



MBTI® Report for HEALTHCARE PROFESSIONALS

Increasing patients' satisfaction with their care

Using your MBTI® preferences to serve your patients better

The success of healthcare organizations depends on many factors, including skilled talent, the dedication and hard work of staff, connected and integrated care teams, state-of-the-art equipment and technology, and funding. While success can be measured in a number of ways, the quality of patient care remains a central concern for healthcare providers.

Patient satisfaction remains the key measure by which healthcare organizations assess the quality and performance of their services. It is often benchmarked against a set of local as well as national standards, and can cover a range of themes, such as provision of information, care planning, dignity and respect, communication, listening and engagement, and rights and responsibilities.

The MBTI® Report for Healthcare Professionals helps doctors, nurses, healthcare assistants and clinical staff improve all aspects of their communication. It helps you become aware of how your individual personality type preferences affect the style of care you give. This awareness gives you access to a whole range of other styles of interaction with patients—and small, deliberate changes in care style can have a profound impact on patients' perceptions of and satisfaction with the care they receive.

Learning about your *care style*

The information in this report can help you understand how to interact with your patients more effectively. It increases your self-awareness and understanding of your particular care style, based on your four personality type preferences. The report highlights what comes naturally to you, as well as areas where you need to stretch, or *flex*, your style. Included are specific recommendations for how you can flex your care style to increase patients' satisfaction, which you can do by being open to alternative ways of interacting related to your opposite preferences. Most of these recommendations will add only a few minutes to your time with patients.

The report provides additional insights into how you deliver information to and spend time with patients, as well as why misunderstandings and conflicts may sometimes arise during your care. The report also describes the impact of job stress as it affects your care style, which can alter the choices you make in your patient interactions.



Your MBTI® type description: ESTP

Key descriptors

The following key descriptors of ESTPs can help you understand the effect your care style has on your patients:

- Fast-paced and wanting to maintain momentum
- Focused on realities in front of them
- Calm and objective in a crisis
- Looking for immediate results
- Excellent at troubleshooting
- Efficient at solving problems
- Persuasive and direct
- Meticulous and analytical
- Flexible
- Hands-on
- Fun loving
- Knowledgeable

Examining your preferences

ESTPs express their preference for **Extraversion (E)** by reaching out to others as a way to share information. They enjoy the back-and-forth dialogue involved in understanding facts and figures, and benefit from the energy that debate brings them. Whether in a large group or in one-on-one situations, ESTJs want the opportunity to connect with people face-to-face.

Precision is essential for ESTPs, and they express their preference for **Sensing (S)** by pursuing information about patients' individual circumstances. They do not draw conclusions based on a hunch but rather look at information objectively to make decisions about treatment. When presented with a rare or unfamiliar situation, ESTPs try to learn as much as they can about the current research and how others have successfully handled similar cases in the past.

Logic is paramount for ESTPs, and they make sense of the world through their preference for **Thinking (T)**. Facts and data contribute more to their clinical decisions than do hunches or intuition. In their relationships with patients, ESTP care providers focus mostly on keeping them updated on their condition, as well as other factual information, and remain objective and contained even in difficult circumstances.

Flexibility is essential for the ESTPs. ESTP care providers express their preference for **Perceiving (P)** by devising options for patients and deciding on best steps for appropriate care. When patients' condition changes rapidly, they can stay calm, develop alternatives and act quickly to serve them. Patients typically feel they are in good hands with ESTPs because of their thorough, considerate and flexible treatment, and because they seem ready for absolutely anything that could happen.



Making patients feel comfortable

Patient: “Do you care about me and about making me feel comfortable?”

ESTP care providers' positive approach to life can be infectious. They are fun to be around and create a lively atmosphere wherever they go. Even in the worst circumstances, ESTPs can ease the tension by cracking a joke or doing something amusing to distract patients from their discomfort. ESTPs are flexible and well informed about what patients may need during the course of their treatment, and patients know they are being cared for by a qualified and competent professional. ESTPs provide the information patients need to feel well informed about their recovery.

Challenges for ESTP care providers

ESTPs prefer to stay in the present moment and tend not to dedicate too much thought to what needs to happen later. They must try to remember that patients, especially those in pain, have a great deal to process, both physically and emotionally, and need some time to ponder the implications of what they are experiencing and their future. Sometimes just sitting with patients and listening to their concerns can shift their perspective about your level of interest in their care. Even if you feel uncomfortable hearing the more emotional side of patients' experience, remember that they aren't necessarily looking for you to fix their problem immediately—they are simply trying to understand their experience, which by itself can make them feel a lot better about their care.

