

# MYERS-BRIGGS TYPE INDICATOR® | STEP I™ PERSONAL IMPACT REPORT

Prepared for  
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## About Your Report

**Your MBTI® Personal Impact Report is designed to help you make use of your MBTI results so that you can better understand yourself and others and improve the interactions in your daily life and work.**

The MBTI assessment is based on the work of Carl Jung and was developed by Isabel Briggs Myers and Katharine Briggs to identify 16 different personality types that help explain differences in how people take in information and make decisions about it. Your report will show you how your personality type is distinct from other types and how it influences the way you perceive, communicate, and interact.

### This Report Can Help You

- Improve communication and teamwork as you gain awareness of the personality differences you see in others
- Work more effectively with those who may approach problems and decisions very differently than you do
- Navigate your work and personal relationships with more insight and effectiveness
- Understand your preferences for learning and work environments and the activities and work you most enjoy doing
- More successfully manage the everyday conflicts and stresses that work and life may bring

As you read your report, bear in mind that personality type is a nonjudgmental system that looks at the strengths and gifts of individuals. All preferences and personality types are equally valuable and useful. Based on decades of research and development, the MBTI assessment is the world's most widely and universally used tool for understanding normal, healthy personality differences among people everywhere, opening up opportunities for growth and development.



## What Are Preferences?

The MBTI assessment reports your preferences on four aspects of personality expressed as pairs of opposites. Try this exercise to get a sense of what Jung and Myers meant by *preferences*.

<p>First, sign your name below as you usually do.</p> <div style="border: 1px solid black; height: 30px; width: 100%; margin-top: 10px;"></div>	<p>Now, sign your name again, but this time use your other hand.</p> <div style="border: 1px solid black; height: 30px; width: 100%; margin-top: 10px;"></div>
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What was it like writing your name the first time with your preferred hand? How does this compare to the second time? Most people who try this immediately notice some major differences.

<b>Preferred Hand</b>	<b>Nonpreferred Hand</b>
<ul style="list-style-type: none"> <li>Feels natural</li> <li>Don't have to think about it</li> <li>Seems effortless, easy</li> <li>Looks neat, legible, adult</li> </ul>	<ul style="list-style-type: none"> <li>Feels unnatural</li> <li>Have to concentrate</li> <li>Seems awkward, clumsy</li> <li>Looks childlike</li> </ul>

This exercise demonstrates the idea of preferences in the MBTI assessment. You can use either one of your hands when you have to, and you use both of them regularly. But when writing, you favor one of your hands over the other, and it feels natural and competent. You can develop skill in writing with your opposite, nonpreferred hand, but imagine how hard it would be if you had to write with it all day.

Similarly, you're naturally inclined to favor one of the two opposites in each of the four preference pairs. You use both opposites at different times, but not both at once and not with the same confidence. When you use your preferences, you are generally at your best and feel most competent, natural, and energetic.

### THE FOUR MYERS-BRIGGS® PREFERENCE PAIRS

EXTRAVERSION	<b>e</b>	or	<b>i</b>	INTROVERSION	Opposite ways to <b>direct and receive energy</b>
SENSING	<b>s</b>	or	<b>n</b>	INTUITION	Opposite ways to <b>take in information</b>
THINKING	<b>t</b>	or	<b>f</b>	FEELING	Opposite ways to <b>decide and come to conclusions</b>
JUDGING	<b>j</b>	or	<b>p</b>	PERCEIVING	Opposite ways to <b>approach the outside world</b>

Your Myers-Briggs personality type represents your natural preferences in the four aspects of personality described, which account for the natural differences between people. People tend to develop behaviors, skills, and attitudes associated with their type, and individuals with types different from yours will likely be opposite to you in many ways. *There is no right or wrong to these preferences.* Each identifies normal and valuable human behaviors, and each type has its own potential strengths, as well as its likely blind spots.



## The MBTI® Preferences

In the following tables, highlight the element in each preference pair that best describes your natural way of doing things—the way you are outside of any roles you might play in life, when you are just being yourself.

