

English Edition

Interpretive Report

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Sample UKEnglish
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The MBTI® Personality Assessment

This Step II report is an in-depth, personalised description of your personality preferences, derived from your answers to the Myers-Briggs Type Indicator® Step II European Edition. It includes your Step I results (your four-letter type), along with your Step II results, which show some of the unique ways that you express your Step I type.

The MBTI® instrument was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung's theory of psychological types. This theory suggests that we have opposite ways of gaining energy (Extraversion or Introversion), gathering or becoming aware of information (Sensing or Intuition), deciding or coming to a conclusion about that information (Thinking or Feeling), and dealing with the world around us (Judging or Perceiving).

- | | |
|--|---|
| ▪ If you prefer Extraversion, you focus on the outside world to get energy through interacting with people and/or doing things. | ▪ If you prefer Introversion, you focus on the inner world and get energy through reflecting on information, ideas, and/or concepts. |
| ▪ If you prefer Sensing, you notice and trust facts, details, and present realities. | ▪ If you prefer Intuition, you attend to and trust interrelationships, theories, and future possibilities. |
| ▪ If you prefer Thinking, you make decisions using logical, objective analysis. | ▪ If you prefer Feeling, you make decisions to create harmony by applying person-centred values. |
| ▪ If you prefer Judging, you tend to be organised and orderly and to make decisions quickly. | ▪ If you prefer Perceiving, you tend to be flexible and adaptable and to keep your options open as long as possible. |

It is assumed that you use each of these eight parts of your personality but prefer one in each area, just as you have a natural preference for using one hand rather than the other. No preference pole is better or more desirable than its opposite.

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



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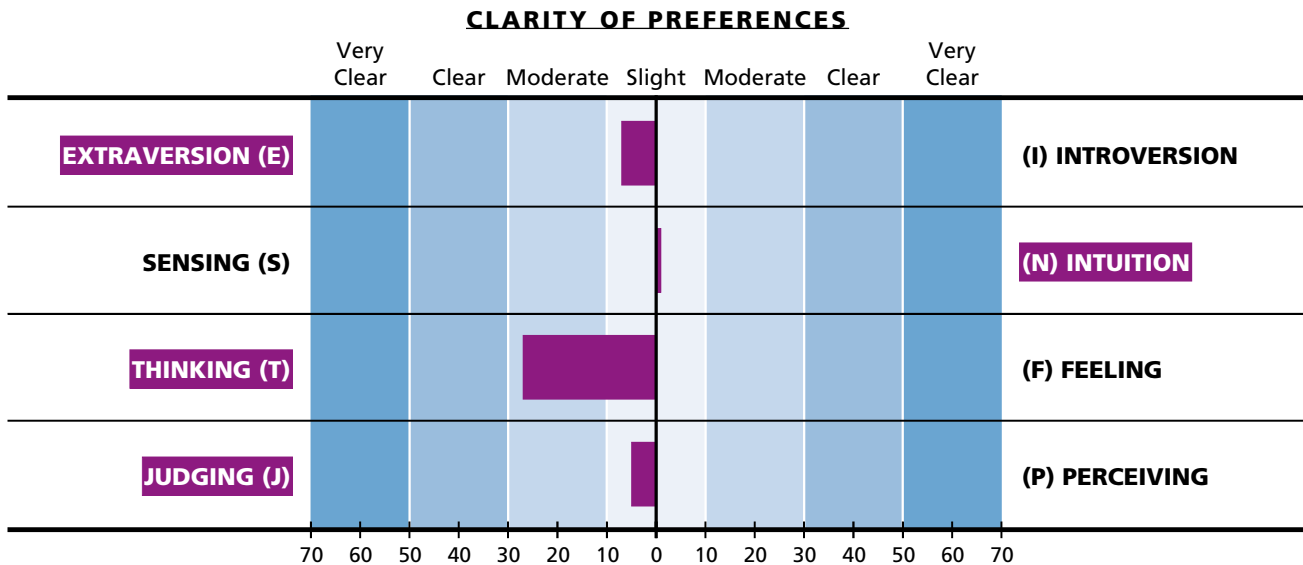
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Your Step I Results

The graph below and the paragraphs that follow it provide information about the personality type you reported. Each of the four preferences you indicated is shown by a bar on that side. The longer the bar, the more clearly you have expressed that preference.



