



Myers-Briggs Type Indicator® Decision-Making Style Report

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Report prepared for

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June 17, 2026



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Introduction

This report is an informative guide to help you become aware of the impact of your personality preferences on your decision-making style. It is based on your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment, a self-awareness tool built on the theories of Swiss psychologist Carl Gustav Jung by an American mother-and-daughter team, Katharine Cook Briggs and Isabel Briggs Myers. With more than 60 years of research and development supporting its reliability and validity, the MBTI tool has helped millions worldwide develop a deeper understanding of themselves and others through an investigation of what they prefer, or their personality preferences.

This Report Can Help You

- Understand your results on the MBTI assessment
- Discover how your personality preferences influence your decision-making style
- Learn about and appreciate your natural decision-making style
- Acquire strategies to make both your individual and group decision making more successful

It is important to remember that all personality types and decision-making styles are equally valuable. No one type can be characterized as the best decision maker. Type is about what you prefer, not what your capabilities are, and therefore it should not be used to label or limit your decision-making potential. Indeed, it is meant to open up opportunities for growth and development. The MBTI tool can help you better understand yourself and those around you, but it should not be used to explain, excuse, or interpret every aspect of personality or decision making. During decision making you and others may be influenced by issues unrelated to type or preferences—issues concerning family, work environment, or cultural identity, among others. Approach the material in this report with this knowledge in mind.

How Your MBTI® Decision-Making Style Report Is Organized

- Summary of Your MBTI® Results
- Your Preferences and Decision Making
- Your Decision-Making Style
- Type Dynamics and Decision Making
- Decision Making Through Four Type Lenses
- Tips and Action Steps



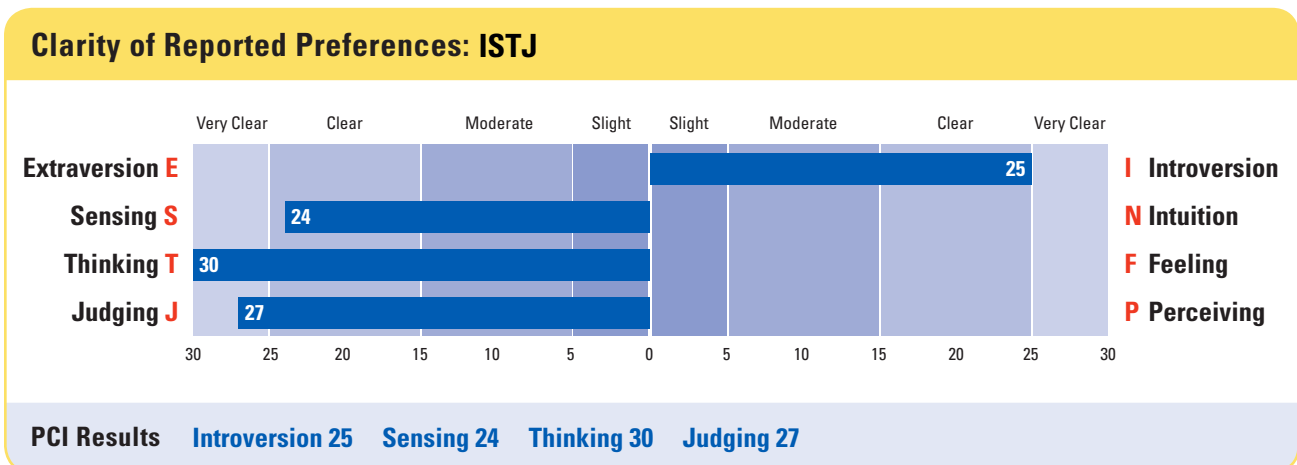
Summary of Your MBTI® Results

The MBTI instrument assesses preferences for how you tend to focus your attention, take in and process information, evaluate information, and deal with the outer world. The preferences combine and interact to form your MBTI type. The chart below summarizes these preferences and highlights your results on each preference pair.

Reported Type: ISTJ

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

Your preference clarity index (pci) for each preference pair, which indicates how consistently you chose one preference over its opposite when responding to the MBTI assessment, is shown below.



Remember, you are in the best position to assess the fit of your reported MBTI type. If your results do not seem right for you, work with your type professional to determine the MBTI type that fits you best.



Your Preferences and Decision Making

Each preference within your personality type has an effect on your decision-making style. The chart below highlights your preferences—I, S, T, and J—and will help you better understand your decision-making style, preference by preference, as well as appreciate how your style may differ from that of others.

