

MYERS-BRIGGS TYPE INDICATOR®

Interpretive Report for Organizations

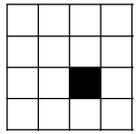


Report prepared for

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INTRODUCTION

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

Energizing—how a person is energized—either Extraversion (E) or Introversion (I)

Perceiving—what a person pays attention to—either Sensing (S) or Intuition (N)

Deciding—how a person decides—either Thinking (T) or Feeling (F)

Living—the lifestyle a person adopts—either Judging (J) or Perceiving (P)

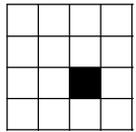
The MBTI instrument was developed in the USA by a mother-and-daughter team, Katharine Briggs and Isabel Myers. The Indicator is based on the work of C. G. Jung and his theory of psychological type.

In understanding your MBTI results, remember that the MBTI tool

- describes rather than prescribes, and therefore is used to open possibilities, not to limit options;
- identifies preferences, not skills, abilities, or competencies;
- assumes that all preferences are equally important and all can be used by each person;
- is well documented with thousands of scientific studies conducted during a fifty-year period;
- has ongoing research to support its application.

This report contains the following sections:

- Your MBTI results
- A brief description of your MBTI type
- A description of your MBTI type in an organization
- Effects of your preferences in work settings
- Preferred methods of communication for your preferences
- Your order of preferences
- Your problem-solving style
- Further reading



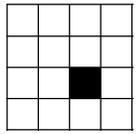
YOUR MBTI® RESULTS

The information in this report is based on your verified type—the type that you discussed with your MBTI interpreter and verified as fitting you best. Verified type is usually, but not always, the same as reported type. (Reported type is the type that resulted from scoring your responses to the questions on the Indicator.) If your verified type is not the same as your reported type, this result may be because when you responded to the MBTI questions, you were influenced by thoughts about work tasks or family demands or other daily concerns. Or you may have been influenced by cultural norms—your sense of how you “should” respond, how others would expect you to respond—rather than choosing the most natural responses for you. Verifying your true type is an important part of the process of using and getting the most from your MBTI results.

As your MBTI interpreter explained, the MBTI contains eight preferences, each of which can be represented by a letter (E–I, S–N, T–F, and J–P). Your MBTI type is represented by a four-letter code that indicates the four preferences that fit you. For example, ESTJ suggests a person who is energized by the external world (E), whose preferred way of perceiving incoming information is Sensing (S), whose way of deciding is Thinking (T), and who adopts a Judging (J) style of living. When the four dichotomies are combined in all possible ways, sixteen types result.

VERIFIED TYPE: ENFP

Energizing	E EXTRAVERSION Preference for drawing energy from the outside world of people, activities, and things	I INTROVERSION Preference for drawing energy from one's inner world of ideas, emotions, and impressions
Perceiving	S SENSING Preference for taking in information through the five senses and noticing what is actual	N INTUITION Preference for taking in information through a "sixth sense" and noticing what might be
Deciding	T THINKING Preference for organizing and structuring information to decide in a logical, objective way	F FEELING Preference for organizing and structuring information to decide in a personal, values-based way
Living	J JUDGING Preference for living a planned and organized life	P PERCEIVING Preference for living a spontaneous and flexible life



BRIEF DESCRIPTION OF ENFP

Below are a dozen adjectives that describe ENFPs in general. Because there are individual differences within each type, not every adjective may apply to you.

Creative	Expressive	Original
Curious	Friendly	Restless
Energetic	Imaginative	Spontaneous
Enthusiastic	Independent	Versatile

DESCRIPTION OF AN ENFP IN AN ORGANIZATION

In reading the description of your type, keep in mind that there are no “good” or “bad” types for any role in an organization. This follows from the fact that the MBTI assessment identifies preferences, not abilities or skills. Each person has something to offer and something to learn that could enhance his or her contribution to the organization.

