Myers-Briggs Type Indicator®
Personal Impact Report

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

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	Nonpreferred Hand
• Feels natural	• Feels unnatural
• Didn't think about it	• Had to concentrate while doing it
• Effortless and easy	• Awkward and clumsy
• Looks neat, legible, adult	• 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.*
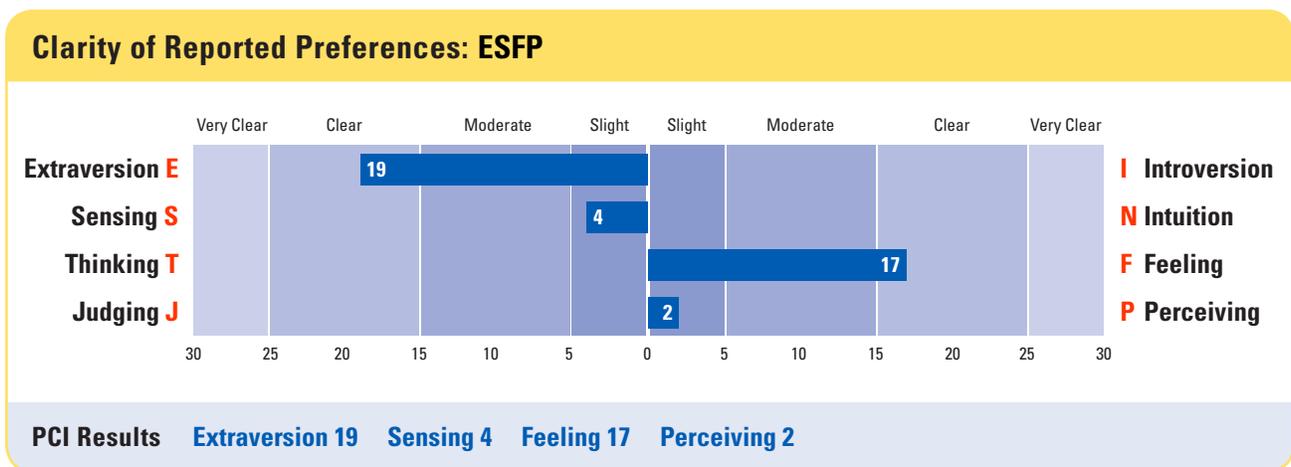
Summary of Your MBTI® Results

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: ESFP				
Where you focus your attention	**E**	**Extraversion** People who prefer Extraversion tend to focus on the outer world of people and activity.	**I**	**Introversion** People who prefer Introversion tend to focus on their own inner world of ideas and impressions.
The way you take in information	**S**	**Sensing** People who prefer Sensing tend to take in information through the five senses and focus on the here and now.	**N**	**Intuition** People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities.
The way you make decisions	**T**	**Thinking** People who prefer Thinking tend to make decisions based primarily on logic and on objective analysis of cause and effect.	**F**	**Feeling** People who prefer Feeling tend to make decisions based primarily on values and on subjective consideration of person-centered concerns.
How you deal with the outer world	**J**	**Judging** People who prefer Judging tend to like a planned and organized approach to life and want to have things settled.	**P**	**Perceiving** People who prefer Perceiving tend to like a flexible and spontaneous approach to life and want to keep their options open.

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.

Clarity of Reported Preferences: ESFP

	Very Clear	Clear	Moderate	Slight	Slight	Moderate	Clear	Very Clear	
Extraversion **E**			19						**I** Introversion
Sensing **S**				4					**N** Intuition
Thinking **T**					17				**F** Feeling
Judging **J**				2					**P** Perceiving

30 25 20 15 10 5 0 5 10 15 20 25 30

PCI Results   **Extraversion 19   Sensing 4   Feeling 17   Perceiving 2**

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

ESFP Work Style Highlights

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. Although the descriptors below generally describe ESFPs, some may not fit you exactly due to individual differences within each type.

Adaptable	**Enthusiastic**	**Practical**
Casual	**Friendly**	**Sociable**
Cooperative	**Outgoing**	**Talkative**
Easygoing	**Playful**	**Tolerant**

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

- May overemphasize subjective data in an effort to maintain harmony
- May jump into things without first reflecting on what is at hand
- May spend too much time socializing and neglect tasks
- May not always finish 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

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 into people's needs and feelings; are able to develop rapport
- Are a thoughtful and 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
- Flex to meet others' needs without getting caught up in rules and procedures

What You Want to Hear

- Minimal direction; rules and structure limit your ability to resourcefully improvise
- Less abstraction and theory; are not convinced by intellectual arguments
- Practical information enabling immediate action with a minimum of sitting and planning
- Less use of position power or authority to convey messages
- Stimulation; want to have your senses engaged with sounds, smells, textures, tastes, and colors

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 and would rather act than talk
- Highly value 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 deflect a dialogue if it becomes too logical or critical
- Give more positive than corrective feedback; may avoid giving corrective feedback

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
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 enhance your contribution and gain supporters.
You may lack the patience or interest to deal with matters that are abstract.	Be willing to broaden your perspective to include both the logical and long-term implications.
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 may not notice that others feel distracted and interrupted when you seek conversation and companionship.	Allow others quiet time for reflection. Hold off on conversation until others take a break so that you do not disrupt their work.
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. Recognize that you may need to deal with root 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 personalize feedback.

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 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 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 *all* 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.

