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# Myers-Briggs Type Indicator® Comparison Report: Work Styles

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Report prepared for

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## Introduction

The purpose of this report is to help you improve your working relationship with a designated colleague. The report applies your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment and compares them to the results of your colleague. The MBTI assessment is based on the theory of personality types described by Carl Jung and expanded on by Isabel Briggs Myers and Katharine Briggs. It explores the valuable differences between people resulting from natural preferences that everyone has. If these natural differences can be understood and appreciated, working relationships can be improved.

### **This Report Can Help You and Your Colleague**

- **Better understand how you communicate with each other**
- **Identify possible sources of misunderstanding**
- **Resolve or avoid communication conflicts**
- **Build on your combined strengths to develop a more productive working relationship**

To make the most of this report, you should have already had an interpretation of your results on the MBTI assessment and verified your best-fit type.

To ensure that you and your colleague have the same information, an identical report has been prepared for each of you. Thus this report contains not only your MBTI preferences but also those of your colleague. *Please respect your colleague's right to confidentiality.* Although you may decide to share your own type with others, never reveal your colleague's type to anyone. Only he or she can decide to disclose that information.

### **How Your MBTI® Comparison Report Is Organized**

- **Summary of the MBTI® Preferences**
- **Your MBTI® Type at Work**
- **Communication Style**
- **Taking In Information**
- **Decision Making**
- **Project Management**
- **Next Steps**



## Summary of the MBTI® Preferences

The MBTI assessment identifies two opposite ways that people focus their attention, take in information, make decisions, and deal with the outside world. Individuals use all eight of these opposites at least some of the time, but they tend to prefer one in each pair over the other and to feel most comfortable and energized when they use their preferences. The pairs of opposite preferences are shown below. Your four preferences combine to form your natural personality type.

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

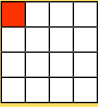
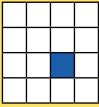
The table below displays the 16 possible personality types that can result from the combination of the eight preferences. The four-letter types that are highlighted are the types you and your colleague confirmed as your best-fit types.

<b>ISTJ</b>	ISFJ	INFJ	INTJ	<b>Jane</b> ISTJ
ISTP	ISFP	INFP	INTP	<b>John</b> ENFP
ESTP	ESFP	<b>ENFP</b>	ENTP	
ESTJ	ESFJ	ENFJ	ENTJ	



## Your MBTI® Type at Work

Your personality type may affect how you do your work and what you consider important. The chart below describes your personality type and your colleague's personality type in work environments.

	 <b>Jane</b> <b>ISTJ</b>	 <b>John</b> <b>ENFP</b>
<b>Type description</b>	<ul style="list-style-type: none"> <li>• Practical, precise, responsible, thorough, organized, logical, steady</li> <li>• Task oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Creative, curious, adaptable, energetic, warm, spontaneous, optimistic</li> <li>• Relationship oriented</li> </ul>
<b>Primary motivator</b>	<ul style="list-style-type: none"> <li>• Opportunity to demonstrate technical competence or organizational skills</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to help others develop and grow</li> </ul>
<b>Work style</b>	<ul style="list-style-type: none"> <li>• Turn solutions into policy</li> <li>• Actively reinforce rules</li> </ul>	<ul style="list-style-type: none"> <li>• Infuse a team with enthusiasm</li> <li>• Generate new possibilities</li> </ul>
<b>Work environment</b>	<ul style="list-style-type: none"> <li>• Organized</li> <li>• Achievement oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Fast paced</li> <li>• Exciting</li> </ul>
<b>Values</b>	<ul style="list-style-type: none"> <li>• Tradition</li> <li>• Loyalty</li> <li>• Reliability, stability</li> </ul>	<ul style="list-style-type: none"> <li>• Change, variety</li> <li>• Relationships</li> <li>• Continual learning</li> </ul>
<b>Dealing with change</b>	<ul style="list-style-type: none"> <li>• Must see change as a good fit with the organization's traditions</li> <li>• Need facts that show change will improve efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Must see enthusiasm from those promoting change</li> <li>• Must be allowed to help generate new possibilities as part of the change</li> </ul>
<b>Potential problems</b>	<ul style="list-style-type: none"> <li>• May miss trends or changes in environment</li> <li>• May be judgmental</li> <li>• May fail to delegate</li> </ul>	<ul style="list-style-type: none"> <li>• May rebel against authority</li> <li>• May burn out from trying to do too much</li> <li>• May not follow projects through to completion</li> </ul>



## Communication Style

Communication style refers to how you prefer to communicate your ideas, opinions, or feelings to others. Your communication style is primarily influenced by your preference for Extraversion (E) or Introversion (I).

