



MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™
INTERPRETIVE REPORT

Prepared for
J. SAMPLE

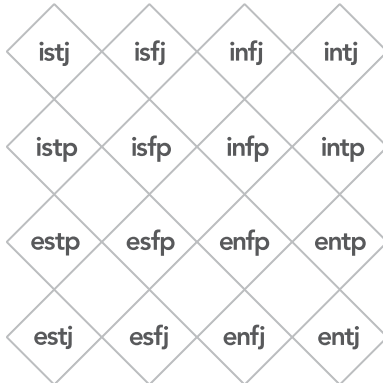
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About Your Report

Your Myers-Briggs® Step II™ Interpretive Report is an in-depth, personalized description of your personality preferences, derived from your answers to the MBTI® assessment. It includes your Step I™ results and your four-letter type, along with your Step II results, which show some of the unique ways you express your Step I type.

The MBTI assessment was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung’s theory of personality types. This theory suggests that we have opposite ways of directing and receiving energy (Extraversion or Introversion), taking in information (Sensing or Intuition), deciding or coming to conclusions about that information (Thinking or Feeling), and approaching the outside world (Judging or Perceiving).

Everyone can and does use each of these eight parts of personality at least some of the time but prefers one in each pair over the other, just as most people have a natural preference for using one hand rather than the other. No preference in a pair is better or more desirable than its opposite.

The MBTI assessment does not measure your skills or abilities in any area. Rather, it is a tool to help you become aware of your particular style and to better understand and appreciate the helpful ways that people differ from one another.

YOUR REPORT CONTAINS

- Your Step I™ Results
- Your Step II™ Facet Results
- Applying Step II™ Results to Communicating
- Applying Step II™ Results to Managing Conflict
- Applying Step II™ Results to Dealing with Change
- Applying Step II™ Results to Making Decisions
- How the Parts of Your Personality Work Together
- Integrating Step I™ and Step II™ Information
- Using Type to Gain Understanding
- Overview of Your Results

Extraversion

You focus on the outside world and direct and receive energy by actively engaging with people and things.



Introversion

You focus on the inner world and direct and receive energy by reflecting on ideas, memories, and experiences.

Sensing

You notice and trust facts, details, and present realities.



Intuition

You attend to and trust interrelationships, theories, and future possibilities.

Thinking

You make decisions using logical analysis to achieve objectivity.



Feeling

You make decisions using person-centered values to achieve harmony.

Judging

You tend to be organized and orderly and to make decisions quickly.



Perceiving

You tend to be flexible and adaptable and to keep your options open as long as possible.



Your Step I™ Results

Your reported Myers-Briggs personality type

ISTJ

Your preferences

Introversion | Sensing | Thinking | Judging

ISTJs are typically dependable, realistic, and practical. They remember and use facts and want things clearly and logically stated. They are thorough, systematic, hardworking, and careful with details and procedures. When they see something that needs to be done, ISTJs accept the responsibility. They don't enter into activities impulsively, but once committed, they are hard to distract or discourage. They lend stability to projects and persevere in the face of adversity.

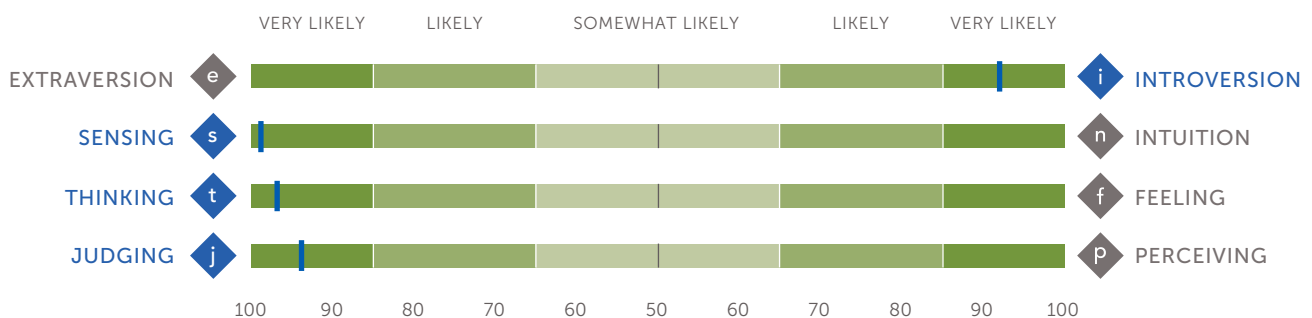
ISTJs appear sound and sensible and seem calm and composed. Even in a crisis they seldom show their highly individual and intense inner reactions. ISTJs' practical judgment and respect for procedures make them come across as consistent and moderate. They assemble facts to support their evaluations and communicate the facts in an objective way. They seek solutions to current problems from their past experience and that of others.

ISTJs are likely to be most satisfied working in an environment that values organization and accuracy. People can count on them to notice what needs to be done and follow through in a careful, methodical, and timely manner.

Does This Type Fit You?

Note the parts of the preceding description that fit you and any that don't. Your Step II results on the next pages may help clarify any areas that don't describe you well. If the Step I type you reported doesn't fit, your Step II results may help suggest a different type that is more accurate for you.

PROBABILITY INDEX FOR EACH OF YOUR MBTI® PREFERENCES



PROBABILITY: INTROVERSION | 92 SENSING | 99 THINKING | 97 JUDGING | 94

The graph shows how likely it is that your reported preferences really do fit you, indicated by the probability index shown for each of your preferences. The closer the blue marker is to a preference, the greater the probability that the preference describes you well. The probability index does not measure how much of a preference you have or how well you use that preference. It simply shows how likely it is that the preference you reported is accurate for you.

STEP II™ FACETS



Extraversion

Initiating
Expressive
Gregarious
Active
Enthusiastic



Introversion

Receiving
Contained
Intimate
Reflective
Quiet



Sensing

Concrete
Realistic
Practical
Experiential
Traditional



Intuition

Abstract
Imaginative
Conceptual
Theoretical
Original



Thinking

Logical
Reasonable
Questioning
Critical
Tough



Feeling

Empathetic
Compassionate
Accommodating
Accepting
Tender



Judging

Systematic
Planful
Early Starting
Scheduled
Methodical



Perceiving

Casual
Open-Ended
Pressure-Prompted
Spontaneous
Emergent

Your Step II™ Facet Results

The MBTI Step II assessment indicates some of the complexity of your personality by showing your results on five different parts, called *facets*, for each of the Step I preference pairs, as shown on the left. Knowing your results on these 20 facets can help you better understand your unique way of experiencing and expressing your type.