### THE E–I PREFERENCE PAIR | How do you direct and receive energy?

e	EXTRAVERSION	i	INTROVERSION
<p>People who prefer Extraversion like to focus on the outside world. They direct their energy and attention outward and get energized by interacting with people and taking action.</p>		<p>People who prefer Introversion like to focus on their own inner world. They direct their energy and attention inward and are energized by reflecting on their own and others’ ideas, memories, and experiences.</p>	
<p><b>Characteristics associated with people who prefer Extraversion:</b></p>		<p><b>Characteristics associated with people who prefer Introversion:</b></p>	
<p>Drawn to the outside world</p>		<p>Drawn to their inner world</p>	
<p>Prefer to communicate by talking</p>		<p>Prefer to communicate in writing</p>	
<p>Work out ideas by talking them through</p>		<p>Work out ideas by reflecting on them</p>	
<p>Learn best through doing or discussing</p>		<p>Learn best by reflection, mental “practice”</p>	
<p>Have broad interests</p>		<p>Focus in depth on a few interests</p>	
<p>Tend to be sociable and expressive</p>		<p>Tend to be private and contained</p>	
<p>Readily take initiative in work and relationships</p>		<p>Take initiative selectively—when the situation or issue is very important to them</p>	

### THE S–N PREFERENCE PAIR | How do you take in information?

s	SENSING	n	INTUITION
<p>People who prefer Sensing like to take in information that is real and tangible—what they perceive using the five senses. They pay close attention to what is going on around them and are especially attuned to practical realities.</p>		<p>People who prefer Intuition like to take in information by seeing the big picture, focusing on the relationships and connections between facts. They look for patterns and are especially attuned to seeing new possibilities.</p>	
<p><b>Characteristics associated with people who prefer Sensing:</b></p>		<p><b>Characteristics associated with people who prefer Intuition:</b></p>	
<p>Oriented to present realities</p>		<p>Oriented to future possibilities</p>	
<p>Factual and concrete</p>		<p>Imaginative and verbally creative</p>	
<p>Focus on what is real and actual</p>		<p>Focus on the patterns and meanings in data</p>	
<p>Observe and remember specifics</p>		<p>Remember specifics when they relate to a pattern</p>	
<p>Build carefully and thoroughly toward conclusions</p>		<p>Move quickly to conclusions, follow hunches</p>	
<p>Understand ideas and theories through practical applications</p>		<p>Want to clarify ideas and theories before putting them into practice</p>	
<p>Trust experience</p>		<p>Trust inspiration</p>	



**THE T–F PREFERENCE PAIR | How do you decide and come to conclusions?**

**t THINKING**

People who prefer Thinking like to decide things by looking at the logical consequences of their choice or action. They want to mentally remove themselves from the situation so they can examine the pros and cons objectively. They enjoy analyzing what’s wrong with something so they can solve the problem. Their goal is to find a standard or principle that will apply in all similar situations.

**Characteristics associated with people who prefer Thinking:**

- Analytical
- Use cause-and-effect reasoning
- Solve problems with logic
- Strive for an objective standard of truth
- Reasonable
- Can be “tough-minded”
- Fair—want everyone treated equally

**f FEELING**

People who prefer Feeling like to decide things by considering what’s important to them and to others involved. They mentally insert themselves into the situation to identify with everyone so they can make decisions that honor people. They enjoy appreciating and supporting others and look for qualities to praise. Their goal is to create harmony and treat each person as a unique individual.

**Characteristics associated with people who prefer Feeling:**

- Guided by personal and social values
- Assess impacts of decisions on people
- Strive for understanding, harmony, and positive interactions
- Compassionate
- May appear “tenderhearted”
- Fair—want everyone treated as an individual

**THE J–P PREFERENCE PAIR | How do you approach the outside world?**

**j JUDGING**

People who prefer Judging like to live in a planned, orderly way. They want to make decisions, come to closure, and move on. Their lives tend to be structured and organized, and they like to have things settled. Sticking to a plan and schedule is very important to them, and they enjoy getting things done.

**Characteristics associated with people who prefer Judging:**

- Scheduled
- Organize their lives
- Systematic
- Methodical
- Make short- and long-term plans
- Like to have things decided
- Try to avoid last-minute stress

**p PERCEIVING**

People who prefer Perceiving like to live in a flexible, spontaneous way, and want to experience and understand life rather than control it. Detailed plans and final decisions feel confining to them; they prefer to stay open to new information and last-minute options. They enjoy being resourceful in adapting to the opportunities and demands of the moment.

**Characteristics associated with people who prefer Perceiving:**

- Spontaneous
- Flexible
- Casual
- Open-ended
- Adapt, change course
- Like things loose and open to change
- Find last-minute pressures energizing

## What Is Your Type?

The first step in figuring out which Myers-Briggs type fits you best is to put together the preferences you chose as you were listening to an explanation or reading about the preferences in this report.

The MBTI assessment uses letters to represent the preferences, so you can estimate your type by combining the letters next to the preferences you highlighted. For example, suppose you highlighted the letters I, S, T, and J.