ENFP Extraverted Intuition with Feeling

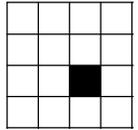
ENFPs are enthusiastic, insightful, innovative, versatile, and tireless in pursuit of new possibilities. They enjoy working on teams to bring about change related to making things better for people.

CONTRIBUTIONS TO THE ORGANIZATION

- See the need for change and initiate it
- Focus on possibilities, especially for people
- Energize and persuade others through their contagious enthusiasm
- Add creativity and imagination to projects and actions
- Appreciate and acknowledge others

LEADERSHIP STYLE

- Lead with energy and enthusiasm
- Prefer to take charge of the start-up phase
- Communicate and often become spokespersons for worthy causes
- Work to include and support people while allowing for their own and others' autonomy
- Pay attention to what motivates others and encourage them to act



PREFERRED WORK ENVIRONMENTS

- Contain imaginative people focused on human possibilities
- Allow for sociability and flair
- Relish participative atmospheres with different people and perspectives
- Offer variety and challenge
- Encourage ideas
- Are flexible, casual, and unconstrained
- Mix in fun and enjoyment

PREFERRED LEARNING STYLE

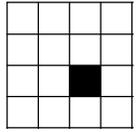
- Active, experiential, and imaginative
- Interesting content, whether or not it has practical applications

POTENTIAL PITFALLS

- May move on to new ideas or projects without completing those already started
- May overlook relevant details and facts
- May overextend and try to do too much
- May procrastinate while searching for the best possible answer

SUGGESTIONS FOR DEVELOPMENT

- May need to set priorities based on what is most important and then follow through
- May need to pay attention to and focus on key details
- May need to learn to screen tasks and say "no" rather than trying to do what is initially appealing
- May need to apply project and time management skills to meet goals



EFFECTS OF YOUR PREFERENCES IN WORK SETTINGS

EXTRAVERSION

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

INTUITION

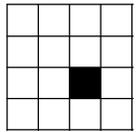
- Like solving new, complex problems
- Enjoy the challenge of learning something new
- Seldom ignore insights but may overlook facts
- Like to do things with an innovative bent
- Like to present an overview of their work first
- Prefer change, sometimes radical, to continuation of what is
- Usually proceed in bursts of energy, following their inspirations

FEELING

- Use values to reach conclusions
- Work best in harmony with others, concentrating on the people
- Enjoy meeting people's needs, even in small matters
- Let decisions be influenced by likes and dislikes
- Are sympathetic and avoid telling people unpleasant things
- Look at the underlying values in the situation
- Want appreciation throughout the process of working on a task

PERCEIVING

- Want flexibility in their work
- Enjoy starting tasks and leaving them open for last-minute changes
- Want to include as much as possible, thus deferring needed tasks
- Like staying open to experiences, not wanting to miss anything
- Postpone decisions because of a search for options
- Adapt well to change and feel restricted with too much structure
- Use lists to remind themselves of possible things to do



PREFERRED METHODS OF COMMUNICATION FOR YOUR PREFERENCES

EXTRAVERSION

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

INTUITION

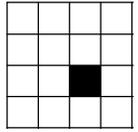
- Like global schemes, with broad issues presented first
- Want to consider future possibilities and challenges
- Use insights and imagination as information and anecdotes
- Rely on a roundabout approach in conversations
- Like suggestions to be novel and unusual
- Refer to general concepts
- In meetings, use the agenda as a starting point

FEELING

- Prefer to be personable and in agreement
- Want to know an alternative's impact on people and values
- Can be interpersonally appreciative and accepting
- Are convinced by personal authenticity
- Present points of agreement first
- Consider logic and objectivity as secondary data
- In meetings, seek involvement with people first

PERCEIVING

- Willing to discuss timetables but resist tight deadlines and unchangeable schedules
- Enjoy surprises and adapt to last-minute changes
- Expect others to respond to situational requirements
- Present their views as tentative and modifiable
- Want to hear about options and opportunities
- Focus on autonomy and flexibility
- In meetings, concentrate on the process being used



YOUR ORDER OF PREFERENCES

Your four-letter code also stands for a complex set of dynamic relationships. Every person likes some of the preferences better than others. In fact, it is possible to predict the order with which any individual will develop, like, and use his or her preferences.

