



MYERS-BRIGGS TYPE INDICATOR® | STEP I™
INTERPRETIVE REPORT
FOR ORGANIZATIONS

Prepared for
EDWARD SAMPLE

March 6, 2020

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About Your Report

Your Myers-Briggs® Interpretive Report for Organizations is designed to help you understand your results on the Myers-Briggs Type Indicator® (MBTI®) assessment and how you can use them to optimize success at work.

The MBTI assessment provides a useful method for understanding people by identifying 16 Myers-Briggs personality types. The personality types arise from the four pairs of opposite preferences shown below. Each preference is indicated by a letter.

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

Although each of us can and does use all of the preferences at least some of the time, people typically find one in each pair more comfortable and natural than its opposite. Your four preferences—your choice from each pair of opposites—make up your four-letter Myers-Briggs type.

The MBTI assessment was developed by Isabel Briggs Myers and her mother, Katharine Cook Briggs, based on the personality type theory proposed by psychologist Carl Jung. As you explore your Myers-Briggs personality type, remember that the MBTI assessment

HOW YOUR REPORT IS ORGANIZED

- Your Myers-Briggs® Personality Type
- Your Snapshot
- Your Work Style
- Your Preferences at Work
- Your Communication Style
- Your Unique Preference Pattern
- Your Problem-Solving Approach
- Next Steps
- Describes rather than prescribes; it is used to open possibilities, not limit options
- Identifies natural preferences, not skills, abilities, or competencies
- Assumes that all preferences are equally important and valuable, and are used by every person
- Is research based and well documented with thousands of scientific studies
- Is supported by ongoing research



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
ENTP

Your preferences
Extraversion | Intuition | Thinking | Perceiving

Think of your choices as something like being right- or left-handed. Both hands are valuable and useful, but most people use their favored hand more often and become more adept with it. In the same way, your type preferences are choices between equally valuable and useful qualities. Your ENTP results are described below.

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

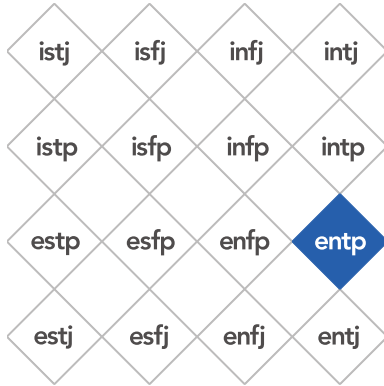
People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.



Perceiving

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

ENTP SNAPSHOT



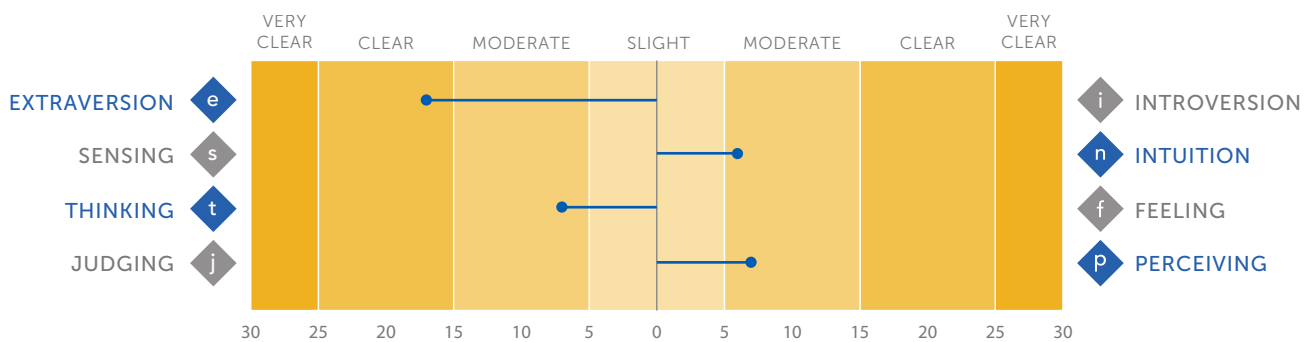
ENTPs are innovative, strategic, versatile, analytical, and entrepreneurial. They enjoy working with others in start-up activities that require ingenuity and unusual resourcefulness.

- | | | |
|-------------|--------------|-------------|
| Adaptive | Enterprising | Questioning |
| Analytical | Independent | Resourceful |
| Challenging | Original | Strategic |
| Clever | Outspoken | Theoretical |

Some of these descriptors may not fit you because you are a unique person. Although most ENTPs have personality attributes in common, there are still plenty of individual differences among people who share the same four-letter type.

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: ENTP



PCI RESULTS: EXTRAVERSION | 17 INTUITION | 6 THINKING | 7 PERCEIVING | 7

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.



Learning Tip

You'll do best and be most satisfied if you're able to work mostly in a style that suits your natural preferences. If you're forced to work outside your natural style for long periods, you'll likely find yourself more fatigued and less productive as a result.