### ISTJ = People who tend to...

- i** Pay attention to and get energized by their inner world

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- s** Like information that is real and tangible

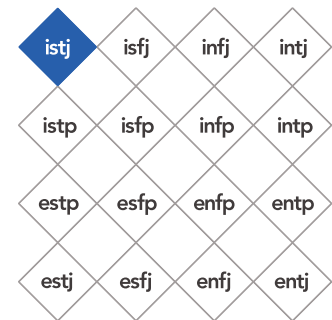
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- t** Use logical analysis in decision making

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- j** Like a structured and planned life

---

A person with opposite preferences on all four preference pairs would have highlighted the letters E, N, F, and P.

### ENFP = People who tend to...

- e** Pay attention to and get energized by the outside world of people and activity

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- n** Like to see patterns and connections, the big picture

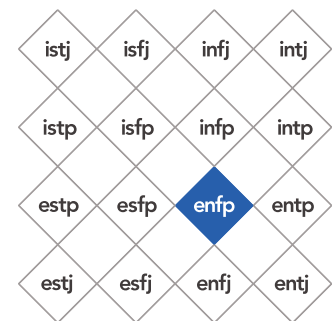
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- f** Use personal and social values in decision making

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- p** Like a flexible, adaptable life

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There are 16 possible combinations of the MBTI preferences, leading to 16 different personality types.

**First hypothesis:** Your self-estimate of type based on listening or reading:

**Second hypothesis:** Your MBTI results report the preferences you chose when you completed the assessment. This is called your *reported type*.

Your reported type on the MBTI assessment:



## Your Myers-Briggs® Personality Type

Your answers to the questions on the MBTI assessment show which preference in each of the four pairs of opposites you prefer.

Your reported Myers-Briggs personality type  
**ISTJ**

Your preferences  
**Introversion | Sensing | Thinking | Judging**

### THE WAY YOU DIRECT AND RECEIVE ENERGY

#### Extraversion

People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.



#### Introversion

People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

### THE WAY YOU TAKE IN INFORMATION

#### Sensing

People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.



#### Intuition

People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

### THE WAY YOU DECIDE AND COME TO CONCLUSIONS

#### Thinking

People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.



#### Feeling

People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

### THE WAY YOU APPROACH THE OUTSIDE WORLD

#### Judging

People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.



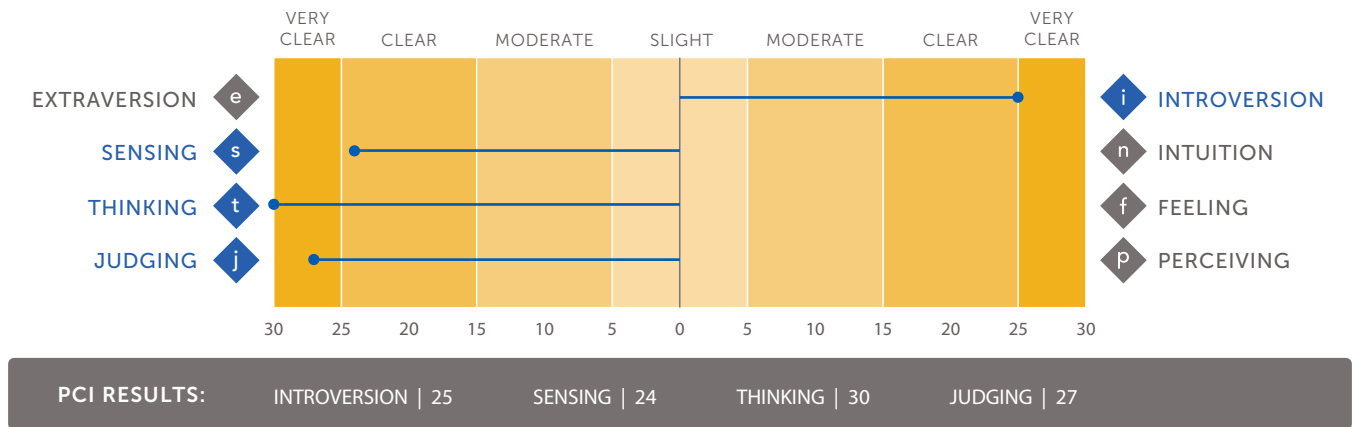
#### Perceiving

People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.



Your MBTI responses also provide a picture of how clearly or consistently you chose your preference in each pair of opposites. This *preference clarity index* (pci) is indicated in the graph below. A longer line suggests that you are quite sure about a preference; a shorter line means that you are less sure about whether that preference truly describes you. Your preference clarity does not indicate how well developed your preferences are or how well you use them.