Facts About the Facets

- The five facets within a preference do not cover or explain the full meaning of the preference.
- Each facet has a theme, such as “Ways to connect with others.”
- Each facet has two opposite poles (e.g., Initiating and Receiving).
- The facets are scored differently than are the preferences, so your five facet scores don’t add up to your Step I preference score.

How to Read Your Step II™ Results

The next few pages show graphs of your facet results. Each graph includes

- Brief descriptions of two opposite MBTI Step I preferences.
- The names of the five facet poles associated with each Step I preference and three descriptive words or phrases for each pole.
- Five vertical markers, one per facet.
 - A vertical marker on a blue background, indicating a score of 2–5, is an *in-preference* result, meaning you favor the facet pole on the same side as your Step I preference. For example, if you prefer Extraversion, you are likely to favor the Initiating pole, and if you prefer Introversion, you are likely to favor the Receiving pole.
 - A vertical marker on a dark green background, indicating a score of 2–5, is an *out-of-preference* result, meaning you favor the facet pole that is opposite to your Step I preference.
 - A vertical marker on a light green background, indicating a score of 0 or 1, is a *midzone* result, meaning you show no clear preference for either facet pole.

Below each graph is a chart describing your facet results. The left column lists the facet theme (e.g., “Ways to connect with others”), your facet result, and its category (in-preference, out-of-preference, or midzone). The middle and right columns list ways people with your facet results are typically described. If a set of statements in the chart doesn’t seem to fit, perhaps you would be better described by the opposite pole or the midzone.

EXTRAVERSION

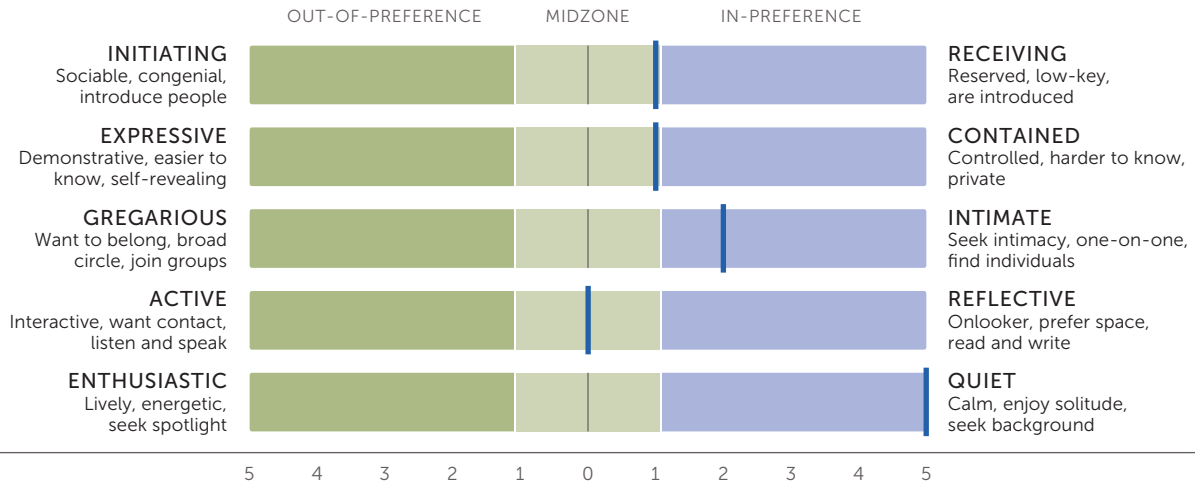


Directing energy toward the outer world of people, objects, and activities



INTROVERSION

Directing energy toward the inner world of ideas, memories, and experiences



Ways to connect with others

INITIATING-RECEIVING

midzone

Are at ease socially in familiar situations, much less so in large social gatherings.
Find that your comfort with introductions increases with practice.
Are somewhat uncomfortable interacting with strangers.

Will initiate conversations in social situations with people you already know or if your role calls for this.
Are willing to introduce people to each other if no one else does so, but would prefer not to.

Communicating feelings, thoughts, interests

EXPRESSIVE-CONTAINED

midzone

Reveal personal information only after deciding you are comfortable with people knowing that much about you.
Keep personal thoughts and feelings to yourself in many circumstances; as a result, some people see you as hard to get to know.

Will discuss personal thoughts and feelings with people you know well.
Will contribute freely when you know the topic, even when the conversation is with strangers.

Breadth and depth of relationships

INTIMATE

in-preference

Would rather relate to a few significant others than be in a large group.
Draw sharp distinctions between friends and acquaintances.
Seek in-depth involvement with individuals.

Need to trust people before sharing much about yourself.
Form friendships mostly with people who are similar to you.
Are unlikely to take the lead in group situations and have little desire to do so.

Ways to communicate, socialize, learn

ACTIVE-REFLECTIVE

midzone

Talk in person about personal information and communicate technical information in writing.
Prefer to learn new subject matter through face-to-face contact.

Can be at ease actively participating in events or quietly observing them.
If familiar with the subject, prefer to learn more by reading about it.
Need a little extra time to become comfortable with new techniques and procedures.

Level and kind of energy

QUIET

in-preference

Prefer calm, serenity, even silence.
Are bothered by noisy circumstances and places and want to leave as soon as you can.
Present yourself modestly and prefer to stay in the background rather than taking charge.

Don't feel the need to talk in a social situation.
Find that your quiet, considered contributions are easily overlooked.
Have a calming effect on others.
Like being with other quiet people.

