing, tactful, positive, energetic, collaborative, and dynamic
- Are kind, considerate, and quick to offer assistance to others
- Observe and tune in to people's needs and feelings; are able to develop rapport
- Are a thoughtful, realistic troubleshooter who takes action to help people
- Live in and experience the moment with a lighthearted, optimistic attitude

At First Glance

- Adopt an easygoing, tolerant, pleasure-loving, casual approach
- Are observant of, interested in, and in tune with people and their immediate needs
- Consider practical options to solve immediate problems; use common sense
- Are highly sociable and active; enjoy meeting and developing rapport with people
- Flexibly meet others' needs without getting caught up in rules and procedures

What You Want to Hear

- Support and encouragement that shows an interest in what you are doing
- Minimal direction; rules and structure limit your ability to resourcefully improvise
- Practical information enabling you to take immediate action with a minimum of discussion and planning
- Relevant and interesting personal stories and experiences
- Options for doing things together collaboratively

When Expressing Yourself

- Want to laugh and have fun; love distractions and diversions
- Help others come to consensus through cooperation, negotiation, and compromise
- Will get people up and moving; would rather act than talk
- Enjoy shared activities and experiences that build strong connections
- Engage in conversations easily; may spend too much time socializing



Giving and Receiving Feedback

- Generously offer positive feedback and compliment others
- Express appreciation with tangible rewards such as gifts or offers of help
- Can take criticism personally
- Will disengage from a conversation if it becomes too logical or critical
- Give more positive than corrective feedback; may avoid giving corrective feedback

Potential Blind Spots	Suggested Remedies
Others may misunderstand your desire to be in a fun and adaptable work environment.	Accommodate others by making concrete goals and plans and then sticking to them. By attending to project completion, you will be able to enhance your contribution and gain supporters.
Although you may enjoy many and varied interactions, others may not.	Respect people’s need for quiet time alone to reflect and regroup.
When you act quickly without a lot of explaining it may come across as disrespectful and a challenge to rules and authority.	Help others understand the practical and flexible side of problem solving. Curb any tendency to take a maverick approach.
You seek interaction and may interrupt others’ work.	Some people can be disconcerted when their concentration is disrupted. Make an appointment or ask if it’s a good time to discuss something.
Your casual, fun approach may be frustrating to others when they are seeking a serious discussion.	Try not to deflect or avoid interactions that involve serious matters. Focus on the long term instead of on immediate gratification.
Your desire for harmony may leave you feeling that it’s best to avoid dealing with unpleasant ongoing interpersonal conflicts.	Collaborate with others to address concerns. Be willing to deal with causes of problems to resolve more complex issues.
You may feel hurt when others give you feedback that is meant to be constructive.	Develop objectivity and take time to hear and understand the feedback. Be careful not to interpret feedback as personal criticism.

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

- Considering the impact of team decisions on team members and others
- Finding ways to agree with others
- Making sure all relevant facts have been identified and presented
- Making decisions based on personal values
- Reminding team members of common values
- Being sensitive to others' needs
- Adding a sense of humor to team meetings
- Demonstrating that work can be fun
- Negotiating win-win solutions
- Seeing other people's viewpoints
- Being flexible and spontaneous in responding to problems
- Bringing common sense and a realistic, practical approach to problem solving

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 engage in crisis management that treats symptoms but neglects the causes of problems	Analyze the problem to identify its cause so that you don't just treat the symptoms
May get distracted from the task by socializing excessively	Set aside a regular time for socializing or informal networking so that you can look forward to it
May focus only on the immediate problem and neglect long-range issues	Think about how current problems and decisions might affect what the team does one to three years in the future
May jump into action prematurely	Ask team members if there is anything more that needs to be considered before taking action
May not develop a plan for how goals are to be accomplished	Realize that some members of your team may need a plan first; give them at least a rough outline of what steps you will take
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

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.

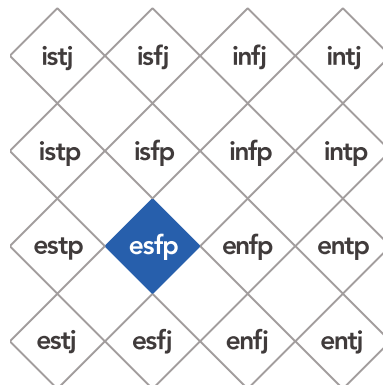


Your Decision-Making Style

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.