## CLARITY OF YOUR PREFERENCES: ISTJ



Because a variety of influences, such as work responsibilities, family demands, and any number of other pressures, may have affected the way you answered the MBTI questions, the results you received may not entirely fit you. If that is the case, work with your Myers-Briggs practitioner, who can assist you in finding the type that fits you best.



## Verifying Your Type

The MBTI assessment is one of the most reliable and valid personality tools available, but no assessment is perfect. Because of this, it is important that you verify your “best-fit” type—the four-letter combination that best describes your natural way of doing things. Your self-estimate and your reported type are considered hypotheses at this point—best guesses about your personality type—and they may not agree. Although most people agree with their MBTI results, it is not unusual for people’s self-estimated and reported types to differ on one or more of the preferences.

Your task now is to verify your “best-fit” type: the four-letter combination that best describes you. Read the Characteristics Frequently Associated with Each Type on the next page to confirm your choice, then write the corresponding type code in the space below.

Your Best-Fit Type

## Applying Your Myers-Briggs® Results to Enhance Your Personal Impact

The rest of this report presents information to help you understand the impact of your personality type in key areas of your life. It highlights the influence your type has on how you work, communicate, and interact; make decisions and lead others; and handle conflict, stress, and change. Throughout, the report suggests ways for you to develop and strengthen your awareness and effectiveness.



## CHARACTERISTICS FREQUENTLY ASSOCIATED WITH EACH TYPE

ISTJ	ISFJ	INFJ	INTJ
<p>Quiet, serious, succeed by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.</p>	<p>Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.</p>	<p>Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.</p>	<p>Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.</p>
ISTP	ISFP	INFP	INTP
<p>Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.</p>	<p>Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, don't force their opinions or values on others.</p>	<p>Idealistic, loyal to their values and to people who are important to them. Want to live a life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.</p>	<p>Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.</p>
ESTP	ESFP	ENFP	ENTP
<p>Flexible and tolerant, they take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.</p>	<p>Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.</p>	<p>Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.</p>	<p>Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.</p>
ESTJ	ESFJ	ENFJ	ENTJ
<p>Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.</p>	<p>Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.</p>	<p>Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.</p>	<p>Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.</p>



## Your Work Style

The descriptions presented below for your type relate to your work preferences and behaviors.

When reviewing this information, keep in mind that the MBTI assessment identifies preferences, not abilities or skills. There are no “good” or “bad” types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution.

### ISTJ WORK STYLE HIGHLIGHTS

<b>istj</b>	isfj	infj	intj
istp	isfp	infp	intp
estp	esfp	enfp	entp
estj	esfj	enfj	entj

**ISTJs are thorough, exacting, systematic, hardworking, and careful with detail. They enjoy working within organizations to improve procedures and processes, remaining loyal through both good and bad times.**

<b>Dependable</b>	<b>Organized</b>	<b>Reserved</b>
<b>Exacting</b>	<b>Practical</b>	<b>Sensible</b>
<b>Factual</b>	<b>Realistic</b>	<b>Steadfast</b>
<b>Logical</b>	<b>Reliable</b>	<b>Thorough</b>

### Contributions to the Organization

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

### Problem-Solving Approach

- Want to be thoroughly grounded in the facts analyzed in a logical framework
- May need to consider the impact on people and search for more possibilities and other meanings for optimal results



## Preferred Work Environments

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

## Preferred Learning Style

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

## Potential Pitfalls

- Overlooking the long-range implications in favor of day-to-day operations
- Neglecting interpersonal niceties
- Becoming rigid in your ways and thought of as inflexible and less open to innovation
- Expecting others to provide the same level of detail and to conform to the same operating procedures

## Suggestions for Developing Your Work Style

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



## Your Communication Style

**The information presented below for your type relates to how you generally tend to communicate.**

It is designed to help raise your awareness of your natural communication style and its impact on others so that you can develop strategies for communicating more effectively in your business and personal interactions.

