



Myers-Briggs Type Indicator® Interpretive Report for Organizations

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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 everyone uses at different times. These eight preferences are organized into four dichotomies, each made up of a pair of opposite preferences. When you take the assessment, the four preferences you identify as being most like you are combined into what is called a *type*. The four dichotomies are shown in the chart below.

Where you focus your attention	Extraversion (E)	◀ or ▶	Introversion (I)
The way you take in information	Sensing (S)	◀ or ▶	Intuition (N)
The way you make decisions	Thinking (T)	◀ or ▶	Feeling (F)
How you deal with the outer world	Judging (J)	◀ or ▶	Perceiving (P)

The MBTI instrument was developed by Katharine Briggs and Isabel Briggs Myers and is based on the work of Carl 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 can be used by every person
- Is well documented with thousands of scientific studies conducted during a fifty-year period
- Is supported by ongoing research

How Your MBTI® Interpretive Report for Organizations Is Organized

- Summary of Your MBTI® Results
- Your Work Style
 - Snapshot
 - Work Style Chart
 - Preferences at Work Chart
 - Communication Style Chart
- Order of Your Preferences
- Your Problem-Solving Approach
 - Problem-Solving Approach Chart
- Conclusion



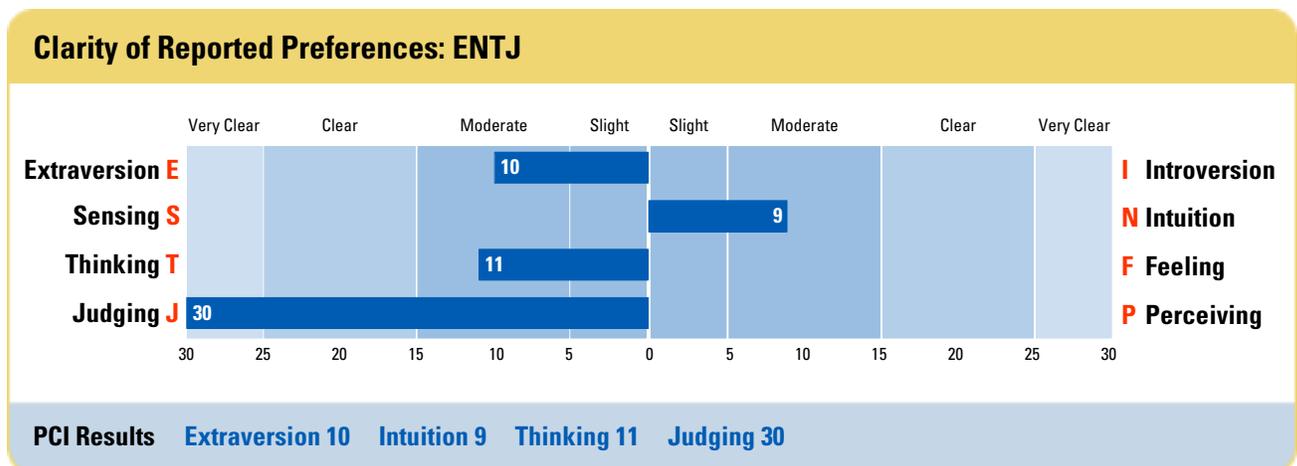
Summary of Your MBTI® Results

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 shorthand for indicating type. When the four dichotomies are combined in all possible ways, sixteen different types result. Your reported MBTI type is ENTJ.

Reported Type: ENTJ

Where you focus your attention	E Extraversion Preference for drawing energy from the outside world of people, activities, and things	I Introversion Preference for drawing energy from one's inner world of ideas, emotions, and impressions
The way you take in information	S Sensing Preference for taking in information through the five senses and noticing what is actual	N Intuition Preference for taking in information through a "sixth sense" and noticing what might be
The way you make decisions	T Thinking Preference for organizing and structuring information to decide in a logical, objective way	F Feeling Preference for organizing and structuring information to decide in a personal, values-based way
How you deal with the outer world	J Judging Preference for living a planned and organized life	P Perceiving Preference for living a spontaneous and flexible life

The *preference clarity index* (pci) indicates how clearly you choose one preference over its opposite. The bar graph below charts your results. The longer the bar, the more sure you may be about your preference.



Because MBTI results are subject to a variety of influences, such as work tasks, family demands, and other factors, they need to be individually verified. If your reported type does not seem to fit, you will want to determine the type that comes closest to describing you. Your type professional can assist you in this process.



Your Work Style: ENTJ

A series of descriptions that relate to your work preferences and behaviors is presented for your type. When reviewing them, keep in mind that, because 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. The snapshot for your type is shown below, followed on the next pages by three charts that outline how your type influences your work style, your preferences at work, and your communication style.

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

ENTJ Snapshot

ENTJs are logical, organized, structured, objective, and decisive about what they view as conceptually valid. They enjoy working with others, especially when they can take charge and add a strategic plan. Although the descriptors below generally describe ENTJs, some may not fit you exactly due to individual differences within each type.