ESFP DECISION-MAKING STYLE HIGHLIGHTS



Friendly, outgoing, and enthusiastic, ESFPs work well when they can use their vitality and humor to make things happen. They make collaborative efforts enjoyable by applying common sense and a flexible and spontaneous approach to meeting challenges. They like to use their warmth and generosity to help people. During decision making ESFPs typically want to know, "What is the most enjoyable choice?"*

Your Decision-Making Strengths

- Examining what is already working in order to change only those things that need changing
- Seeking input from people who have provided good advice in the past
- Considering a variety of data sources in an open-minded and flexible manner
- Proposing options that would directly and immediately benefit people
- Crafting decisions that are grounded in common sense
- Assessing quickly and accurately what is enjoyable, easy, and fun
- Getting going with implementation in an upbeat, no-nonsense manner
- Attending to the practical needs of others with care and warmth
- Appreciating everyone's contribution and celebrating what went well
- Zeroing in on what happened and how it can be applied in similar situations

* Used by permission from Elizabeth Hirsh, Katherine W. Hirsh, and Sandra Krebs Hirsh, *Introduction to Myers-Briggs® Type and Teams*, 3rd ed. (Sunnyvale, CA: CPP, Inc., 2003, 2016), p. 11.



Potential Challenges During Decision Making

- Focusing too much on what is simple or expedient, overlooking long-range implications
- Failing to consider your own thoughts and feelings before adopting others' opinions
- Getting off track, becoming distracted by each new piece of information
- Focusing on options that protect harmony at the expense of the truth
- Shying away from decision options that seem complicated or challenging
- Rushing to select decision options in order to move to action
- Overlooking quiet, subtle, or nuanced resistance
- Failing to see the logical consequences of actions
- Avoiding reflecting on sad, confusing, or difficult circumstances
- Failing to use or trust your insights about what occurred

Suggestions for Developing Your Decision-Making Style

- Recognize that careful preparation may save time and result in superior outcomes
- Remember to look inside for answers as well as seek the counsel of others
- Revisit the core issue to ensure that brainstorming is focused
- Recognize that a candid appraisal of difficulties may make things better for people in the long term
- Realize that what seems difficult to evaluate may yield valuable information
- Understand that careful effort now may allow more time later for pleasurable pursuits
- Take time to listen carefully to ensure everyone's satisfaction and cooperation
- Keep in mind that any plan of action should take into account the costs as well as the benefits
- Remember that reviewing what is hurtful may provide insights on how to avoid further pain
- Realize that following inspiration can lead to exciting and worthwhile experiences

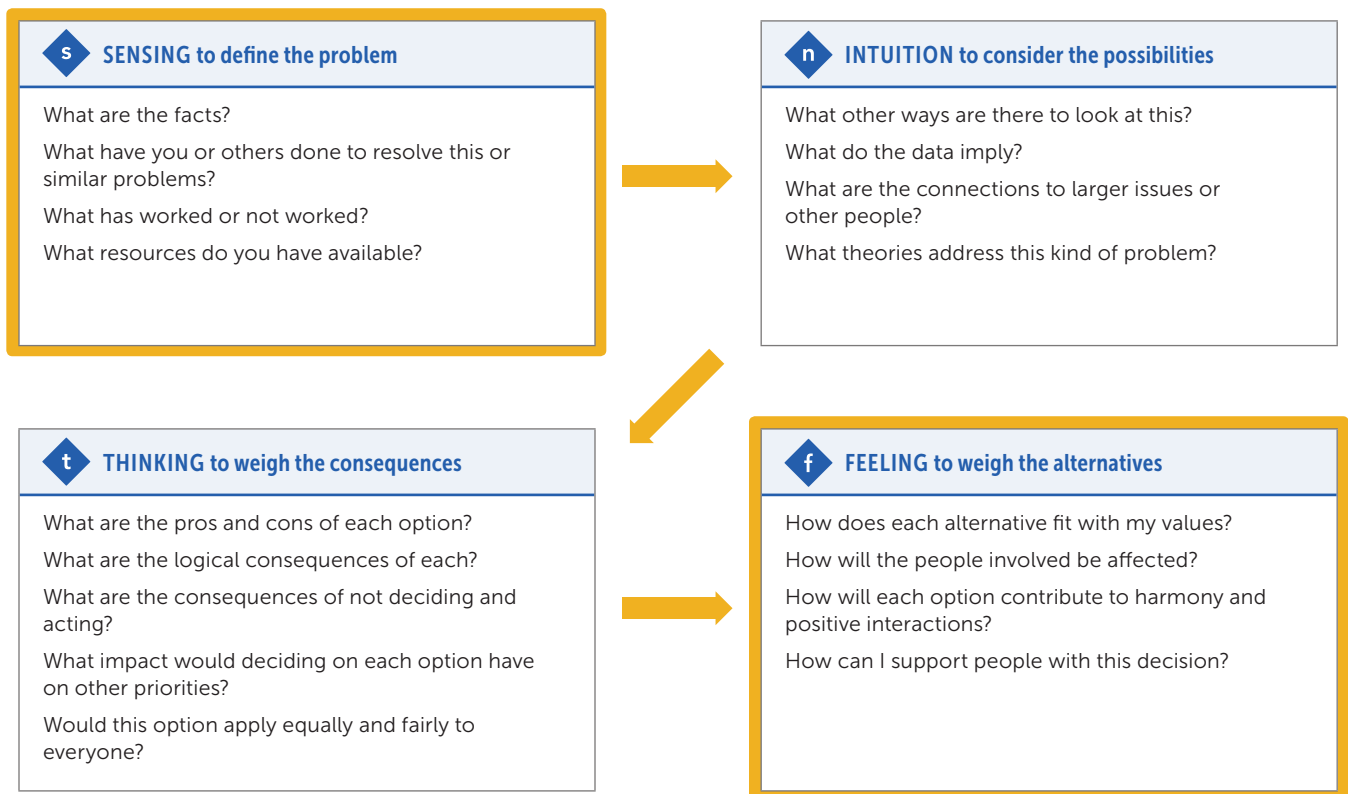
Enhancing Your Decision-Making Capability