SENSING

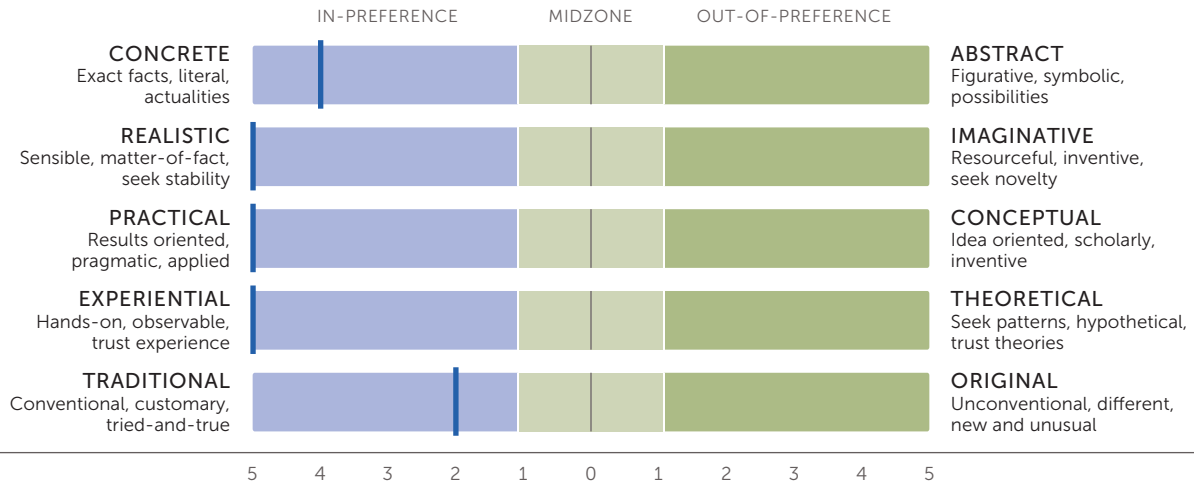


Focusing on what can be perceived using the five senses

INTUITION



Focusing on perceiving patterns and interrelationships



<p>Focus of attention</p> <p>CONCRETE in-preference</p>	<p>Are grounded in reality and trust the facts.</p> <p>Interpret things literally.</p> <p>Are cautious about making inferences.</p> <p>May find it hard to see trends and link facts to the bigger picture.</p>	<p>Begin with what you know to be true, and have your facts in order before moving on.</p> <p>Work hard to fulfill your responsibilities.</p> <p>May be seen by others as resistant to change, although you may not see yourself that way.</p>
<p>How information is used</p> <p>REALISTIC in-preference</p>	<p>Take pride in your common sense and ability to realistically appraise situations.</p> <p>Value efficiency, practicality, and cost-effectiveness.</p> <p>Are seen as matter-of-fact and sensible.</p> <p>Appreciate experiences and tangible results.</p>	<p>Believe that good techniques lead to good results.</p> <p>Like to acquire and make use of factual knowledge and experience.</p> <p>Seek to maintain stability in your life.</p>
<p>How ideas are used</p> <p>PRACTICAL in-preference</p>	<p>Find that applying ideas is more appealing than the ideas themselves.</p> <p>Need to see an idea's application to understand it and use it.</p> <p>Are impatient listening to ideas if a practical use isn't the end result.</p>	<p>Favor practical utility over intellectual curiosity.</p> <p>Like to use tried-and-true materials and methods.</p>
<p>Kind of knowledge trusted</p> <p>EXPERIENTIAL in-preference</p>	<p>Learn best from direct, hands-on experience and rely on it to guide you.</p> <p>Are careful not to generalize too much.</p> <p>Concentrate on what is happening now rather than thinking about the big picture.</p>	<p>Yearn for practical examples when others are presenting theories.</p> <p>Are likely to express impatience with theories that are disconnected from experience.</p> <p>May sometimes get stuck on details at the expense of larger considerations.</p>
<p>Approach to traditions</p> <p>TRADITIONAL in-preference</p>	<p>Identify strongly with what is familiar.</p> <p>Are comfortable with the tried-and-true because it provides a precedent to follow.</p> <p>Are reluctant to change things that are working well.</p> <p>Enjoy participating in traditions at work and at home.</p>	<p>Support established institutions, methods.</p> <p>Accept only those changes that are grounded in reality and well explained.</p> <p>May find it hard to understand people who don't respect time-honored traditions.</p> <p>May benefit from recognizing that every tradition started as someone's original idea.</p>