What you can do to show patients courtesy and respect

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Thinking care style with the opposite preference: Feeling

Your natural care style: Thinking

- You provide as much accurate information as possible so people feel well informed
- You present a realistic and rational approach to treatment plans and methods
- You take the time to learn about patients' specific challenges and what has worked well in the past
- You are thorough in explaining the steps and interventions necessary to improve their condition
- You offer objective opinions based on expertise, facts and data, as well as ideas on how patients can be involved in the direction of their treatment

Flex with the opposite preference: Feeling

- Remember that when patients express fear or concern about their condition you can show empathy simply by stating, “I understand”
- Connect with patients by tapping into your sense of compassion and emphasizing a more personal touch
- To develop patients' trust in you, let them know more about who you are (e.g., Do you have any children? What sports do you like? Did you grow up in the area?)



Helping patients understand the details of their care

Patient: “Can you help me understand what is happening to me?”

ESTP care providers can explain in great detail the essential aspects of treatment in a logical and practical way that makes sense to patients. They want patients to have the most accurate possible information, including research, case studies and examples of recent successes of other patients undergoing similar procedures. ESTPs believe that the more information patients have, the better equipped they are to face what lies ahead. ESTPs' demeanor makes it easy for people to ask questions and clarify aspects of their treatment.

Challenges for ESTP care providers

ESTPs can sometimes overwhelm patients with too much information. Pay attention to how patients are responding to your explanations and slow down or explain details if they seem to be confused. Be sure to ask whether they need clarification on anything you discussed, as sometimes patients are embarrassed or intimidated when they are unable to understand what you're telling them and don't want to admit it. Most patients need some reassurance from you that the course you are taking is the right one.

What you can do to help patients be better informed

Below are some of the attributes of your natural care style based on two of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You tend to explain things directly and verbally rather than in writing
- You explain to patients what you are doing when performing a task or procedure, especially when making a change
- You accommodate patients' desire to talk through things related to their care

Flex with the opposite preference: Introversion

- Provide reading materials so patients can learn more about their condition, and then check in to see if they have concerns (educating them first and then interacting, rather than the other way around)
- After explaining a procedure or other aspect of care, ask patients whether they have understood completely; make it clear that you will give them the time they need to process the information and formulate questions

Flexing your Thinking care style with the opposite preference: Feeling

Your natural care style: Thinking

- You tend to emphasize pertinent medical data in shaping and informing the course and nature of patients' care
- You feel that an objective, logical approach is the best way to diagnose and treat patients

Flex with the opposite preference: Feeling

- Take the time to ease patients' concerns by simplifying their results through conversation, allowing questions and fears to surface, and to offer clarification
- Listen to patients' descriptions of their personal life that could possibly facilitate or interfere with their treatment and care, either in the hospital or as a part of their discharge planning



Assuring patients that their opinions about their care matter

Patient: "How much does my opinion matter in the care and treatment I receive?"

ESTP care providers have a direct, no-nonsense approach to getting information from patients, yet their fun and casual side helps encourage patients to share their stories and details of their medical history. They try to convince patients that even seemingly insignificant details can make a contribution to diagnosis and treatment. ESTPs excel at asking pertinent questions to encourage dialogue, describing the rationale for collecting the information and reminding patients that the more they know, the more they can customize treatment.

Challenges for ESTP care providers

ESTPs' confident manner and vast knowledge can be intimidating to patients, and may result in their not offering as much personal information as they would otherwise. Simplify your vocabulary and ask questions in a less technical manner. Though you tend to work with a sense of urgency, remember to slow down and make sure you are getting all the pertinent, detailed information you need from patients. Talk to them about their interests and family to increase familiarity and show that you are concerned about their overall well-being.

What you can do to show patients you are listening to them

Below are some of the attributes of your natural care style based on two of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You believe that progress with patients is accomplished best through conversation and back-and-forth dialogue
- You remember to reiterate what patients say so they feel listened to and validated
- You take it upon yourself to make sure other members of the care team understand your patients' concerns

Flex with the opposite preference: Introversion

- Give patients time to fully express their thoughts; be careful not to interrupt them
- Slow down when it seems that patients are not understanding what you're saying
- Acknowledge patients' comments nonverbally on occasion (e.g., with head nods, eye contact, etc.)