As an ENFP, your order is

- | |
|---------------------|
| 1. INTUITION |
| 2. FEELING |
| 3. THINKING |
| 4. SENSING |

Intuition is your #1, or dominant, function. The strengths of dominant Intuition are to

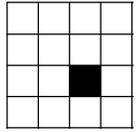
- recognize new possibilities;
- come up with novel solutions to problems;
- delight in focusing on the future;
- watch for additional ideas;
- tackle new problems with zest.

Under stress, you might

- become overwhelmed with ideas and possibilities, all equally enticing;
- get obsessed with unimportant details;
- become preoccupied with one irrelevant fact, making it represent the entire domain;
- overindulge in sensory pursuits, e.g., eating, drinking, watching too much television, or exercising too much.

Overall, when faced with a problem, you will probably want to explore creative possibilities for growth (N) that fit with your values (F). For optimal results, however, you may need to apply logic dispassionately (T) and consider the relevant facts and details (S).

The Potential Pitfalls and Suggestions for Development on page 5 also relate to your order of preferences in that the pitfalls may be the result of improper use of preferences.



YOUR PROBLEM-SOLVING STYLE

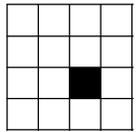
When trying to solve problems, your MBTI preferences can be used to help guide the process. Although it seems straightforward, this process can actually be difficult to fully implement, because people have a tendency to skip over those parts of the problem-solving process that require them to use their less-preferred functions. Decisions are usually made by emphasizing your dominant function (#1) and by ignoring your least-preferred function (#4). A better decision is likely to result if all of the preferences are used. Until you master this process, it might be wise to consult others of opposite preferences when making important decisions or to pay particular attention to using your less-preferred functions.

- 1.** When solving a problem or making a decision, you are most likely to start with your dominant function, INTUITION, by asking
 - What interpretations can be made from the facts?
 - What insights and hunches come to mind about this situation?
 - What would the possibilities be if there were no restrictions?
 - What other directions/fields can be explored?
 - What is this problem analogous to?

- 2.** You may then proceed to your #2 function, FEELING, and ask
 - How will the outcome affect the people, the process, and/or the organization?
 - What is my personal reaction to (my likes/dislikes about) each alternative?
 - How will others react and respond to the options?
 - What are the underlying values involved for each choice?
 - Who is committed to carrying out the solution?

- 3.** You are not as likely to ask questions related to your #3 function, THINKING, such as
 - What are the pros and cons of each alternative?
 - What are the logical consequences of the options?
 - What are the objective criteria that need to be satisfied?
 - What are the costs of each choice?
 - What is the most reasonable course of action?

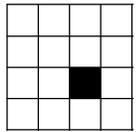
- 4.** You are least likely to ask questions related to your #4 function, SENSING, such as
 - How did we get into this situation?
 - What are the verifiable facts?
 - What exactly is the situation now?
 - What has been done and by whom?
 - What already exists and works?



Finally,

- use Introversion (I) to allow time for reflection at each step along the way;
- use Extraversion (E) to discuss each step before moving on;
- use Perceiving (P) in each step to keep discussions and options open, not cutting things off too prematurely; and
- then use Judging (J) to make a decision and determine a deadline and schedule.

Although any type could perform any role, each type tends to gravitate toward particular styles. You function best when you can adopt a style that allows you to express your own preferences. When you are forced to use a style over a long period of time that does not allow for, or call upon, your preferences, inefficiency and burnout may result. So, although you can adopt a different style when needed, and call upon different preferences when appropriate, you will contribute most when you are using your own preferences. Basically, the message is **GO WITH YOUR STRENGTHS.**



FURTHER READING

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