YOUR WORK STYLE: ENTP

What You Contribute at Work – *You are likely to*

- View limitations as challenges to be overcome
- Provide new ways to do things
- Bring a conceptual framework to problems
- Take initiative and spur on others
- Enjoy complex challenges that address future needs

How You Lead – *When leading others, you make an impact by*

- Developing theoretical systems to meet organizational needs
- Encouraging independence in others
- Applying logic and finding models for change
- Using compelling reasons to support what you want to do
- Acting as a catalyst between people and systems

Your Ideal Workplace – *You thrive in work settings that*

- Contain independent people working on models to solve complicated problems
- Provide for flexibility and challenge
- Are change oriented and nonbureaucratic
- Have competent people
- Reward risk taking
- Encourage autonomy and freedom of action
- Focus on the big picture

How You Like to Learn – *Learning works best for you when it is*

- Active, conceptual, and expertly taught
- Challenging and big picture focused

Potential Pitfalls – *Take note when you find yourself*

- Becoming lost in the model, forgetting about current realities and details
- Being competitive and unappreciative of the input of others
- Overextending yourself to the point of burnout
- Resisting standard procedures

Success Boosters – *You may find it helpful to*

- Pay attention to the here and now and the essential facts
- Acknowledge and validate others' contributions and value as people
- Set realistic priorities and time lines and know when to stop
- Recognize the value of procedures and traditions



Learning Tip

Remember that the MBTI assessment identifies preferences, not skills or abilities. You may find that you are adept at a number of things that are outside your preferences.

There are no “good” or “bad” preferences or “good” or “bad” personality types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution.

YOUR PREFERENCES AT WORK: ENTP

EXTRAVERSION – *You are likely to*

- Enjoy participating actively in a variety of tasks
- Become impatient with long, slow jobs
- Be interested in the activities involved in your work and in seeing how other people do them
- Act quickly, sometimes without thinking
- Welcome disruptions when working on a task
- Develop ideas by discussing them with others
- Want to have people around and work on teams

INTUITION – *You are likely to*

- Enjoy solving new, complex problems
- Enjoy the challenge of learning something new
- Seldom ignore insights but tend to overlook facts
- Prefer to do things you view as innovative
- Present an overview of your work first
- Prefer change, sometimes radical, to continuing with things the way they are
- Work in bursts of energy, following your inspirations

THINKING – *You are likely to*

- Use logical analysis to reach conclusions
- Work without harmony, concentrating instead on the task
- Upset people inadvertently by overlooking their emotions
- Decide impersonally, sometimes paying insufficient attention to people’s wishes
- Be firm-minded and ready to offer critiques
- Look at the principles involved in the situation
- Want recognition after task requirements are met or exceeded

PERCEIVING – *You are likely to*

- Want flexibility in your work
- Enjoy starting tasks and leaving them open for last-minute changes
- Want to include as much as possible, deferring needed tasks as long as you can
- Prefer to stay open to experiences, not wanting to miss anything
- Postpone decisions so you can continue to search for options
- Adapt well to change and feel restricted by too much structure
- Use lists to remind yourself of possible things to do



Learning Tip

Understanding and adapting to differences in communication style can enhance your interactions with managers, co-workers, employees, and customers.

YOUR COMMUNICATION STYLE: ENTP

EXTRAVERSION – *You tend to*

- Communicate with energy and enthusiasm
- Respond quickly without long pauses to think
- Converse about people, things, and ideas in the outside world
- Sometimes need to moderate your delivery
- Seek opportunities to communicate with groups
- Like at least some communication to be face-to-face
- In meetings, like talking out loud to build your ideas

INTUITION – *You tend to*

- Like global schemes, with broad issues presented first
- Want to consider future possibilities and challenges
- Use insights and imagination as information and anecdotes
- Rely on a roundabout approach in conversations
- Like suggestions to be new and unusual
- Refer to general concepts
- In meetings, use the agenda as a starting point

THINKING – *You tend to*

- Prefer to be brief and concise
- Want the pros and cons of each alternative to be listed
- Be intellectually critical and objective
- Be convinced by cool, impersonal reasoning
- Present goals and objectives first
- Use emotions and feelings as secondary data
- In meetings, seek involvement with the task first

PERCEIVING – *You tend to*

- Be willing to discuss timetables but resist tight deadlines and unchangeable schedules
- Enjoy surprises and adapt to last-minute changes
- Expect others to respond to situational requirements
- Present your views as tentative and modifiable
- Want to hear about options and opportunities
- Focus on autonomy and flexibility
- In meetings, pay attention to how things are proceeding

Learning Tip

When faced with an issue, you'll have greatest success if you use all four of the mental processes. Often people with your type use this order to work things out.