THINKING

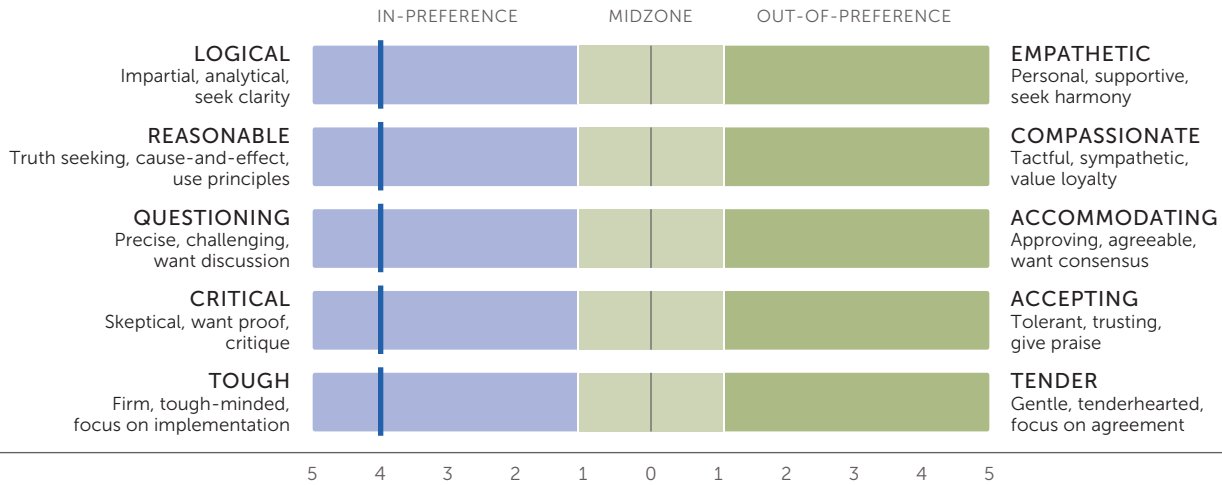


Basing conclusions on logical analysis with a focus on objectivity

FEELING



Basing conclusions on personal or social values with a focus on harmony



<p>Criteria for decisions</p> <p>LOGICAL in-preference</p>	<p>Believe that logical analysis is best for decision making.</p> <p>Use sequential reasoning, with premises and criteria, to reach consistent conclusions.</p> <p>Use hard data to make your decisions, often minimizing the impact on people.</p>	<p>Focus on cause and effect.</p> <p>Strive to maintain clear boundaries between issues.</p> <p>Can easily identify the pros and cons of an issue.</p>
<p>Impact of decisions</p> <p>REASONABLE in-preference</p>	<p>Are confident and clear about your objectives.</p> <p>Live your life logically, with premises leading to conclusions.</p> <p>Use reasoning to explain your decisions in a logical, linear way.</p>	<p>Believe that consistency, impartiality, and fairness will lead to the best outcome.</p> <p>Are likely to be firm and outspoken when communicating your decisions.</p>
<p>Ways to handle differences</p> <p>QUESTIONING in-preference</p>	<p>Use questions to clarify ideas and identify relevant facts.</p> <p>Are precise in your questions, liking to zero in on discrepancies.</p> <p>Are tenacious in getting the answers you need.</p>	<p>Are intellectually independent.</p> <p>May need to have all your questions answered before you can trust any conclusions.</p> <p>Feel questioning is appropriate, even if something is already right.</p>
<p>Communicating about disagreements</p> <p>CRITICAL in-preference</p>	<p>Are skeptical by nature, which may be seen as argumentative.</p> <p>Appear detached when interacting with people.</p> <p>Want to clarify what's wrong since that will improve things.</p>	<p>Like to critique whatever is presented and are surprised when others don't accept your critiques as necessary and helpful.</p> <p>Need to make it clear that you are not criticizing people, but rather critiquing their ideas and actions.</p>
<p>How to carry out decisions</p> <p>TOUGH in-preference</p>	<p>Use intellectual and interpersonal pressure when following through on decisions, which some may see as pushy and aggressive.</p> <p>Focus firmly on reaching your objective.</p> <p>Are results oriented and comfortable focusing on the bottom line.</p>	<p>Pay little attention to acknowledging people's emotions so may be seen as cold and unfeeling.</p> <p>Once a decision has been made, believe it is unnecessary to look at more alternatives.</p>



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

J. SAMPLE

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JUDGING

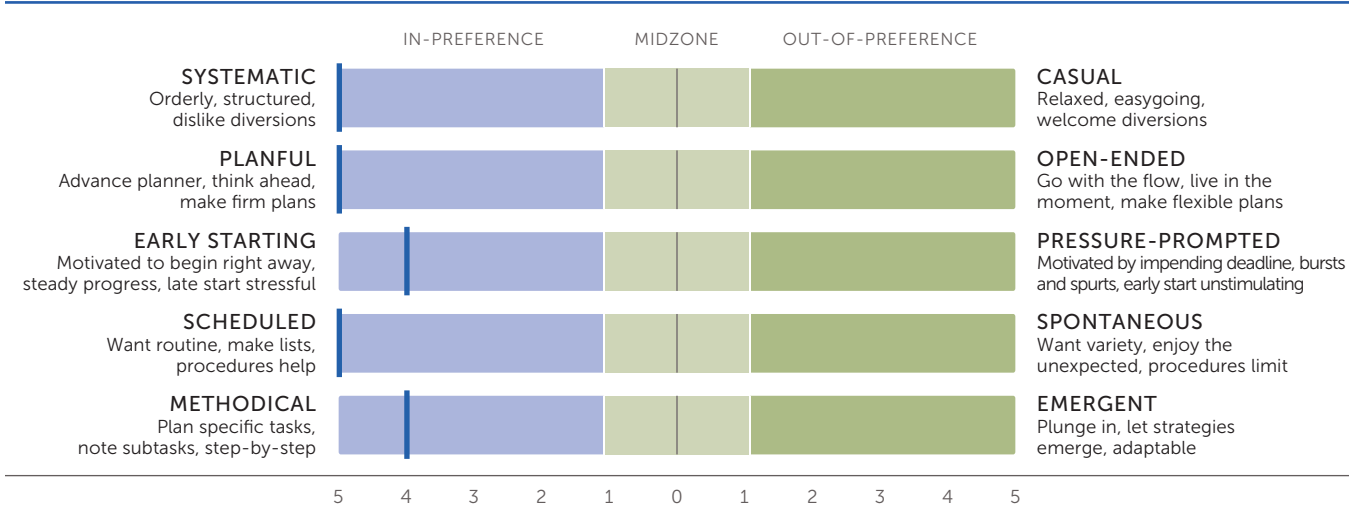


Preferring decisiveness and closure

PERCEIVING



Preferring flexibility and spontaneity



General organizational style SYSTEMATIC in-preference	Live by the motto "Be prepared!" Want organization, order, and punctuality in your life. Plan for the worst-case scenario with contingencies in place.	Work within a superstructure of efficiency. Dislike diversions when you are involved in a task. May struggle to achieve balance between work and home life.
Approach to planning PLANFUL in-preference	Enjoy looking ahead and making long-range plans for the future. Like to schedule leisure activities and social engagements in advance.	May enjoy the planning even more than the doing. Feel that advanced planning makes you more efficient and more likely to have things happen the way you want.
Ways to manage time pressures EARLY STARTING in-preference	Prefer to have plenty of time to complete a task. Dislike feeling overwhelmed with too much to do. Try to arrange your world so you don't have to deal with last-minute rushes.	Work on multiple tasks by starting ahead of time and working on each task for short, concentrated periods of time. Can't forget incomplete tasks; feel relieved and satisfied when you complete something. Especially like finishing a task in advance of a deadline.
Use of schedules and routines SCHEDULED in-preference	Are comfortable with routines and don't like them upset. Like established methods and procedures. Fall into routines naturally. Prefer to control how you spend your time.	Enjoy scheduling both work and fun activities. Find that others may be more aware of your routines than you are. Appear rather predictable but like it that way.
Approach to completing large tasks METHODICAL in-preference	Develop detailed plans either in writing or in your head for the task at hand. Prepare in precise ways, specifying the steps needed to accomplish the goal.	Define the subtasks of your work, including the order in which things should happen. Are likely to deliver what you have prepared with little deviation.