Your Myers-Briggs® results show that you and your colleague differ on this preference pair. You will therefore tend to have different communication styles.

Jane  
**I**STJ

### People who prefer Introversion may...

- Like to be alone to think, read, or do research
- Discuss important issues only after they have had time to think and prepare what they want to say
- Prefer to communicate in writing rather than by talking
- Arrive at their best solutions by thinking things through on their own
- Not know what they think until they have time alone to ponder
- Prefer to get feedback in writing or in one-on-one conversation
- Be reluctant to expend the energy necessary to discuss conflicts
- Seek a quiet work environment where they can concentrate and work without interruption
- Pause or look away during conversations so that they can collect their thoughts
- Prefer to inform others of their decisions when they are ready rather than be asked about them
- Hesitate to speak up in meetings because they feel they are interrupting

John  
**E**NFP

### People who prefer Extraversion may...

- Like to be around others to discuss whatever comes to mind
- Discuss issues informally by stopping by a colleague's office or catching someone in the hall
- Prefer to listen or talk rather than read
- Arrive at their best solutions through discussion
- Not know what they think until they hear themselves say it
- Need continual feedback from others as they discuss issues
- Deal with conflict by attempting to find a solution that meets the goals of all parties
- Seek a work environment full of energy, excitement, and external stimulation
- Move quickly in conversation from one topic to another without pausing
- Want to include others in their decision-making process
- Speak up frequently in meetings



### Potential Problems in Communication

Because of the natural differences in your communication styles, you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this may be happening.

#### Jane, you may ...

- Feel overwhelmed by all the facts and/or possibilities your colleague brings up
- Assume that everyone knows what you are thinking
- Be surprised when your colleague interprets your written communication as merely the *beginning* of the discussion
- Feel distracted by or anxious about social conversation, preferring to stick to the issue
- Not respect your colleague's need for a personal connection
- Respond to your colleague's attempts to increase contact by withdrawing further
- Thwart efforts to hurry your decision making by being unavailable

#### John, you may ...

- Misinterpret your colleague's quiet approach as purposeful withholding of information
- Be surprised when your colleague announces a decision
- Not read messages from your colleague entirely (or at all), interpreting them as a signal that your colleague is ready to *discuss* the issue
- Feel put off or rejected if your colleague ignores your attempts at social conversation
- Not respect your colleague's need for privacy
- Respond to what you view as your colleague's withdrawal by increasing your attempts to contact him or her
- Push your colleague to make a decision before he or she has had time to think about an issue in depth

### Joint Action Plan for Improving Communication

Your differences can be valuable because you bring complementary strengths to communication. Together you have a useful balance between discussing (E) and reflecting (I). To maximize the benefit of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need more discussion.

Agree

Discuss

Negotiate how much time the Introvert will need and how long the Extravert will wait before discussing issues.

Allow the Introvert "thinking space" (a period of uninterrupted time and/or a physical space) to compose his or her thoughts prior to discussing an issue. Help the Extravert identify others with whom he or she can discuss ideas in the interim.

Decide how frequently you need to check in with each other so that the Introvert's ideas don't come as a surprise to the Extravert.

Discuss your preferences for written versus verbal communication.

Discuss how much social versus task-related talk is helpful or needed.

Talk about what matters are best discussed by stopping by someone's office, versus what matters are best discussed in a meeting.



## Taking In Information

Your preferred way of taking in information influences what kind of information you look for and what information you may be willing to trust as evidence. Your preference for Sensing (S) or Intuition (N) relates to how you prefer to take in information.

Your Myers-Briggs results show that you and your colleague differ on this preference pair. You will tend to have different styles of taking in information.

Jane  
**ISTJ**

### People who prefer Sensing may...

- Collect and draw attention to relevant facts
- Trust solutions that have already been proven
- Take problems at face value and focus on solving them; they don't look for related problems elsewhere
- Adhere to existing policies regarding how to proceed and who should be involved
- See solutions as needing to conform to existing constraints
- See implementation as part of problem solving
- Question new ideas to expose their flaws
- Prefer to deal with problems in a step-by-step manner

John  
**ENFP**

### People who prefer Intuition may...

- Generate many possible solutions
- Trust their hunches about what is possible
- Try to determine if the problem at hand is related to other problems; they identify underlying issues
- See standard policies and procedures as the cause of the problem
- See constraints as challenges to work around or even ignore
- Be unwilling to fight all the small battles necessary to get new ideas adopted
- Question basic assumptions
- Focus on whatever aspect of the problem catches their attention



### Potential Problems in Taking In Information

Because of the natural differences in your preferred ways of taking in information, you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this may be happening.