### Communication Highlights

- Are straightforward, practical, logical, and efficient
- Are independent, self-sufficient, and self-reliant
- Focus on facts, details, and results
- Trust and remember information gained from experience
- Have in-depth knowledge and a wealth of specialized information

### At First Glance

- Are task oriented, independent, decisive, and matter-of-fact
- Take time to consider and weigh the information before deciding
- Hold firmly to your choice and maintain the status quo
- Are loyal, reliable, determined, persistent, and conscientious
- Implement decisions and follow through

### What You Want to Hear

- Exactly what is expected of you
- Clear feedback and step-by-step procedures
- Detailed facts and information relevant to your situation
- Specific information gained from experience
- Logical and factual evidence; accurate and organized

### When Expressing Yourself

- Are no-nonsense, practical, logical, and efficient
- Focus on the task at hand
- Are straightforward and centered on conclusions, results, and offering direction
- Give and expect others to follow exact directions
- Break complex information into small, detailed pieces



## Giving and Receiving Feedback

- Are direct and to the point
- Are clear and matter-of-fact
- Give specific, detailed information
- Have exacting, specific standards
- Spot flaws and give more corrective than positive feedback

Potential Blind Spots	Suggested Remedies
You may not consider the needs and situations of the people involved due to your intense focus on tasks.	Make a conscientious effort to develop rapport and connect with others to add balance to your practical, task-focused approach.
You may not realize how your feedback affects others, especially Feeling people.	Check how others are feeling and include positive feedback with the corrective feedback you give.
You may miss new ideas and possibilities due to a tendency to dismiss anything that sounds unproven or unreasonable.	Remain open-minded and listen without judgment to other perspectives. Link new information to what you already know.
You may reject anything that would disrupt what you have already decided and planned.	Don't be hesitant to try something new when someone suggests it. Develop patience for interruptions.
Your focus on factual information regarding what is occurring now may preclude you from seeing future trends and the bigger picture.	Summarize information and relate it to the bigger picture. Show patience when others ask for your input on defining and building new systems and processes.
You may feel uncomfortable when others share personal information and respond abruptly with a solution, not realizing your colleague's intent.	Remember that many people seek harmony and personal relationships with co-workers. Develop patience for the sharing of personal information. Listen empathetically without offering solutions.
You may not recognize conflicts at work or be prepared to express how you feel about difficult situations, thus making it harder to resolve conflicts.	Take time to deal with personal issues. Be willing to express your feelings and share your viewpoint. Avoid coming across as blunt, detached, or impersonal.

## Suggestions for Developing Your Communication Style

- Determine which of the blind spots above describe your behavior when communicating or interacting at work.
- Ask yourself whether any of these behaviors are hindering your performance. If yes, try the suggested remedies and ask someone you trust for feedback to chart your progress.



## Your Team Style

**Your MBTI results can help you better understand how you tend to work on a team and improve the quality of your team interactions.**

Use this information to gain insight into your strengths as a team member, your potential challenges, and how you might enhance your contributions to teams in various areas of your work and life.

### Your Team Member Strengths

- Bringing all the relevant facts to the team for discussion
- Ensuring that any proposed solutions are feasible
- Reminding the team of resource constraints
- Applying existing procedures so the team won't have to "reinvent the wheel"
- Keeping track of your commitments and following through
- Pointing out flaws and inconsistencies
- Reminding the team of what has and has not worked before
- Setting clear, tangible, realistic goals
- Developing detailed, methodical plans for implementation
- Setting realistic deadlines and milestones
- Devising ways for the team to measure progress and ensure accountability
- Clarifying roles so team members know what is expected

### Suggestions for Developing Your Team Contributions

- Determine which of these behaviors describe you and consider how they are working for you. How might you use those behaviors to help in a team context?
- Highlight in the list above those behaviors you use when on a team. Are any of your natural strengths not being brought to the team?
- Consider how your strengths can help the teams you serve on achieve their objective.



Potential Blind Spots	Suggested Remedies
May automatically reject new ideas from teammates just because they haven't been tried before	Use your problem-solving skills to analyze what resources would be necessary to make the new idea work; be willing to engage in trial and error
May fail to delegate, believing it is easier to just do everything yourself	Experiment with assigning a clear, tangible task and then determining what skills or information the person needs to succeed
May have difficulty negotiating win-win solutions	Take a course on negotiation so that you can broaden your negotiating style
May not establish broad networks of colleagues who can provide support and resources for your projects	Set a goal to meet and have a conversation with a certain number of new people over the next six months
May want to stick to your plan even if changes might result in improvement	Analyze the disadvantages of not changing your plan
May have difficulty seeing others' viewpoints	Listen carefully and then paraphrase the other's statement; ask the person if your understanding is correct and give him or her a chance to clarify

### Additional Suggestions for Developing Your Team Contributions

- Determine which of the blind spots in the chart describe your behavior when working as part of a team.
- Ask yourself whether any of these behaviors are hindering team performance. If yes, try the suggested remedies and ask a team member you trust for feedback to chart your progress.