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

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

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
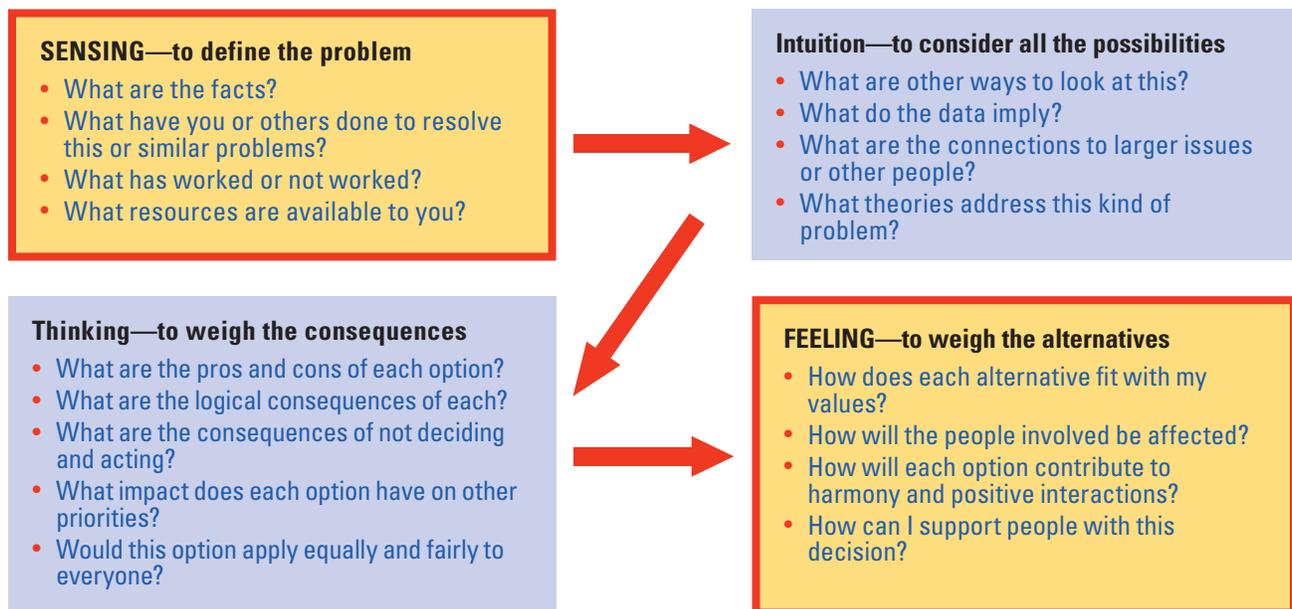
Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. 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.

SENSING—to define the problem
- What are the facts?
- What have you or others done to resolve this or similar problems?
- What has worked or not worked?
- What resources are available to you?

Intuition—to consider all the possibilities
- What are other ways to look at this?
- What do the data imply?
- What are the connections to larger issues or other people?
- What theories address this kind of problem?

Thinking—to weigh the consequences
- What are the pros and cons of each option?
- What are the logical consequences of each?
- What are the consequences of not deciding and acting?
- What impact does each option have on other priorities?
- Would this option apply equally and fairly to everyone?

FEELING—to weigh the alternatives
- How does each alternative fit with my values?
- How will the people involved be affected?
- How will each option contribute to harmony and positive interactions?
- How can I support people with this decision?

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
- 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

Challenges
- 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
- 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

Challenges
- 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
- 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

Challenges
- 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.

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

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 in ESFPs

- 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 their feelings hurt easily
- Becoming quiet, introspective; withdrawing, wanting to be left alone

Best Ways for ESFPs to Manage Stress

- Get away from the stressful situation
- Do something enjoyable and distracting, focus on something pleasant
- Ask for help and support from many people
- Use positive self-talk
- Talk to a rational friend about it to get grounded
- Ask someone to help you make contingency plans in case your worst fears are realized
- Let enough time pass for the stress to go away on its own

Worst Ways for ESFPs to Respond to Stress

- Cut yourself off from people, withdraw even further
- Resolve to become more like other people, such as by making long-range plans, not living in the moment, and doing routine activities
- Avoid asking for help for fear you'll be judged inadequate
- Engage in negative self-talk, stay stuck in your mood, convinced that all is hopeless
- Judge yourself harshly for not coping the way you think others would cope

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
- To get moving
- To be involved and get others involved
- An opportunity to enjoy the process and add your enthusiasm
- Chances to talk, to tell others about your experience and ideas
- Appreciation for bringing humor and fun

Reactions when needs are not met
- Get caught up in the present, can lose perspective
- Avoid responsibility and rules
- Involve others in unproductive activities, may create turmoil
- Talk a lot

When Dealing with Losses

Contribute by
- Accepting changes willingly
- Taking care of others
- Accepting and including new people
- Talking about and processing what is happening
- Initiating celebrations

Have difficulty with
- Dealing with consequences, especially negative ones
- Loss of relationships
- Seeing the big picture that may explain the losses
- The negative impacts on people

During the Transition Period

Typical reactions
- Lack direction, uncertain about where things are going
- Impatient, want to move on
- Want to know, "what is the end product, specifically?"
- Frustrated by inaction, spinning wheels

Tend to focus on
- Gathering information
- Getting people together, moving everyone along
- Tending to immediate projects you can do step-by-step
- Talking, processing information and decisions

During the Start-Up Phase

Obstacles to starting
- Not having enough experience and information
- Being expected to have everything carefully planned out
- Dealing with people's negative feelings, people who are feeling stuck
- Learning new technical requirements
- Having to go at a slow pace—you want to speed it up!

Contribute by
- Including everyone
- Energizing others
- Making work fun
- Adapting to midcourse changes in the plans
- Celebrating
- Verbalizing and processing what's happening

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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