#### Jane, you may ...

- Believe that your colleague is ignoring key facts
- Immediately shoot down new ideas as unrealistic or impossible
- Ignore the big picture while pushing to solve the immediate problem
- Feel anxious when your colleague ignores policies and procedures
- View your colleague as impractical and wanting to take unnecessary risks
- Irritate your colleague by repeating facts or instructions or by speaking slowly and carefully

#### John, you may ...

- Believe that your colleague is ignoring fantastic opportunities
- Get caught up in generating possibilities because you enjoy the process
- Focus so much on the big picture that you don't deal with the immediate concrete problem
- Feel constrained when your colleague tries to follow standard operating procedures
- Believe that your colleague is not willing to change or is stuck in the past
- Irritate your colleague by quickly jumping from topic to topic, seemingly at random

### Joint Action Plan for Taking In Information More Effectively

Your differences can be valuable because you bring complementary strengths to taking in information. Together you have a useful balance between looking at the facts of the immediate problem (S) and seeing the big picture (N). To maximize the benefit of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need more discussion.

Agree

Discuss

When problem solving, rank possible solutions based on their potential costs and benefits.

Work together to determine the cost of missing out on an opportunity.

Identify which facts can be used to help evaluate new ideas.

Set aside a specific time to determine together whether the current problem is a symptom of a larger one.

Identify what impact new ideas will have on day-to-day operations.

Identify how new ideas may need to be modified to be achievable.

Identify current constraints (e.g., resources).

If new products or ideas are proposed, determine which old ones must be retired because they don't fit current constraints or decide to relax the constraints.





## Decision Making

Decision-making style refers to how you go about making a decision, forming an opinion, or settling an issue. Your preference for Thinking (T) or Feeling (F) likely affects how you prefer to make decisions.

Your Myers-Briggs results show that you and your colleague differ on this preference pair. You will therefore tend to have different styles of decision making.

**Jane**  
**ISTJ**

### People who prefer Thinking may...

- Form opinions after logically analyzing the problem
- Seek to understand assumptions and identify consequences that logically follow
- Strive to be objective
- Expect others to present arguments that build to clear conclusions
- See debate as a good way to bring issues out into the open
- Ask tough questions to uncover inconsistencies that must be resolved
- Strive to treat everyone fairly, which means equally
- Consider how decisions will affect the bottom line
- Be assertive and competitive so that the “best” idea wins
- Exercise authority in determining how the decision will be implemented

**John**  
**ENFP**

### People who prefer Feeling may...

- Form opinions after considering their own or others’ values
- Seek to understand the positions or opinions of others
- Strive to understand issues from the other person’s perspective
- Expect others to express how they feel about the problem
- Think that arguing is always counterproductive
- Gently ask clarifying questions to uncover what matters to others
- Strive to treat everyone fairly, which means according to his or her particular needs
- Consider how decisions will affect morale, commitment, and enthusiasm
- Try to achieve consensus, which will yield the “best” solution
- Consider how to get buy-in from those who will implement the decision



### Potential Problems in Decision Making

Because of the natural differences in your decision-making styles, you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this may be happening.

#### Jane, you may ...

- Focus so much on the bottom line that you ignore the people involved
- Fail to listen to your colleague because your focus is on supporting your own position
- Annoy your colleague by continually questioning his or her assumptions
- Ask questions in ways that are perceived by your colleague as attacks
- Be aggressive in stating your beliefs
- Fail to explicitly appreciate your colleague's contributions
- View continued disagreement as illogical

#### John, you may ...

- Focus so much on making everyone happy that you overlook the impact on the bottom line
- Fail to present objective evidence to back up your position
- Annoy your colleague by checking with others before stating an opinion
- Withhold information when you are being questioned
- Not be sufficiently assertive about giving your opinion
- Believe your colleague is unappreciative of others' efforts
- View continued disagreement as a lack of loyalty

### Joint Action Plan for Improved Decision Making

Your differences can be valuable because you bring complementary strengths to decision making. Together you have a useful balance between logical analysis (T) and concern for people's values (F). To maximize the benefits of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need more discussion.

Agree

Discuss

Agree on the goal that will satisfy the bottom line and the people involved.

Find ways to support your position with both logical arguments and an appeal to values.

Identify particular individuals who may be most affected by your decisions, discuss their possible reactions, and prepare contingency plans.

Look for common ground as a way to create a win-win solution.

Establish ground rules about what kind of competition, if any, would be fun or healthy.

Discuss how you each like to be appreciated.



## Project Management

People approach projects in different ways. Individuals can differ on how much structure they believe is necessary to manage a project through to completion, or on how much information they are willing to consider before making the decisions required to move the project forward. Your project management style is based primarily on your preference for Judging (J) or Perceiving (P).