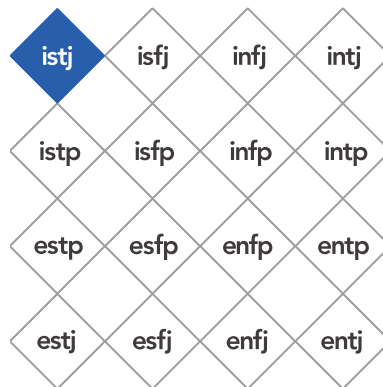


## Your Decision-Making Style

The information below is intended to help you see the impact of your personality preferences on your decision-making style.

It is important to remember that all personality types and decision-making styles are equally valuable and that no one type can be characterized as the best decision maker. Use this information to learn about and appreciate your natural style and acquire strategies to make both your individual and group decision making more successful and comprehensive.

### ISTJ DECISION-MAKING STYLE HIGHLIGHTS



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 Developing Your Decision-Making Style

- 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

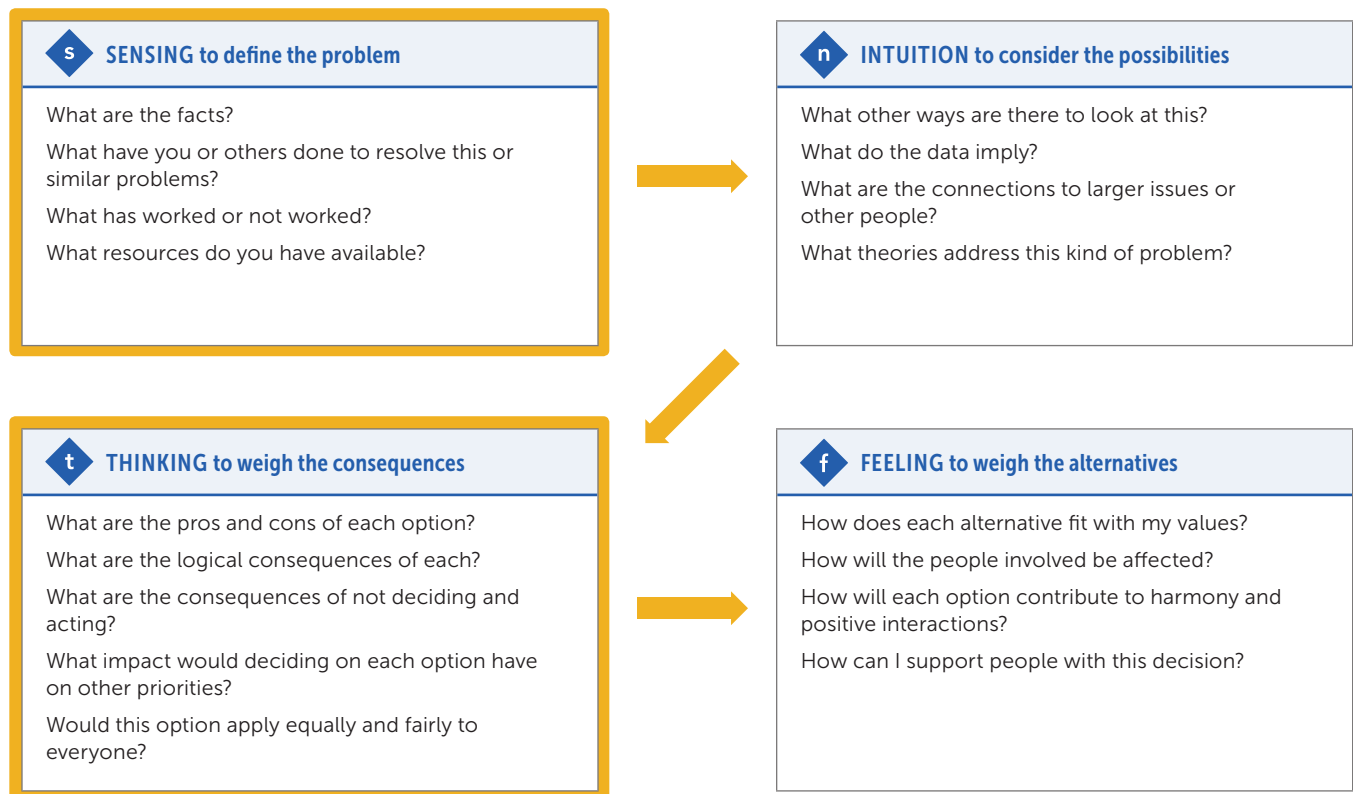
## Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. Sound decisions use both kinds of perception—Sensing and Intuition—in order to gather all useful information and both kinds of judgment—Thinking and Feeling—to ensure that all factors have been weighed. Because we naturally prefer one particular kind of perception and one kind of judgment, we are likely to focus on our preferred ways and overlook the positive contributions of our nonpreferred ways.