Flexing your Sensing care style with the opposite preference: Intuition

Your natural care style: Sensing

- You may like to gather a thorough history of patients' symptoms and hospitalizations to learn which treatments have worked and which have not
- You listen to patients' experiences and add what you know about others who have suffered from similar afflictions

Flex with the opposite preference: Intuition

- Give patients the big picture, including what could happen in the best- and worst-case scenarios; they may feel comforted by knowing what they may be facing
- Allow patients to share ideas about what they believe led to their current condition; often they will disclose a helpful detail that would otherwise have been missed



Being responsive to patients' needs

Patient: "Will you make an effort to honor my requests?"

ESTP care providers can be counted on when there is an emergency or crisis to manage. They keep an even keel when chaos is swirling around them. ESTPs have the ability to step back, assess what is happening, and then rapidly step into action to solve the problem. Their objectivity, blended with their analytic nature and ability to move quickly, is well suited to productive and practical care, and especially in emergencies.

Challenges for ESTP care providers

In emergency situations ENTPs tend to be all business, but even in calmer situations, such as when they are informing patients why certain steps have to be taken for safety reasons, their detached delivery can at times communicate a lack of care or concern for patients' well-being. Establish eye contact with patients to instill trust and smile when appropriate to demonstrate warmth to help them feel at ease. When patients seem to need more encouragement from you than you are willing to give, try to temper your irritation by trying to understand their perspective and go out of your way to show them compassion and kindness.

What you can do to create a supportive environment

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You are comfortable discussing patients' condition and treatment openly
- You like to move through points quickly and tend to move from topic to topic
- You involve patients' family in advocating for them and increasing support for them

Flex with the opposite preference: Introversion

- Appreciate patients' need for a quiet space that provides solitude
- Apologize when constant interruptions (e.g., checking blood pressure and other vital signs) are necessary
- Remember that discretion can be very important—not all patients will appreciate your having frank conversations with colleagues about their condition in their presence or want to hear about other patients
- Follow a "do not disturb" policy when possible; you may not be aware that your effusiveness can seem intrusive to some patients



What you can do to help patients manage pain

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Thinking care style with the opposite preference: Feeling

Your natural care style: Thinking

- You recognize that pain is real but believe that patients can distract themselves to reduce the extent to which they experience it
- You are careful not to overmedicate patients with chronic pain so they don't develop unnecessary dependency
- You sometimes promote a "mind-over-matter" approach to pain management
- You may believe that pain is a part of life; that patients need to accept their condition and move on

Flex with the opposite preference: Feeling

- Ask patients when they tend to feel the most intense pain and recommend a dosing schedule accordingly so they can comply with your recommendations and the medication will be effective; just having some control over when medication is administered can help patients feel better
- Encourage patients to express their difficulties and demonstrate understanding that pain is a challenge to manage; a little understanding goes a long way in pain management

What you can do to help patients manage the side effects of treatment

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Thinking care style with the opposite preference: Feeling

Your natural care style: Thinking

- For some patients you wonder whether their reported side effects are as pronounced as they have indicated
- You diligently check for pharmaceutical contraindications to minimize patients' side effects
- You check in with patients to ascertain whether new symptoms are indicative of developing syndromes or setbacks
- You keep current with research on the likelihood of certain side effects with specific populations

Flex with the opposite preference: Feeling

- Listen to patients' concerns about the impact of side effects on their daily level of functioning; even if you can't ease their symptoms, they may feel better just having stated how they feel
- Don't let patients you may perceive as "whiny" or a "complainer" ruin it for those patients who have valid concerns; always take time to listen and to assess the degree of the side effects, as well as consider other methods of treatment that could be more effective



Educating patients about their condition and making healthy choices

Patient: “Can you teach me how to improve my health?”

Some people eventually require medical care due to a lack of education about making better health choices. ESTP care providers can inspire patients to be physically active for better health and are often an expert on nutrition and fitness. They can share with patients their extensive knowledge of a wide range of resources to make it easier for them to change behaviors sustainably and show them how to reframe their life to include better health choices.