Applying Step II™ Results to Communicating

All aspects of your type influence how you communicate, especially as part of a team. Eleven of the facets may be particularly relevant to communication. Your preferences for these facets along with tips for better communication appear below. Focus on those that are accurate and meaningful to you.

In addition to the tips in the table, keep in mind that communication for every type includes

- Telling others what kind of information you need.
- Asking others what they need.
- Monitoring your impatience when other styles dominate.
- Realizing that others likely are not trying to annoy you when they use their own communication styles.

YOUR FACET RESULT	COMMUNICATION STYLE	ENHANCING YOUR STYLE
Initiating–Receiving midzone	Are willing to introduce people to one another if no one else is doing so.	Be sensitive to the situation when deciding whether to make those introductions or not.
Expressive–Contained midzone	Share some of your thoughts with others but not all of them.	Consider which people need to know what you think and which people don't.
Intimate	Share what you know only with selected people.	Recognize that broadening your circle and letting others know your thoughts might help both you and others.
Active–Reflective midzone	Are comfortable interacting in person or quietly observing, depending on the circumstances.	Pay attention to the preferred style of those with whom you're interacting and try to match that style.
Quiet	Experience your enthusiasms internally and don't show them to others.	Be aware that others will think you are uninterested so make sure that you let them know what you really think.
Concrete	Talk about the here-and-now detail.	Be open to the inferences that can arise from the details.
Logical	Present your conclusions in a straightforward, linear, structured manner.	Invite others to tell you alternative ways to look at the issue and take what they suggest seriously.
Questioning	Want to ask questions.	Be selective in choosing questions to ask so as not to intimidate people.
Critical	Naturally take a critiquing stance to most things.	Recognize that others may mistake your critiquing for personal criticism and be clear when that isn't your intent.
Tough	Embody the phrase "Let's get on with it!"	Be aware that sometimes your way of moving ahead may be wrong for the situation.
Methodical	Identify the steps and their order before starting a task.	Be tolerant of others who plunge in without identifying steps, unless a critical piece is missing.



Applying Step II™ Results to Managing Conflict

Conflicts are inevitable when working with others. People may differ in what they define as conflict, how they react to it, and how they reach resolution. Although perhaps unpleasant, conflicts may lead to improved situations and enhanced relationships when discussed and managed appropriately.

Part of conflict management for every type includes

- Making sure that the work gets done while maintaining your relationships with the people involved.
- Recognizing that all perspectives have something to add, but any perspective used exclusively may ultimately impede resolution of the conflict

The table below explains how your results on eight Step II facets may affect your efforts to manage conflict. If some of the statements seem contradictory, then focus on those that are most relevant to you.

YOUR FACET RESULT	CONFLICT MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive–Contained midzone	Discuss the conflict and your feelings about it, but perhaps not immediately.	Notice the style of those you are with and attempt to match their need to talk now or wait.
Intimate	Rely on yourself or a few trusted others in resolving the conflict.	Widen your circle to include others affected; they may have something valuable to contribute.
Quiet	Avoid conflict when at all possible—even when you shouldn't.	If avoiding the conflict won't work, give yourself some time to reflect and decide on a strategy.
Reasonable	May spend too much time arguing that your solution is right, even though it may ignore the impact on people.	Stop, listen to others, and accept that a solution other than yours may be best.
Questioning	Ask many questions of others to reveal all the issues in the conflict.	Be aware that people may take your questions as challenging rather than helpful in resolving the issue; be clear about your intent.
Critical	Point out what is still wrong and needs correcting; find it hard to let go.	Realize that your style may upset others so much that they reject everything you are saying; pause, listen to others, and give only the essential parts of your argument.
Tough	Push your own convictions on how to resolve the conflict onto others.	Recognize that your "take it or leave it" stance will further alienate people; force yourself to consider other viewpoints.
Early Starting	Believe some conflicts can be avoided by starting work on projects early.	Make allowances for people for whom starting early isn't comfortable or effective.



Applying Step II™ Results to Dealing with Change

Change is inevitable and affects people in different ways. To help you deal with change,

- Be clear about what is changing and what is remaining the same.
- Identify what you need to know to understand the change and then seek out that information.

To help others deal with change,





- Encourage open discussion about the change; be aware that this is easier for some than for others.
- Make sure that both logical reasons and personal or social values have been considered.

Many factors influence your style of managing change, including your results on the ten facets below. Review the facets and tips for enhancing your response to change. Recognize that not all of them may be relevant; focus on those that are.

YOUR FACET RESULT	CHANGE MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive–Contained <i>midzone</i>	Let others know some of your views about the change but keep some to yourself.	Be sensitive to your need to share or withhold your views in a particular circumstance, and act accordingly.
Intimate	Discuss the changes and their impact on you only with those closest to you.	Consider sharing your views with selected people outside your intimate circle.
Concrete	May get stuck on some aspects of change and ignore others.	Ask someone you respect to help you move from the facts and details to reasonable possibilities.
Realistic	Focus on the commonsense aspects of the change.	Realize that commonsense outcomes may not be immediately apparent.
Experiential	Want to see an example of how the change will work.	Accept that the impact of some changes can't be demonstrated in advance.
Traditional	Hope that many of the established ways of doing things will continue.	Accept that some changes are necessary and may promote continuity in the long run.
Tough	Will actively embrace or resist change, depending on whether you agree with it.	Step back and consider whether your stance will really get you what you want in the long run.
Systematic	Are aware of what can go wrong and don't understand when others don't care about the same obstacles.	Have your contingencies in place but don't overemphasize them.
Planful	Plan as far in advance as possible for the changes.	Allow for the unexpected in your long-range plan—it will happen!
Methodical	Want to have details of the many steps necessary to implement the changes.	Know that circumstances may require carefully developed steps to be changed in the moment.

Applying Step II™ Results to Making Decisions

Effective decision making requires using all four Step I processes in a specific order: Sensing first to get the facts, Intuition next to identify possibilities, Thinking third to consider logical consequences, Feeling last to know what's important. The Step II facets give us specific ways to access these processes. Below are questions associated with the relevant facets. The facet poles you prefer are in blue italic and thus are the ones you are more likely to consider. If you are in the midzone, neither pole is highlighted.