Isabel Briggs Myers believed that the best way to make a decision is to use all four of these preferences deliberately and in a specific order. This decision-making sequence is shown below.

- #1 Use **Sensing** to define the problem
- #2 Use **Intuition** to consider all the possibilities
- #3 Use **Thinking** to weigh the consequences of each course of action
- #4 Use **Feeling** to weigh the alternatives

Your preferences are highlighted in the graphic. Follow the steps, noting the important questions to ask at each stage. After completing the process, you should be able to make and act on a final decision. At an appropriate point after implementation, be sure to evaluate the results by reviewing your consideration of the facts, possibilities, impacts, and consequences.





## Your Leadership Style

The type information below is designed to help you see the impact of your personality preferences on your leadership style.

Assets and challenges characteristic of your MBTI type are presented, as well as suggestions you can use to stretch your development.

### SETTING DIRECTION

Assets	Challenges
Being able to recall and synthesize a good deal of data and past experiences to provide a base on which to build future goals	Having difficulty envisioning or acting on new ideas that are different from the status quo
Defining desired end points (goals) with clear metrics	Appearing unenthusiastic about others' ideas when considering and trying to integrate them
Focusing on priorities by communicating goals until others can remember them	Undervaluing your own vision of the future; yielding too much to others' input
Liking to plan ahead, providing clear and realistic objectives that can serve as milestones toward the goal	Hearing others' concerns as challenges, and reacting dogmatically

### INSPIRING OTHERS TO FOLLOW

Assets	Challenges
Valuing loyalty and rewarding it with inclusion	Undercommunicating how much you value being part of the organization, thereby seeming less engaged than you are
Describing past successes, which can increase others' confidence in a successful future	Having a strong inward focus when working on tasks, leading others to view you as unapproachable
Defining clear roles and deadlines so that others know what to do and by when, tracking progress to motivate engagement	Making quick judgments based on experience, discouraging others who want to brainstorm and appearing closed to new ideas
Demonstrating respect for other leaders and being comfortable with having the spotlight focused on others	Failing to identify what inspires others, whether it is the challenge of the task, the joy of being part of the team, or the sense of satisfaction in a job well done

### MOBILIZING ACCOMPLISHMENT OF GOALS

Assets	Challenges
Easily finding the most efficient and practical way to execute a task	Displaying supreme confidence in your facts and analysis, leaving others feeling that improvements or observations are unwelcome
Working diligently behind the scenes to support goal achievement	Seeing all the ways things can fail, discouraging others
Getting others focused on the results expected	Failing to notice interpersonal clues that suggest efforts may be stalled
Enjoying being depended on to get the work done, serving as a role model for others	Micromanaging others, inhibiting their skill development; may result in your getting stuck with more work to do



## Suggestions for Developing Your Leadership Style

- **Coaching.** Learn to coach others for their own development, rather than to accomplish a specific task.
- **Speaking up.** Insert your ideas and reactions into group discussions sooner. Your clarity and ability to synthesize perspectives may help the group progress faster.

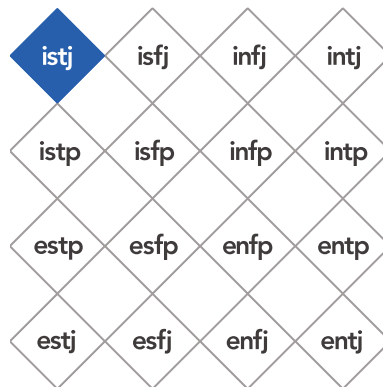


## Your Conflict Style

**Your MBTI results shed light on how you typically approach and deal with conflict.**

Incorporating type awareness and an understanding of your natural style can help you be better prepared to more effectively and sensitively approach, communicate during, and resolve conflict situations.

### ISTJ CONFLICT STYLE HIGHLIGHTS



**ISTJs are likely to treat conflict as something that needs to be dealt with promptly so that they can get on with life. Their desire for closure ensures that they will decide quickly how they want to act and what they want to say. They typically refrain from letting emotion interfere with their rational approach. Occasionally, though, their often nonplussed demeanor will be overtaken by an outburst and an intensity that can startle others.**

### Your Strengths in Managing Conflict

- Being fair-minded, responsible, and practical in most situations
- Treating others in a way that pays attention to what needs to happen and that respects what has happened
- Acting decisively, which encourages others to try to reach resolution

### What You Need from Others

- Respect for the rules and structure that have been put in place
- Detailed information supporting their reasoning if they feel rules or structures need to be changed
- Time to reflect before you articulate your point of view
- Acceptance that once a conflict is over, it is over