Challenges for ESTP care providers

ESTPs tend to have a direct and blunt style when addressing serious challenges such as unhealthy lifestyle choices. There are times when patients need some “tough love” in order to be persuaded to think differently about investing in their physical condition. However, some people do not respond well to this approach and are more likely to rebel against your recommendations. Try to remember that lifetime habits do not change overnight; people need to find a style of their own so that the changes they make are sustainable. Show that you understand how difficult it can be for them to adopt a new lifestyle and encourage them to strive for a healthier life. Show support by acknowledging small steps and praise patients for their efforts toward change.

What you can do to explain medical issues appropriately

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You build on questions by continuing the dialogue
- You ask questions to address areas of confusion or doubt
- You assume that patients can and will articulate their concerns

Flex with the opposite preference: Introversion

- Try not to overwhelm patients with too much information, and give them the time they need to process it
- Think through the possible ramifications of sharing pertinent information first before relaying it to patients



What you can do to facilitate patients' post-hospital transition

Below are some of the attributes of your natural care style based on two of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Thinking care style with the opposite preference: Feeling

Your natural care style: Thinking

- You include patients by giving them self-directed instructions for follow-up care
- You involve the personnel and social services required for a holistic approach that covers multiple aspects of recovery
- You believe that patients have better possible outcomes when they follow protocol and your recommendations

Flex with the Opposite Preference: Feeling

- Keep in mind that patients remember what happens after they leave the hospital and appreciate when you personally check in on their status
- Enlist the help of family and friends to encourage habit changes that will make the most difference
- Compliment patients for making the efforts they have made; praise can do wonders for motivation and sustained change

Flexing your Perceiving care style with the opposite preference: Judging

Your natural care style Perceiving

- You cater to each person's unique situation by exploring the specific treatment options that will show the best results
- You are open to hearing about new developments and may change your approach to treatment if significant new information arises
- You remind patients that they are involved in the course of their treatment and encourage them to explore the options they will show the most interest in and are most likely to comply with

Flex with the opposite preference: Judging

- Ensure that a specific, well-defined plan is in place with a beginning, middle and end and explicit directives
- Be clear about timetables, deadlines and goals to increase patients' compliance with your recommendations
- Follow up with patients according to the policies and procedural schedule of the hospital to stay on top of potential new developments



Some tactical recommendations

Patients judge the care they receive by the amount of time they have to wait and how much time you spend with them once you enter the room. To maximize your efforts with patients, in the first 60 seconds

- Introduce yourself
- Ask patients how they are feeling
- Ask them whether they have any questions
- Ask them whether they have everything they need
- Ask them how you can make them more comfortable
- Explain to them what happens next in their treatment

Leverage your natural talent for educating people to provide high-quality, productive care that leaves patients satisfied. Consider a few behaviors you want to develop and practice them in situations or with patients where they will have the most impact. Then you can achieve the results you want and ultimately help patients feel good about their care.



Managing your stress and the impact it has on patients

ESTPs like to be an expert on the world around them. However, when they experience ongoing stress that appears to have no end in sight, they can find themselves “in the grip,” a phrase that denotes a state of feeling almost paralyzed and unable to stop from making poor choices or behaving inappropriately. When that happens to you, the key is to first recognize the feeling and then engage in behaviors that will help bring you back to the version of you that operates best. Following is some information about ESTPs in the grip.

Indicators that you are “in the grip”

- Catastrophizing everything
- Isolating yourself from others
- Feeling worthless and helpless
- Worrying that people are working against you
- Feeling pervasive anxiety about what will happen in the future
- Being unable to focus on one thing at a time
- Feeling out of control and having difficulty containing your thoughts and feelings
- Feeling overwhelmed by what you see as unrealistic deadlines

How to get yourself back

- Think through possible options to regain some logical perspective
- Discuss with a trusted colleague or friend ways to eliminate or at least manage the stressor
- Practice self-care (rest, eat healthy food, etc.)
- Get to the gym and have a great workout
- Brainstorm ideas internally and then make a pros-and-cons list
- Consider the best- and worse-case scenarios and weigh your options accordingly

What to do in the meantime

- Write a list of things you will do when you feel better and more like yourself
- Spend time with family and people you trust
- Get some sleep
- Don't make any significant life changes or decisions until you feel more like yourself
- Slow down and make a list of priorities to see where you need to start
- Take five minutes in the break room to compose yourself before meeting with patients
- Be kind to yourself and know that feeling in the grip will pass

