



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 sixty-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**



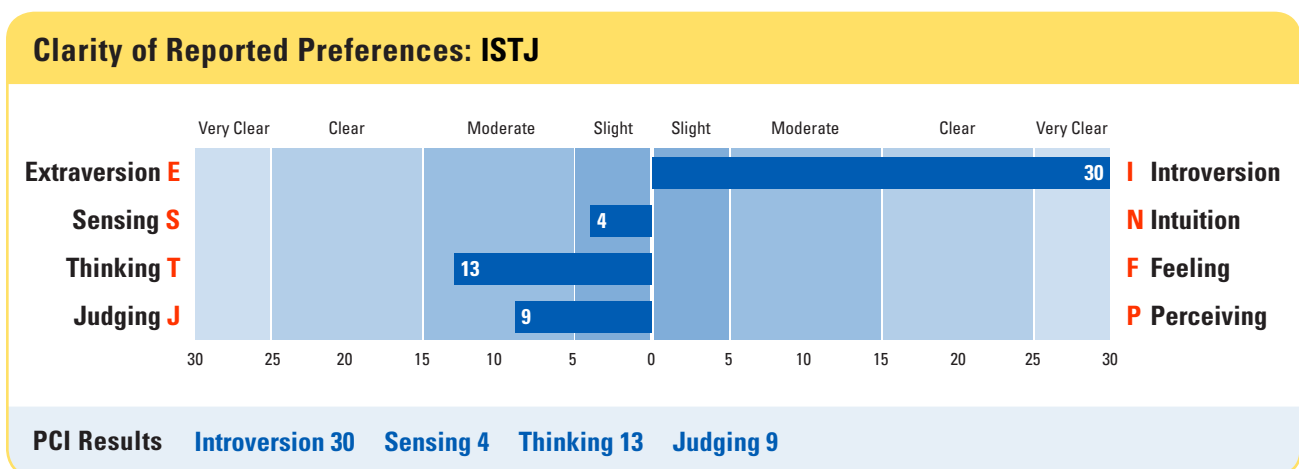
Summary of Your MBTI® Results

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 shown below.

Reported Type: ISTJ

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 chose one preference over its opposite. The bar graph below charts your results. The longer the bar, the more sure you may be about your preference.



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



Your Work Style: ISTJ

A series of descriptions that relate to your work preferences and behaviors is presented for your type. When reviewing these descriptions, 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

ISTJ Snapshot

ISTJs are thorough, exacting, systematic, hardworking, and careful with detail. They enjoy working within organizations to improve procedures and processes, remaining loyal through both good and bad times. Although the descriptors below generally describe ISTJs, some may not fit you exactly due to individual differences within each type.

Dependable
Exacting
Factual
Logical

Organized
Practical
Realistic
Reliable

Reserved
Sensible
Steadfast
Thorough



Your Work Style

CONTRIBUTIONS TO THE ORGANIZATION

- Get things done steadily and on schedule
- Concentrate on details and are careful about managing them
- Have things at the right place at the right time
- Can be counted on to honor commitments and follow through
- Work within organizational structure comfortably

LEADERSHIP STYLE

- Use experience and knowledge of the facts to make decisions
- Build on reliable, stable, and consistent performance
- Respect traditional, hierarchical approaches
- Reward those who follow the rules while getting the job done
- Pay attention to immediate and practical organizational needs

PREFERRED WORK ENVIRONMENTS

- Contain realistic, hardworking people focused on facts and results
- Provide long-term security
- Reward a steady pace and those who meet deadlines
- Utilize structure with systematic methods
- Are task-oriented and firm-minded
- Offer quiet and orderly settings
- Allow privacy for uninterrupted work

PREFERRED LEARNING STYLE

- Presented in a concrete and sequential style
- Practical and has applications that are useful now

POTENTIAL PITFALLS

- May overlook the long-range implications in favor of day-to-day operations
- May neglect interpersonal niceties
- May become rigid in their ways and thought of as inflexible and less open to innovation
- May expect others to provide the same level of detail and to conform to the same operating procedures

SUGGESTIONS FOR DEVELOPMENT

- May need to pay attention to wider, future ramifications of problems in addition to present realities
- May need to consider the human element and communicate deserved appreciation
- May need to try fresh alternatives to avoid ruts
- May need to develop patience for those who communicate differently or bypass standard operating procedures



Your Preferences at Work

INTROVERSION

- Like quiet and private space for concentration
- Tend not to mind working on one project for a long time
- Are interested in the facts/ideas behind their work
- Like to think before they act, sometimes to the point of not acting
- Find phone calls intrusive when concentrating on a task
- Develop ideas alone through reflection
- Like working by themselves or occasionally in small groups

SENSING

- Like using experience and standard ways to solve problems
- Enjoy applying skills already perfected
- Seldom make errors of fact, but may ignore their inspirations
- Like to do things with a practical bent
- Like to present the details of their work first
- Prefer continuation of what is, with fine-tuning
- Proceed step-by-step, accurately estimating the time needed

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

INTROVERSION

- Keep energy and enthusiasm inside
- Pause and reflect before responding
- Think through ideas, thoughts, and impressions
- May need to be drawn out
- Seek opportunities to communicate one-to-one
- Prefer written communication to face-to-face, e-mail to voice mail
- In meetings, verbalize ideas that have been thought through

SENSING

- Like evidence (facts, details, and examples) presented first
- Want practical and realistic applications shown, with relationships between the facts clearly explained
- Rely on direct experience to provide information and anecdotes
- Use an orderly step-by-step approach in conversations
- Like suggestions to be straightforward and feasible
- Refer to specific examples
- In meetings, follow the agenda

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 ISTJ, your order is

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

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

- Recognize the pertinent facts
- Apply experience to problems
- Notice what needs attention
- Keep track of essentials
- Handle problems with realism

Under stress, you may

- Become caught in a rut, rehashing the same details
- Get stuck, lose common sense, and not see possible ways out
- View the future in negative terms
- Turn unduly pessimistic

Overall, when faced with an issue, you will probably want to be thoroughly grounded in the facts (#1 Sensing) that you have analyzed in a logical framework (#2 Thinking). For optimal results, however, you may need to consider the impact on people (#3 Feeling) and search for more possibilities and other meanings (#4 Intuition).

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: ISTJ

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, SENSING, by asking

- 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?

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

- 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?

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

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

- 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?



To improve your problem solving, apply these four preferences as well:

- 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.