Your Myers-Briggs results show that you and your colleague differ on this preference pair. You are likely to have different project management styles.

**Jane**  
**ISTJ**

### People who prefer Judging may...

- Set clear, measurable goals
- Break large tasks into smaller subtasks and proceed methodically
- Develop a time line with milestones to monitor progress carefully
- Come to closure quickly and be reluctant to change decisions
- Like to work in a structured environment
- Be motivated by achievement
- Want to achieve results on one project before moving on to another
- Establish rules for who makes decisions when
- Trust their ability to organize the project to achieve the desired goal

**John**  
**ENFP**

### People who prefer Perceiving may...

- See goals as moving targets that always need adjusting
- Start with the most interesting task and let the process unfold
- View a project as an organic process that should not be too tightly managed
- Stay open to new information and change plans accordingly
- Feel constrained by structure, especially if imposed by a supervisor
- Be motivated by autonomy
- Like to work on multiple challenges simultaneously
- Want decisions to emerge from the information-gathering process
- Trust their ability to respond quickly and accomplish a lot



### Potential Problems in Project Management

Because of the natural differences in your project management styles, you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this may be happening.

#### Jane, you may ...

- Become frustrated if you feel decisions are not being made quickly enough
- Try to assign specific roles or tasks to everyone
- Try to force a less-than-optimal decision just to settle the matter
- Fail to consider new information
- Dismiss opportunities identified by your colleague
- Try to impose too much structure on how your colleague completes tasks
- Deal with resistance to structure by imposing even more of it
- Annoy others by continually reminding them of their deadlines

#### John, you may ...

- Irritate others by delaying decisions while collecting more information
- Not clarify your role before jumping in
- Fail to adequately honor your colleague's need for closure
- Overwhelm your colleague with new information
- Miss milestones your colleague is counting on
- Feel that *any* structure is too much structure
- Deal with attempts to structure your time by rebelling
- Annoy others by not following through promptly or at all

### Joint Action Plan for Improved Project Management

Your differences can be valuable because you bring complementary strengths to project management. Together you have a useful balance between reaching conclusions (J) and staying open to new opportunities (P). To maximize the benefit of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need more discussion.

**Agree**      **Discuss**

- |                          |                          |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Make sure you really agree on the goal and priorities for the project.</b>   |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Clarify roles ahead of time.</b>   |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Negotiate how the colleague who prefers Judging can remain open to new opportunities yet have the sense that the project is progressing as planned.</b>  |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Negotiate how to balance the autonomy needed by the colleague who prefers Perceiving with the structure needed by the colleague who prefers Judging.</b> |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Negotiate how the colleague who prefers Perceiving can be accountable yet do the work in his or her own way.</b>   |
| <input type="checkbox"/> | <input type="checkbox"/> | <b>Decide how often and in what manner reminders of deadlines will be delivered.</b>  |



## Next Steps

Differences can create individual learning opportunities, enabling each person to develop new behaviors. But developing these new behaviors will require you to take direct action. Mark the steps below that you both agree to take and the steps that need further discussion. Then work steadily toward improving your communication. Remember that you don't need to do it all at once.

Agree	Discuss	
<input type="checkbox"/>	<input type="checkbox"/>	<b>Commit to making a mutual effort to improve your working relationship.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Agree to meet periodically to discuss your similarities and differences and how your working relationship might be improved further.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Read your type description found in the "Your MBTI Type at Work" section of this report. Discuss with your colleague which points you think describe you and which do not describe you. Give examples.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Read your colleague's type description in the same section. Ask for clarification of any parts of the description that you don't understand.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Review the subsequent sections of the report. Give examples of your style and ask for clarification of anything you don't understand about your colleague's style. Don't rush this discussion.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Agree on one or two areas in which your communication with each other most needs improvement. Prepare a development plan for those areas. Once those areas have improved, move on to another area.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Make sure you understand what your colleague is saying by reflecting it back and asking for confirmation. Don't assume that you know what your colleague means, even if he or she uses the same words you use.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Give your colleague the benefit of the doubt. Don't attribute motives to his or her behavior. Focus on and appreciate your colleague's strengths rather than dwelling on perceived weaknesses.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Type does not explain all aspects of your working relationship. There may be other issues that are not type related. If problems persist, ask a third party to facilitate a discussion of the sources of your conflict.</b>
<input type="checkbox"/>	<input type="checkbox"/>	<b>Although you don't share any MBTI personality preferences, you likely have some areas of common ground. Recognizing your common ground will help you avoid focusing exclusively on differences.</b>