Your type came out to be
ENTJ
 (Extraversion, Intuition, Thinking, Judging)

ENTJs are typically logical, analytical, and objectively critical. They like long-range planning and strategic thinking and prefer to be in charge.

Their focus is on ideas, and they like to think ahead, making a systematic effort to reach their objectives on schedule. They are impatient with confusion or inefficiency, and they can be tough-minded when they see these problems getting in the way.

ENTJs prefer to work with frameworks more than details. They like to come to quick decisions about how to proceed and then actively lead others forward accordingly.

Systems and principles are important to ENTJs, who apply principles to whatever they do. If they are to change their methods, they need to change their principles first. They value logic and consistency.

ENTJs are likely to be most satisfied in a work environment that values long-range planning, involves them in making decisions, and lets them see that the plans are implemented. People can count on them to take charge and make sure things are done competently.

DOES THIS TYPE FIT YOU?

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

Your Step II Facets

Your personality is complex and dynamic. Step II describes some of that complexity by showing your results on five different parts or facets of each of the MBTI instrument's four pairs of opposite preferences shown below.

<p>EXTRAVERSION (E) ↔ (I) INTROVERSION</p> <table> <tr><td>Initiating</td><td>Receiving</td></tr> <tr><td>Expressive</td><td>Contained</td></tr> <tr><td>Gregarious</td><td>Intimate</td></tr> <tr><td>Active</td><td>Reflective</td></tr> <tr><td>Enthusiastic</td><td>Quiet</td></tr> </table>	Initiating	Receiving	Expressive	Contained	Gregarious	Intimate	Active	Reflective	Enthusiastic	Quiet	<p>SENSING (S) ↔ (N) INTUITION</p> <table> <tr><td>Concrete</td><td>Abstract</td></tr> <tr><td>Realistic</td><td>Imaginative</td></tr> <tr><td>Practical</td><td>Conceptual</td></tr> <tr><td>Experiential</td><td>Theoretical</td></tr> <tr><td>Traditional</td><td>Original</td></tr> </table>	Concrete	Abstract	Realistic	Imaginative	Practical	Conceptual	Experiential	Theoretical	Traditional	Original
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<p>THINKING (T) ↔ (F) FEELING</p> <table> <tr><td>Logical</td><td>Empathetic</td></tr> <tr><td>Reasonable</td><td>Compassionate</td></tr> <tr><td>Questioning</td><td>Accommodating</td></tr> <tr><td>Critical</td><td>Accepting</td></tr> <tr><td>Tough</td><td>Tender</td></tr> </table>	Logical	Empathetic	Reasonable	Compassionate	Questioning	Accommodating	Critical	Accepting	Tough	Tender	<p>JUDGING (J) ↔ (P) PERCEIVING</p> <table> <tr><td>Systematic</td><td>Casual</td></tr> <tr><td>Planful</td><td>Open-Ended</td></tr> <tr><td>Early Starting</td><td>Pressure-Prompted</td></tr> <tr><td>Scheduled</td><td>Spontaneous</td></tr> <tr><td>Methodical</td><td>Emergent</td></tr> </table>	Systematic	Casual	Planful	Open-Ended	Early Starting	Pressure-Prompted	Scheduled	Spontaneous	Methodical	Emergent
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Methodical	Emergent																				

In reviewing your results, keep in mind that:

- Each facet has two opposite poles. You are more likely to favour the pole that is on the same side as your overall preference (an in-preference result) - for example, the Initiating pole if you prefer Extraversion, or the Receiving pole if you prefer Introversion.
- For any particular facet, you might favour a pole that is opposite to your overall preference (an out-of-preference result) or show no clear preference for either pole (a Midzone result).
- Knowing your preferences on these twenty facets can help you better understand your unique way of experiencing and expressing your type.

HOW TO READ YOUR STEP II RESULTS

The next 5 pages (6-10) give you information for each set of facets. Each page has a graph of your results on the facets. The graph gives:

- Brief definitions of the MBTI Step I preferences shown.
- The names of the five facet poles associated with each MBTI preference along with three descriptive words or phrases for each facet pole.
- A bar showing the pole you prefer or the Midzone. The length of that bar shows how clearly you reported your preference for that pole. By looking at the graph, you can see whether your result on a facet is in-preference (scores of 2-5 on the same side as your preference), out-of-preference (scores of 2-5 on the side opposite your preference), or in the Midzone (scores of 0 or 1).