SENSING 	INTUITION 
<i>Concrete:</i> What do we know? How do we know it?	Abstract: What else could this mean?
<i>Realistic:</i> What are the real costs?	Imaginative: What else can we come up with?
<i>Practical:</i> Will it work?	Conceptual: Are there other interesting ideas?
<i>Experiential:</i> Can you show me how it works?	Theoretical: How is it all interconnected?
<i>Traditional:</i> Does anything really need changing?	Original: What's a different way to do this?
THINKING 	FEELING 
<i>Logical:</i> What are the pros and cons?	Empathetic: What's really important?
<i>Reasonable:</i> What are the logical consequences?	Compassionate: What impact will this have on people?
<i>Questioning:</i> But what about...?	Accommodating: How can we get more people to agree?
<i>Critical:</i> What's wrong with this?	Accepting: What's right with this?
<i>Tough:</i> Why aren't we following through now?	Tender: What about the people who will be hurt?

Six different ways of evaluating information, called decision-making styles, have been identified based on two facets of the Thinking–Feeling preference pair: Logical–Empathetic and Reasonable–Compassionate.

Your style is **Logical and Reasonable. This style means that you likely**

- Trust your Thinking preference and readily make decisions based on logical analysis of data.
- Recognize the impact of your decisions on people and relationships but see that as secondary.
- Focus on accuracy to achieve a good decision.
- Are seen as precise, objective, and confident.
- Are sometimes seen as inflexible.
- See some conflicts as “win-lose” situations and then become competitive.

TIPS

In individual problem solving, start by asking *all* the questions (in S-N-T-F order) in the chart above.

- Pay careful attention to the answers. The questions that are not in blue may be key since they represent perspectives you are less likely to consider.
- Asking the questions associated with the less preferred parts of your personality may help balance your decision-making style.

In group problem solving, actively seek out people with different views. Ask for their concerns and perspectives.

- Do a final check to make sure that all the questions above have been asked and that different decision-making styles are included.
- If you are missing a perspective, make extra efforts to consider what it might add.

How the Parts of Your Personality Work Together

The way people take in information (Sensing or Intuition) and make decisions (Thinking or Feeling) is at the core of personality type. The middle letters of your ISTJ type, Sensing (S) and Thinking (T), show your favorite ways of doing these two things.

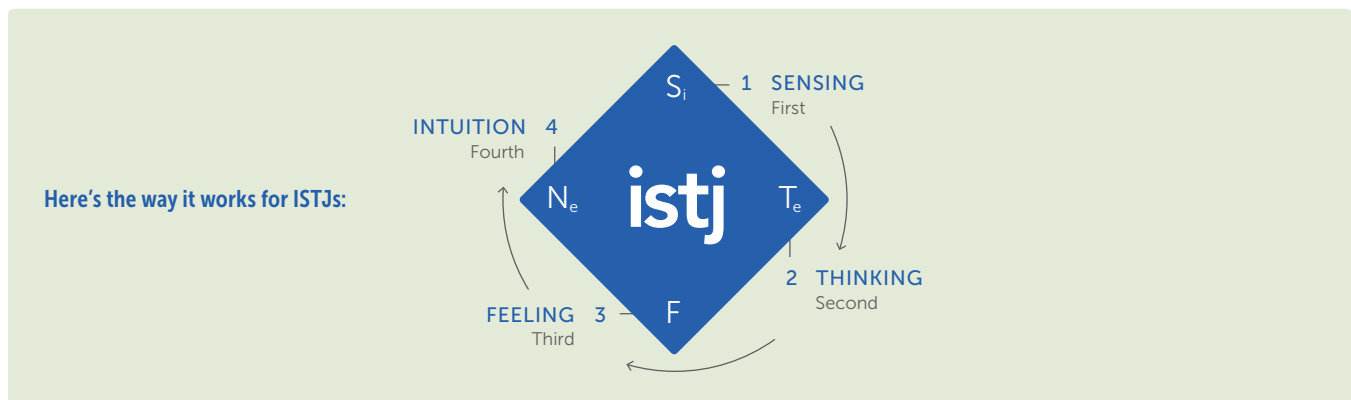
The first letter of your type, E or I, shows *where* you like to use your favorite processes—in the outer, extraverted world of people and things (e) or the inner, introverted world of ideas and impressions (i). Extraverts like to use their favorite (first) process mostly in the outer (e) world and for balance use their second process in their inner (i) world. Introverts use their favorite (first) process in their inner (i) world and for balance use their second process in the outer (e) world.

The Favorite Processes of an ISTJ

- Sensing (S) is your favorite process and is used mostly in the introverted (i) world to consider the facts and details you have stored in your head. This is shown in the graphic as **S_i**.
- Thinking (T) is your second process. To provide balance, it is used mostly in the extraverted (e) world to communicate your structured, logical decisions to others, shown in the graphic as **T_e**.

Your Less Favored Processes

Your fourth, least favored process, Intuition (N), is opposite to your favorite process, Sensing, and is used mostly in the opposite, extraverted (e) world, shown in the graphic as **N_e**. Your third process, Feeling (F), is used in either world, so no “i” or “e” is attached to it in the graphic. Particular situations may require you to use these less preferred processes, but doing so may make you feel awkward, tired, and/or frustrated.



Stress and Your Processes

Each type tends to experience and react to stress in predictable ways. As an ISTJ, you may first exaggerate your favorite process, Sensing, by becoming overly focused on details. Then as your stress continues or increases, negative versions of your least favored process, Intuition, may take over, so you worry a lot about unlikely, terrible outcomes.

To bring back some balance and return to being yourself, try the following:

- Stop what you are doing and take a break from the activity or situation that is stressful.
- Recall similar past experiences and what helped bring you back to your usual self.
- Consider what's important to you and others and look for a logical path forward.



Using Your Type Effectively

ISTJs' preference for Sensing and Thinking makes them mostly interested in

- Acquiring and using facts and experiences.
- Reaching logical conclusions about them.

They typically devote little energy to the less preferred parts of their personality, Intuition and Feeling. These parts may remain inexperienced and be less available for use in situations where they might be helpful.

As an ISTJ,

- If you rely too much on your Sensing, you are likely to miss the big picture, other meanings of the information, and new possibilities.
- If you make judgments or decisions exclusively using Thinking, you may neglect to compliment people when you should and fail to notice the impact of your decisions on others.