1 INTUITION

Explore creative possibilities for growth

2 THINKING

Apply logic dispassionately

3 FEELING

Align with your values

4 SENSING

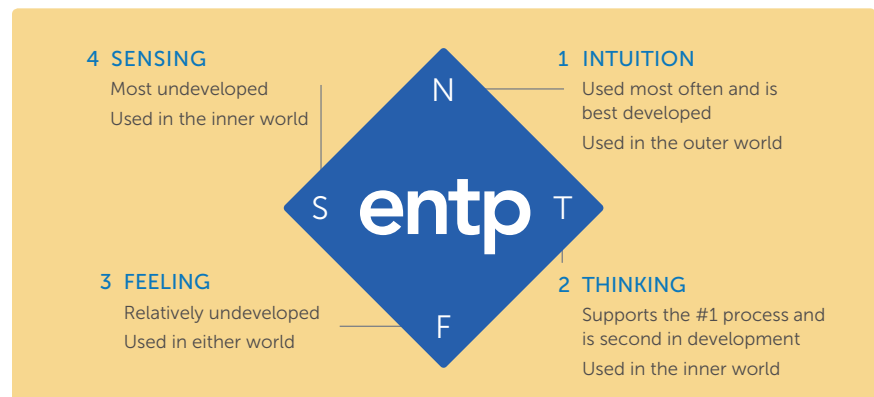
Consider the relevant facts and details

Your Unique Preference Pattern: ENTP

The two middle letters of your Myers-Briggs personality type show the two mental processes that make your type unique.



Your two middle letters are N (Intuition) and T (Thinking). As an ENTP, you devote most of your energy to Intuition and support your Intuition with Thinking. Feeling (F) is less attractive to your type, and therefore you are less likely to use it. Least preferred and least used of all is Sensing (S). ENTPs tend to develop Intuition and Thinking during the first half of life, and at midlife they begin to find Feeling and Sensing more interesting and easier to use.



Intuition is your favorite process, the one you use most frequently.
It enables you to leverage your strengths in

- Recognizing new possibilities
- Coming up with new solutions to problems
- Delighting in focusing on the future
- Watching for additional ideas
- Eagerly starting something new

If you're stressed, you may

- Become overwhelmed with ideas and possibilities, all equally enticing
- Obsess over unimportant details
- Become so preoccupied with one irrelevant fact that it becomes your whole focus
- Overindulge the senses—with excessive eating, drinking, exercising, or watching TV, for example—to avoid facing reality



Learning Tip

To improve your decisions and problem solving even more, consider the remaining preferences at each step along the way.

Use **INTROVERSION** to reflect on the situation and choices

Use **EXTRAVERSION** to discuss things before moving on

Use **PERCEIVING** to keep discussions and options open and avoid cutting things off prematurely

Use **JUDGING** to draw conclusions and determine the deadline and schedule

Your Problem-Solving Approach: ENTP

When you are solving problems, a better solution is likely to result if you use all four mental processes—Sensing, Intuition, Thinking, and Feeling. This may seem straightforward, but it can be hard to do because people tend to rely on their favorite and most used processes and skip those parts of problem solving that require use of their third and fourth processes. The chart below, as well as the tips on the left, will help guide you in this approach.

1 INTUITION – *You are most likely to start with Intuition by asking*

- What can I interpret from the facts?
- What insights and hunches come to mind about this situation?
- What would the possibilities be if there were no restrictions?
- What other directions/fields can I explore?
- What is the problem similar to?

2 THINKING – *You may then proceed to Thinking and ask*

- What are the pros and cons of all the alternatives?
- What are the logical consequences of the options?
- What are the objective criteria that need to be met?
- What are the costs of each choice?
- What is the most reasonable course of action?

3 FEELING – *You are not as likely to ask questions related to Feeling, such as*

- How will the outcome affect the people, process, and organization?
- What do I like and dislike about each alternative?
- How will others react and respond to the options?
- What are the underlying values involved for each choice?
- Who is committed to carrying out the solution?

4 SENSING – *You are least likely to ask questions related to Sensing, such as*

- How did this problem occur?
- What are the verifiable facts?
- What exactly is the situation now?
- What has been done and by whom?
- What already exists and works?



Learning Tip

Even though you can flex when needed, you'll contribute most when using your natural preferences and drawing on your strengths.

Next Steps

Working with your Myers-Briggs practitioner or on your own, consider ways you can build on your strengths at work.

- Identify your top strengths and consider how you've used them to achieve a result you're proud of. Are there ways you can leverage those strengths in other areas or situations?
- Next, identify up to three opportunities to boost your effectiveness by expanding your style. You may want to consider ways to flex your work style to accomplish a set objective. Think of a colleague whom you like and respect who clearly demonstrates a preference that differs from yours. What can you learn from your colleague that might help you adjust your style? Are there opportunities to use a different communication style to improve your effectiveness?

Although people of any type can successfully perform any role in an organization, individuals tend to gravitate toward jobs that fit their preferred work, learning, and communication styles. Even though people can learn to flex their type when needed as part of everyday functioning, all of us contribute more effectively when using our natural styles and drawing on our strengths.