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
<ul style="list-style-type: none"> Generating options that will benefit individuals; favoring choices that resonate with your values Being quick to see "what is" and what's needed next Being comfortable operating spontaneously in fast-paced, energetic environments Seeking straightforward, practical solutions 	<ul style="list-style-type: none"> Avoiding visioning and strategic planning, finding these activities to be draining Focusing on quick, practical solutions, sometimes overlooking root causes Getting easily distracted by new data, slowing the decision-making process Feeling discomfort with conflicting views, making it hard to pick a direction that displeases others

INSPIRING OTHERS TO FOLLOW

Assets	Challenges
<ul style="list-style-type: none"> Having a friendly, outgoing style and an optimistic outlook, creating rapport and inspiring followers Seeking and valuing input from others and using input to reach consensus Easily understanding others' needs Cultivating long-term relationships that contribute to your advancement 	<ul style="list-style-type: none"> Having a fun-loving style that is not effective with everyone; must cultivate a way to engage the more serious people, too Being drawn to people who are outgoing, thereby risking undervaluing or overlooking quieter people Losing interest in and trying to avoid the mundane or repetitive activities of an organization Being critical of those who rely on their intuition

MOBILIZING ACCOMPLISHMENT OF GOALS

Assets	Challenges
<ul style="list-style-type: none"> Knowing how to replicate success by recognizing and repeating a good process Stimulating others to take action Being hands-on and spontaneous and enjoying coaching others to success Rewarding and celebrating the completion of milestone tasks to keep the team motivated 	<ul style="list-style-type: none"> Having underdeveloped organizational skills, meaning resources are not marshaled and execution suffers Missing important deadlines because you are too flexible and lose focus on the critical path Being seen sometimes as playing favorites when evaluating performance and providing opportunities to others Being not very self-reflective, which may make you unreceptive to feedback from others



Suggestions for Developing Your Leadership Style

- **Strategic decision making.** Discover how to focus less on the present in your decision making and instead look more overtly at the long-term, logical consequences of the options.
- **Clarification of values.** Take time to reflect deeply on your values and goals. Knowing what matters most to you and slowing down momentarily to ask yourself about the pros and cons of a choice will help improve the decisions you make under stress.

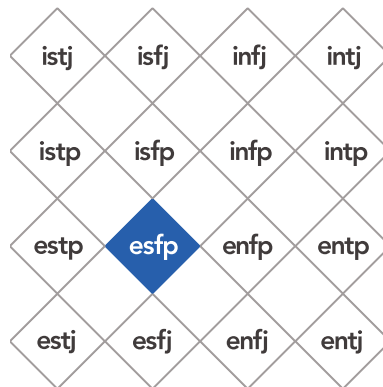


Your Conflict Style

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.

ESFP CONFLICT STYLE HIGHLIGHTS



ESFPs typically view conflict as a natural, albeit at times unwelcome, part of life. It is important to them that everyone be listened to and included in the exploration of conflict. While they naturally tend to find enjoyment wherever they go, they can be drawn into conflict if a core value has been transgressed or if it involves someone they care about.