Your personality type is likely to develop in a natural way over your lifetime. As you get older, you may become interested in using the less familiar parts of your personality. In midlife or later, you may find yourself devoting more time to things that were not very appealing when you were younger. For example, you may find greater pleasure in considering new ways of doing things and in personal relationships.

How the Facets Can Help You Be More Effective

Sometimes a particular situation calls for using a less preferred part of your personality. Your facet results can make it easier for you to temporarily adopt a less natural approach. Begin by identifying which facets are relevant and which poles are more appropriate to use.

- If you are *out-of-preference* on one or more of the relevant facets, make sure to focus on using approaches and behaviors related to those out-of-preference facets.
- If you are in the *midzone*, decide which pole is more appropriate for the situation at hand and make sure you use approaches and behaviors related to that pole.
- If you are *in-preference*, ask someone at the opposite facet pole for help in using that approach or read a description of that pole to get clues for modifying your behavior. Once you have a good approach, resist shifting back into your comfort zone.

Here are two examples of how to apply these suggestions.

- If you are in a situation where your natural way of taking in information (Sensing) may not be appropriate, try to modify your Concrete approach (an in-preference result) by considering the meanings and implications of your factual information (Abstract).
- If you are in a situation where you might need to adapt your way of getting things done (Judging), try to modify your Scheduled approach to accomplishing tasks (an in-preference result) by asking yourself if staying open to unexpected events (Spontaneous) might lead to better results in this particular situation.

YOUR STEP II™
INDIVIDUALIZED TYPE

In-Preference

istj

Integrating Step I™ and Step II™ Information

Your Step II individualized type combines your four-letter Step I type and your Step II facet results as shown on the left. If you have one or more facet poles that are out-of-preference, their names will appear before your four-letter type. If you have no facets that are out-of-preference, you will be described as an “in-preference” type. Midzone results are not included in your individualized type name; however, they are helpful in identifying ways in which you are unique for your four-letter type.

If, after reading all the information in this report, you don't think you have been accurately described, perhaps a different four-letter type or some variation on the facets will fit you better.

To help you figure out your type,

- Focus on any type letters you thought were incorrect or any preference pairs on which you had some midzone or out-of-preference facet results.
- Read the type description for the type you would be if the letter or letters you question were the opposite preference.
- Consult your MBTI interpreter for suggestions.
- Observe yourself and ask others how they see you.

Using Type to Gain Further Understanding

Knowledge of type can enrich your life in several ways. It can help you

- *Better understand yourself.* Knowing your own type helps you understand the assets and challenges of your typical reactions.
- *Understand others.* Knowing about type helps you recognize that other people may be different. It can enable you to see those differences as useful and broadening, rather than annoying and restricting.
- *Gain perspective.* Seeing yourself and others in the context of type can help you appreciate the validity of other points of view. You can then avoid getting stuck in believing your way is the only way. No perspective is always right or always wrong.

Reading about type and observing yourself and others from the standpoint of type will enhance your understanding of personality differences and encourage constructive use of those differences.