MBTI® Preferences and Your Decision-Making Style

People who prefer Extraversion are more likely to

- Want to talk it through first
- Respond in an energetic way
- Start with external data
- Crave breadth
- Consider impact on environment first
- Share thoughts and feelings freely

People who prefer **INTROVERSION** are more likely to

- **Want to think it through first**
- **Respond in a measured way**
- **Start with internal data**
- **Crave depth**
- **Consider impact on self first**
- **Share thoughts and feelings carefully**

People who prefer **SENSING** are more likely to

- **Want to consider reality first**
- **Desire concrete data**
- **Look for facts and details**
- **Value past precedents**
- **Focus on the present**
- **Consider information sequentially**

People who prefer Intuition are more likely to

- Want to consider possibilities first
- Desire conceptual data
- Look for meanings and associations
- Value novelty
- Anticipate the future
- Jump from idea to idea

People who prefer **THINKING** are more likely to

- **Want an explanation**
- **Start with logic**
- **Examine consequences for structures and principles**
- **Seek to be just**
- **Respond objectively**
- **Challenge first**

People who prefer Feeling are more likely to

- Want a motivation
- Start with values
- Examine consequences for relationships and people
- Seek to be caring
- Respond personally
- Accept first

People who prefer **JUDGING** are more likely to

- **Want a decision now**
- **Expect to make progress**
- **Invite closure**
- **Demonstrate commitment to the agreed-on solution**
- **Feel discomfort until a decision is made**
- **Desire certainty**

People who prefer Perceiving are more likely to

- Want to postpone a decision
- Expect time to process
- Invite new information
- Stay open to changing the solution
- Feel discomfort rejecting decision options
- Desire flexibility



Your Decision-Making Style: ISTJ

ISTJ Snapshot

Thorough, hardworking, and responsible, ISTJs work well within traditional structures, following standard procedures and keeping track of facts and details. They clarify responsibilities and roles, seek to maintain what is efficient and useful, and follow through on their commitments.*

During decision making ISTJs typically want to know, “What is the most traditional choice?”

Your Decision-Making Strengths

- Investigating decision-making opportunities in a structured, sequential fashion
- Advocating for decision-making approaches that preserve the status quo
- Testing decision options against your storehouse of knowledge
- Offering decision options that are clear and detailed
- Pointing out tangible costs that are likely to arise from a decision
- Making decisions that involve incremental rather than monumental change
- Assuming responsibility and being accountable for getting the necessary work done
- Following the implementation plan in a no-nonsense fashion
- Assessing the practicality, efficiency, and logic of decision outcomes
- Identifying where methods or decisions deviated from accepted practice

Potential Challenges During Decision Making

- Being overwhelmed by a desire to see all the particulars of decision-making opportunities
- Reliving the past so distinctly that you cannot conceive of things being different
- Expecting that everything and everyone can be classified or structured
- Being restricted by seeing options in absolute terms—all right or all wrong
- Focusing on efficiency at the expense of pleasing people
- Eliminating options because they require novel actions or new behaviors
- Neglecting to delegate or missing the opportunity to get others involved
- Feeling frustrated when noncompliance with the implementation plan appears to be acceptable
- Failing to examine the emotional consequences of a decision outcome
- Being too pessimistic about outcomes, seeing small issues as proof of worst-case scenarios



Suggestions for Enhancing Your Decision Making

- Establish goals to help determine which details warrant attention
- Realize that planning for success is as important as preparing for failure
- Recognize that it may be most efficient to put some things aside to be determined later
- Appreciate that others may truly be uncertain when they fail to express a definite opinion
- Pay attention to all factors in a decision—money, time, energy, and people
- Remember to evaluate a decision on its merits, rather than reject it based on fear of the unknown
- Recognize that solo efforts may be less efficient than collaboration
- Realize that conformity and agreement are better won than imposed
- Remember that not all well-reasoned decisions have a positive impact on people
- Try looking at what has worked for the lessons that success offers



Type Dynamics and Decision Making: ISTJ

You can gain a deeper understanding of how your type preferences combine and interact by exploring what is known as *type dynamics*. Type dynamics tells us that for each type, two of the four functions—Sensing, Intuition, Thinking, and Feeling—are likely to be more developed and therefore called upon more frequently. For you, these two functions are #1 Sensing and #2 Thinking and appear as the middle two letters of your type code. The two functions that are *not* in your type code, #3 Feeling and #4 Intuition, are likely to be less developed and therefore called upon less frequently. Better decisions are more likely when you engage all four functions, even your less developed functions. During decision making, consider the questions below to help you make more comprehensive decisions.