Your Strengths in Managing Conflict

- Maintaining your joie de vivre in most situations
- Comfortably taking on the role of peacemaker, being lighthearted when appropriate and encouraging others to overcome their differences
- Living in the present, which ensures that you pay attention to how people are doing at all times and allows you to accept others, flaws and all

What You Need from Others

- Freedom to live life to the fullest; acceptance of your positive demeanor even when things look gloomy
- A safe environment in which people are not judged for what they might say and no one is overly aggressive
- Permission to bend (or, more likely, forgiveness for bending) the rules a little



How Others Tend to See You

- Generally exuberant in how you lead your life and caring and understanding in your dealings with others
- At times impulsive and impatient, not planning ahead; this can lead to the perception that you shun difficult situations for more exciting options
- When you are under stress: hyperactive, talking too much, and jumping from one thing to the next; blunt and uncharacteristically allowing all options to be seen as negative

Suggestions for Developing Your Conflict Style

- Be careful when using humor, which others may regard as flippant and disrespectful
- Be wary of unintentionally aggravating the situation by jumping in hastily and then saying something inappropriate
- Be prepared to sometimes take a stern stance to move things along
- Understand that your trial-and-error approach may be seen by some as a lack of preparation and by others as an indication that they can easily outmaneuver you



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

- Being forced to make commitments that close off options
- Being asked about future plans
- Getting confusing instructions, not knowing what is expected
- Dealing with overwhelming demands, deadlines
- Being in rigid, rule-bound environments that allow no freedom of choice
- Coping with conflicts, threats to important relationships
- Dealing with concerns about other people's welfare

Signs of Stress

- Reading between the lines, seeing connections among random, trivial events
- Being overwhelmed by confusing, unfamiliar thoughts and ideas
- Feeling trapped, imagining never-ending doom and gloom
- Feeling nervous and anxious, expecting the worst
- Behaving in a snappy, angry, intolerant, abrupt manner
- Becoming hypersensitive, getting your feelings hurt easily
- Becoming quiet, introspective; withdrawing, wanting to be left alone

MANAGING STRESS

Best ways to manage your stress	Worst ways for you to respond to stress
<p>Get away from the stressful situation</p> <p>Do something enjoyable and distracting, focus on something pleasant</p> <p>Ask for help and support from many people</p> <p>Use positive self-talk</p> <p>Talk to a rational friend about it to get grounded</p> <p>Ask someone to help you make contingency plans in case your worst fears are realized</p> <p>Let enough time pass for the stress to go away on its own</p>	<p>Cut yourself off from people, withdraw even further</p> <p>Resolve to become more like other people, such as by making long-range plans, not living in the moment, and doing routine activities</p> <p>Avoid asking for help for fear you'll be judged inadequate</p> <p>Engage in negative self-talk, stay stuck in your mood, convinced that all is hopeless</p> <p>Judge yourself harshly for not coping the way you think others would cope</p>



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
To get moving	Get caught up in the present, can lose perspective
To be involved and get others involved	Avoid responsibility and rules
An opportunity to enjoy the process and add your enthusiasm	Involve others in unproductive activities, may create turmoil
Chances to talk, to tell others about your experience and ideas	Talk a lot
Appreciation for bringing humor and fun	

WHEN DEALING WITH LOSSES

Contribute by	Have difficulty with
Accepting changes willingly	Dealing with consequences, especially negative ones
Taking care of others	Loss of relationships
Accepting and including new people	Seeing the big picture that may explain the losses
Talking about and processing what is happening	The negative impacts on people
Initiating celebrations	

DURING THE TRANSITION PERIOD

Typical reactions	Tend to focus on
Lack direction, uncertain about where things are going	Gathering information
Impatient, want to move on	Getting people together, moving everyone along
Want to know, "what is the end product, specifically?"	Tending to immediate projects you can do step-by-step
Frustrated by inaction, spinning wheels	Talking, processing information and decisions

DURING THE START-UP PHASE

Obstacles to starting	Contribute by
Not having enough experience and information	Including everyone
Being expected to have everything carefully planned out	Energizing others
Dealing with people's negative feelings, people who are feeling stuck	Making work fun
Learning new technical requirements	Adapting to midcourse changes in the plans
Having to go at a slow pace—you want to speed it up!	Celebrating
	Verbalizing and processing what's happening



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.

The report was derived from the following sources:

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

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