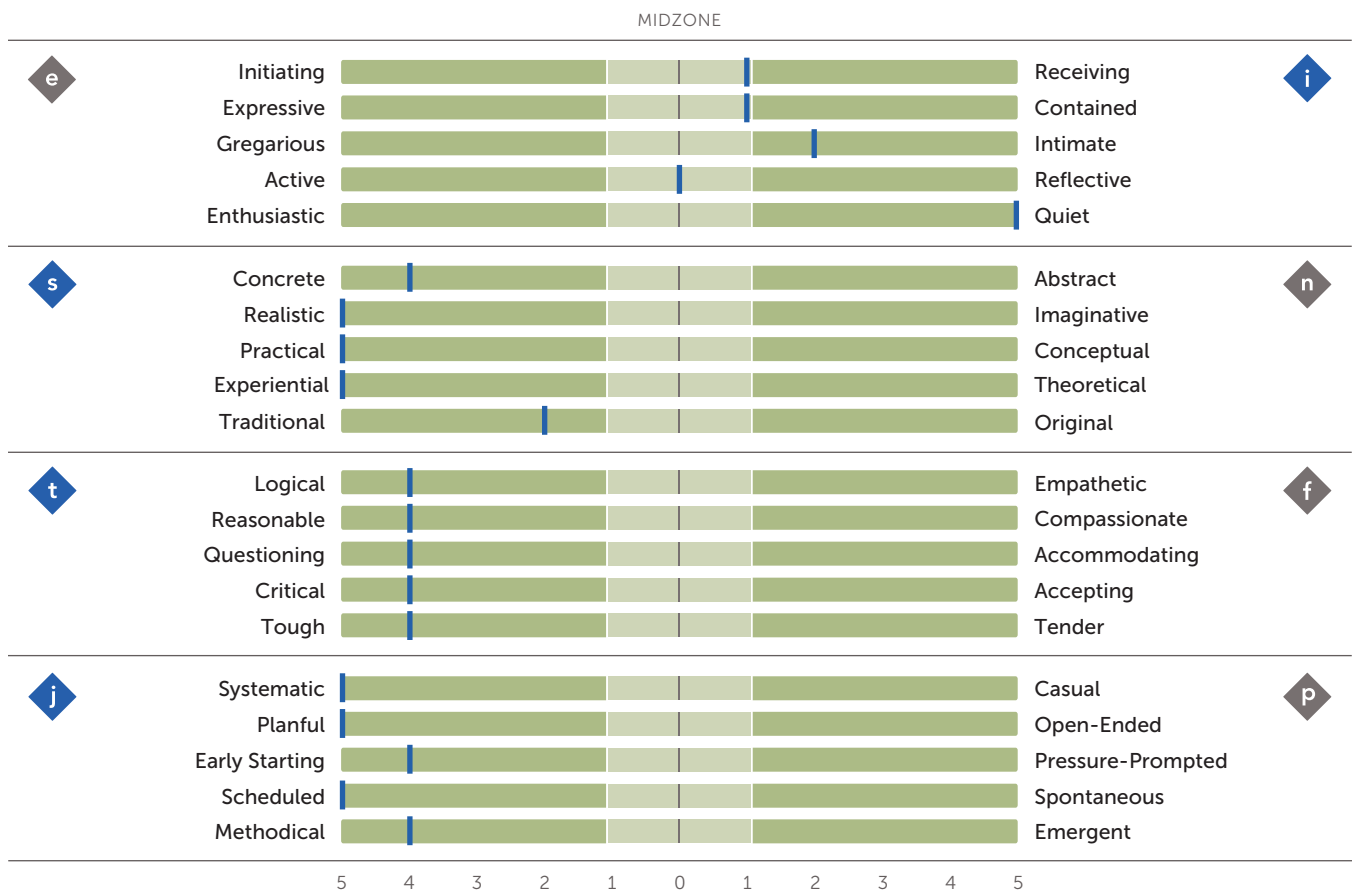


Overview of Your Results

Your Four-Letter Type from the Step I™ Assessment: ISTJ

ISTJs tend to be serious, quiet, thorough, and dependable. They see to it that everything is well organized and accurate. They are practical, orderly, matter-of-fact, logical, and realistic. ISTJs take responsibility, notice what needs to be done, and follow through steadily, regardless of protests or distractions.

YOUR RESULTS ON THE 20 FACETS FROM THE STEP II™ ASSESSMENT



YOUR STEP II™ INDIVIDUALIZED TYPE

In-Preference ISTJ



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

J. SAMPLE

ISTJ

Interpreter's Summary Based on Reported Type

REPORTED TYPE: ISTJ

PROBABILITY FOR EACH REPORTED PREFERENCE

Introversion: Very Likely (92)

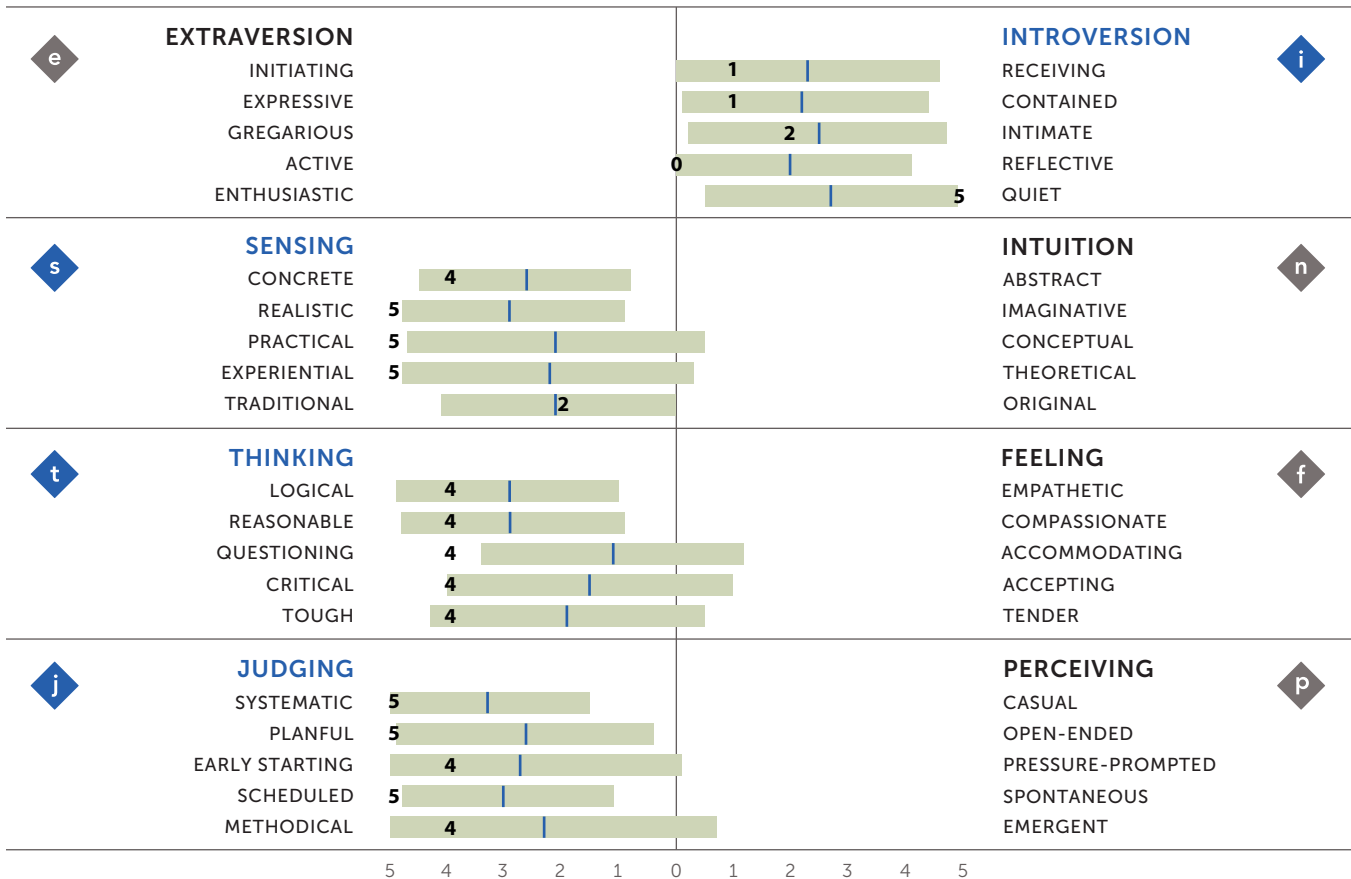
Sensing: Very Likely (99)

Thinking: Very Likely (97)

Judging: Very Likely (94)

FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ISTJS

The bars on the graph below show the average range of scores that occurred for the ISTJs in the global sample. The bars show scores that are 1 standard deviation above and below the mean. The vertical line in each bar shows the mean score for ISTJs. The bold numbers show the respondent's scores.



Polarity Index: 79

The polarity index, which ranges from 0 to 100, shows the consistency with which a respondent scores toward the poles of the 20 facets, regardless of which pole it is. Most adults score between 50 and 65, although higher indexes are common. An index below 45 means that the respondent has many scores in or near the midzone. This may be due to mature situational use, answering the questions randomly, or lack of self-knowledge. Some such profiles may be invalid.

Number of Omitted Responses: 0



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