As an ISTJ, your order of functions is: #1 Sensing #2 Thinking #3 Feeling #4 Intuition

1. When making a decision, you are most likely to consider questions related to #1 SENSING, your Dominant function:

- How can I take advantage of what is already working?
- What do I observe in the environment?
- What direct experience do I have?
- What existing knowledge can I apply?
- What is realistically possible?
- What is the customary and commonsense approach?

2. You are then likely to consider questions related to #2 THINKING:

- What is my logical analysis?
- What are the pros and cons?
- What reasons support my opinions?
- How can I take an objective approach?
- What is most rational?
- What is the bottom line?

3. You are less likely to consider questions related to #3 FEELING:

- What is my personal appraisal?
- What are the emotional impacts?
- What values support my opinions?
- How can I take a meaningful approach?
- What is most inclusive?
- What is best for people?

4. You are least likely to consider questions related to #4 INTUITION:

- How can I generalize from what I know?
- What patterns do I see?
- What theories might be applicable?
- What new knowledge can I obtain?
- What is ideally possible?
- What is the creative and innovative approach?



Decision Making Through Four Type Lenses

Just as type dynamics provides further insight into how you approach decision making, so do type lenses, which highlight different combinations of the preferences. Four type lenses in particular—the Functions Lens, the Quadrants Lens, the Temperaments Lens, and the Dominants Lens—supply useful frameworks for understanding decision making. These MBTI lenses help you see behavior patterns and offer additional insight into your decision-making style and how it differs from others.

Your Function Pair: ST—Practical and Matter of Fact

ST Demonstrate efficiency

SF Demonstrate kindness

NF Demonstrate creativity

NT Demonstrate competence

As an ST, you are likely to

- Weigh options in terms of the bottom line
- Craft decisions that reinforce utility
- Want your experience to be acknowledged
- Communicate decisions by describing practical applications

Your Quadrant: IS—Reflective and Practical

IS Preservation is vital

IN Imagination is vital

ES Action is vital

EN Innovation is vital

As an IS, you are likely to

- Like decisions that respect routines and traditions
- Focus on what links the past and the present
- Feel stressed by decisions that demand change for change's sake
- Take care to find a practical decision—every decision should be grounded in common sense

Your Temperament: SJ—Responsible and Loyal

SJ Make it work

SP Make it fun

NF Make it meaningful

NT Make it logical

As an SJ, you are likely to

- Be dependable when facing a decision
- Establish a traditional decision-making process to preserve stability
- Seek decisions that produce organized and constructive outcomes
- Show responsibility—monitor and supervise to support a decision

Your Dominant: Sensing—Realistic and Down to Earth

Sensing Dominant Give me facts

Intuitive Dominant Give me possibilities

Thinking Dominant Give me reasons

Feeling Dominant Give me purpose

As a Sensing Dominant, you are likely to

- Need to understand how a decision corresponds with reality
- Seek decisions that address immediate concerns
- Worry that details will be overlooked
- Want to be seen as a pragmatic decision maker



Tips and Action Steps: ISTJ

If you feel stuck during decision making, get back on track by asking yourself:

- If I didn't have to maintain standard procedures, how would I decide?
- Am I worrying too much over this decision? Is there a way to look at things in a more optimistic light?
- Who can help me explore whether a decision will be supportive of those involved?
- Is this decision innovative as well as useful?

Others can help you during decision making by:

- Devising uniform standards to systematize decision strategies
- Sharing prior successes and the specifics that made them possible
- Exploring trends and patterns based on measurable, observable data
- Sharing points of view in plain language
- Relating people issues to their impact on the bottom line
- Being willing to acknowledge that change may not be possible or even desirable
- Offering tangible help to make the decision a reality
- Seeing decisions as promises to be kept and guarantees of action
- Discussing emotions and feelings related to decision outcomes in a calm manner
- Providing concrete suggestions for how to strengthen or improve standard procedures

Expand your decision-making repertoire by challenging yourself to grow and stretch. When communicating with others, practice using an unstructured, dynamic style:

- Off the top of my head, I think . . .
- Let's play around with this idea and see where it leads . . .
- What seems most exciting to you about this . . .

Try using these four preferences, which may be less familiar:

- E** Share thoughts and feelings as they arise
- N** Look at inferences and future possibilities
- F** Consider the interpersonal consequences
- P** Adjust to circumstances as they unfold

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and improve how they communicate, learn, and work with others. Visit www.cpp.com to discover practical tools for lifetime learning and development.