## How Others Tend to See You

- Usually reserved and conscientious in conflict situations
- Objective and willing to listen, although at times overly serious and somewhat lacking in emotion
- Committed to completion and closure, willing to work things through
- When you are under stress: either obsessive about details, overwhelming them with fact after fact, or uncharacteristically impulsive, unable to prioritize or find a way forward
- Somewhat pessimistic, unlike when you are operating normally; can be demotivating for others working with you

## Suggestions for Developing Your Conflict Style

- Use information-gathering and listening skills to ensure that you have a fuller or more complete understanding
- Learn to make exceptions—remember that extenuating circumstances do exist
- Accept that for some people, closure follows the timing of the heart and not a set deadline
- Be aware that appearing overly analytical or objective can lead others to see you as having limited concern for the people involved



## How Stress Impacts You

Use the information below to learn about how your MBTI preferences impact how you tend to experience and react to stress.

This understanding can support your ability to manage productively and effectively the stresses that come with everyday work and life.

### Stressors

- Dealing with sudden changes or any change you deem unnecessary or illogical
- Coping with the pressure of impending deadlines
- Receiving last-minute requests or demands
- Being forced to work on a new task before completing a current one
- Dealing with novel, previously unknown circumstances or surroundings
- Being in an inefficient, disorganized environment
- Having to depend on people whose work is sloppy or incomplete

### Signs of Stress

- Catastrophizing, imagining that your own or others' minor errors will lead to terrible disasters
- Uncharacteristically misplacing or losing things
- Making impulsive purchases without thorough research
- Losing control, becoming emotional and tearful
- Becoming disorganized, inefficient
- Showing irritation and anger
- Becoming more outgoing, sociable, and talkative

### MANAGING STRESS

Best ways to manage your stress	Worst ways for you to respond to stress
<p>Get away from the stressful environment, even briefly</p> <p>Take time out to do something you really enjoy</p> <p>Accomplish small projects or parts of overwhelming tasks</p> <p>Spend time alone without distractions so you can work on whatever is causing the stress</p> <p>Bounce possible solutions off of someone you trust and respect</p> <p>Ask for help with prioritizing your responsibilities</p>	<p>Overdo your natural style by gathering ever more details and working harder and longer</p> <p>Look for evidence that your worst fears are entirely valid</p> <p>Loudly blame others</p> <p>Refuse help when it is offered</p> <p>Withdraw, shut down</p>



## Your Approach to Change

The charts below help you more fully understand the impact of your MBTI type on how you tend to react and respond during times of change and transition.

Awareness of needs, typical reactions, and contributions can help you develop the resiliency and flexibility needed to feel and be more effective as you both experience and manage change.

### IN TIMES OF CHANGE

Needs during change	Reactions when needs are not met
Realistic reasons for the change	Feel overwhelmed and confused
Lots of specific, accurate data to support the reasons	Try to organize everything in your environment
Realistic goals and time lines	Stubbornly cling to “the way we have always done it”
The opportunity to develop detailed plans and structures	Insist on going “by the book”
A chance to apply your experience to the change process	
Loyalty from others above and below you	

### WHEN DEALING WITH LOSSES

Contribute by	Have difficulty with
Making a clean break, gathering what will be needed, and moving on	Accepting a change unless you see logical reasons for it
Analyzing the situation	Reopening things—“what’s done is done; let’s get on with it”
Understanding and accepting the realities	Dealing with people’s needs that are different from yours
Keeping colleagues on track	Celebrating the smaller successes
Using a methodical decision-making process	

### DURING THE TRANSITION PERIOD

Typical reactions	Tend to focus on
Say, “we started with a plan; let’s follow it”	Facts and strategic planning
Lose focus, feel frustrated by lack of structure, not knowing what’s happening	Time lines, goals, and completion
Feel tempted to drop the project or look for excuses not to be involved	Projects that are more structured
Don’t like muddle or whining	
Dislike brainstorming	

### DURING THE START-UP PHASE

Obstacles to starting	Contribute by
Need a complete plan <i>before</i> starting	Scheduling, structuring, and organizing the plan
Have difficulty involving others in your planning	Giving substance to the vision
Assume your priorities are others’ priorities	Getting things started
“Jump the gun” in your overwhelming need to have the plan working	



This MBTI report was selected for you by your experienced MBTI practitioner to help guide your continued development and promote your personal and professional success.

The report was derived from the following sources:

*Introduction to Myers-Briggs Type®* (7th ed.) by Isabel Briggs Myers.

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