Challenging	Logical	Planful
Controlled	Methodical	Straightforward
Decisive	Objective	Strategic
Energetic	Opinionated	Tough-minded

Your Work Style

CONTRIBUTIONS TO THE ORGANIZATION

- Develop well-thought-out plans
- Provide structure to the organization
- Design strategies that work toward broad goals
- Take charge quickly and do what it takes
- Deal directly with problems caused by confusion and inefficiency

LEADERSHIP STYLE

- Initiate an action-oriented, energetic approach
- Provide long-range plans to the organization
- Manage directly and are tough when necessary
- Enjoy complex problems and are resourceful in managing them
- Run as much of the organization as possible

PREFERRED WORK ENVIRONMENTS

- Contain results-oriented, independent, and competent people focused on solving complex problems
- Are goal-oriented
- Have efficient systems and people
- Provide challenges with a direct payoff for effort
- Reward decisiveness
- Include tough-minded people
- Offer structure and focus on use of a master plan

PREFERRED LEARNING STYLE

- Cutting-edge and theoretically based, delivered by experts
- Open to challenges and questions

POTENTIAL PITFALLS

- May overlook people's needs and contributions in their focus on the task
- May overlook practical considerations and constraints
- May decide too quickly and appear impatient and domineering
- May ignore and suppress their own and others' feelings

SUGGESTIONS FOR DEVELOPMENT

- May need to factor in the human element and appreciate others' contributions
- May need to check the practical, personal, and situational resources available before plunging ahead
- May need to take time to reflect and consider all sides before deciding
- May need to learn to identify and value feelings in both themselves and others

Your Preferences at Work

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

THINKING

- Use logical analysis to reach conclusions
- Can work without harmony, concentrating instead on the task
- Upset people inadvertently by overlooking their emotions
- Decide impersonally, sometimes paying insufficient attention to people's wishes
- Tend to be firm-minded and ready to offer critiques
- Look at the principles involved in the situation
- Want recognition after task requirements are met or exceeded

JUDGING

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

Source: Adapted from Myers, I. B. (1962), *Introduction to Type*® (1st ed.). Mountain View, CA: CPP, Inc. All rights reserved.

Your Communication Style

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 communication to written, voice mail to e-mail
- 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

THINKING

- Prefer to be brief and concise
- Want the pros and cons of each alternative to be listed
- Can be intellectually critical and objective
- Are convinced by cool, impersonal reasoning
- Present goals and objectives first
- Use emotions and feelings as secondary data
- In meetings, seek involvement with the task first

JUDGING

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

Source: Adapted from Kummerow, J. M. (1985), *Talking in Type*. Gainesville, FL: Center for Applications of Psychological Type.

Order of Your Preferences

Your four-letter type code represents a complex set of dynamic relationships. Everyone likes some of the preferences better than others. In fact, it is possible to predict the order in which any individual will like, develop, and use his or her preferences.

As an ENTJ, your order is

- #1 Thinking
- #2 Intuition
- #3 Sensing
- #4 Feeling

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

- Analyze the situation
- Find flaws in advance
- Hold consistently to a principle
- Weigh “the law and the evidence”
- Stand firm against opposition

Under stress, you may

- Become opinionated to the point of losing reason
- Have uncontrolled emotional outbursts and show anger or other emotions unexpectedly
- Be hypersensitive to suspected slights
- Take criticism very personally

Overall, when faced with an issue, you will probably want to logically analyze and control situations (#1 Thinking) based on an internal understanding of what could be (#2 Intuition). For optimal results, however, you may want to include a realistic determination of the actual facts (#3 Sensing) and to consider the impact on other people and yourself (#4 Feeling).

The potential pitfalls and suggestions for development listed in the Work Style chart shown earlier also relate to your order of preferences in that the pitfalls may be the result of an undeveloped use of preferences.

Your Problem-Solving Approach: ENTJ

When solving problems, you can use your type preferences to help guide the process. Although it seems straightforward, this can be difficult to do because people tend to skip those parts of the problem-solving process that require use of their less-preferred functions. Decisions are usually made by relying on the dominant function (#1) and ignoring the least-preferred function (#4). A better decision is likely to result if all your preferences are used. The chart below as well as the tips that follow will help guide you in this approach. You may wish to consult others of opposite preferences when making important decisions or pay particular attention to using your less-preferred functions.

Your Problem-Solving Approach

1. When solving a problem or making a decision, you are most likely to start with your dominant function, THINKING, by asking

- 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?

2. You may then proceed to your #2 function, INTUITION, and ask

- 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?

3. You are not as likely to ask questions related to your #3 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?

4. You are least likely to ask questions related to your #4 function, FEELING, such as

- 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?



- **Use Introversion to allow time for reflection at each step along the way**
- **Use Extraversion to discuss each step before moving on**
- **Use Perceiving in each step to keep discussions and options open, not cutting things off too prematurely**
- **Use Judging to make a decision and determine a deadline and schedule**

Conclusion

Although individuals of any type can perform any role in an organization, each type tends to gravitate toward particular work, learning, and communication styles. You function best when you can adopt a style that allows you to express your preferences. When you are forced to use a style over a long period that does not reflect your preferences, inefficiency and burnout may result. Even though you can adopt a different style when needed, you will contribute most when you are using your preferences and drawing on your strengths.

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and how they interact with others, helping them improve how they communicate, work, and learn. For resources to help you further your knowledge, visit www.cpp.com to discover practical tools for lifetime learning and development.