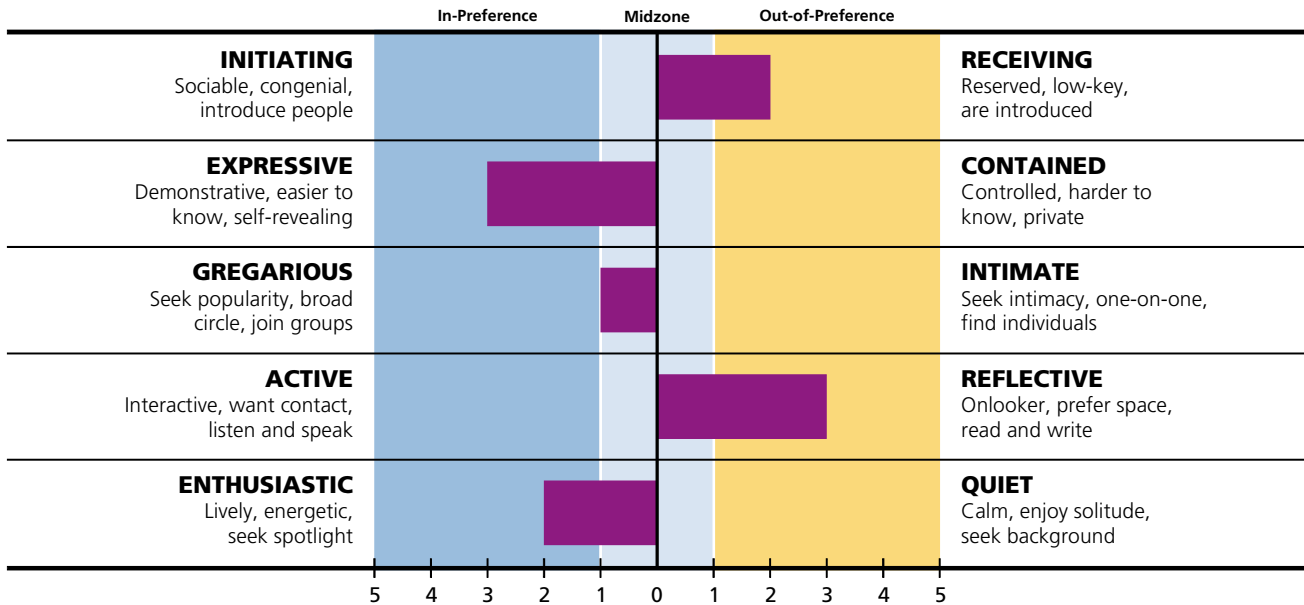
Below the graph are statements that describe the characteristics of each in-preference, out-of-preference, or Midzone result. To contrast your results, look at the three words or phrases that describe the opposite facet pole on the graph at the top of the page. If a set of statements does not seem to fit, perhaps you would be better described by the opposite pole or by the Midzone.

EXTRAVERSION (E)

Directing energy towards the outer world of people and objects

(I) INTROVERSION

Directing energy towards the inner world of experience and ideas



Receiving (out-of-preference)

- Prefer small rather than large social gatherings.
- Are seen as reserved rather than outgoing.
- May be uncomfortable initiating social contacts.
- Tend to focus on a few people at large affairs, rather than to circulate.
- Let others take the lead in introducing people to each other.

Expressive (in-preference)

- Talk a lot!
- Find it easy to express your feelings and interests to others.
- Are seen by others as cheerful, warm, and humorous.
- Are easy to get to know.
- May sometimes wonder whether you've talked too much or said inappropriate or perhaps embarrassing things.

Gregarious-Intimate (Midzone)

- Like large-group activities or one-on-one conversations at different times.
- Find that your degree of comfort with strangers depends on the situation.
- Appear outgoing at times and reserved at other times.
- May not want many intense intimate relationships.
- Are moderately comfortable relating to casual acquaintances.

Reflective (out-of-preference)

- Enjoy reflecting on events in which you have participated.
- Read and write avidly and often.
- Enjoy discussing with individuals and in groups what you have read and written.
- Are seen by others as interested in ideas.

Enthusiastic (in-preference)

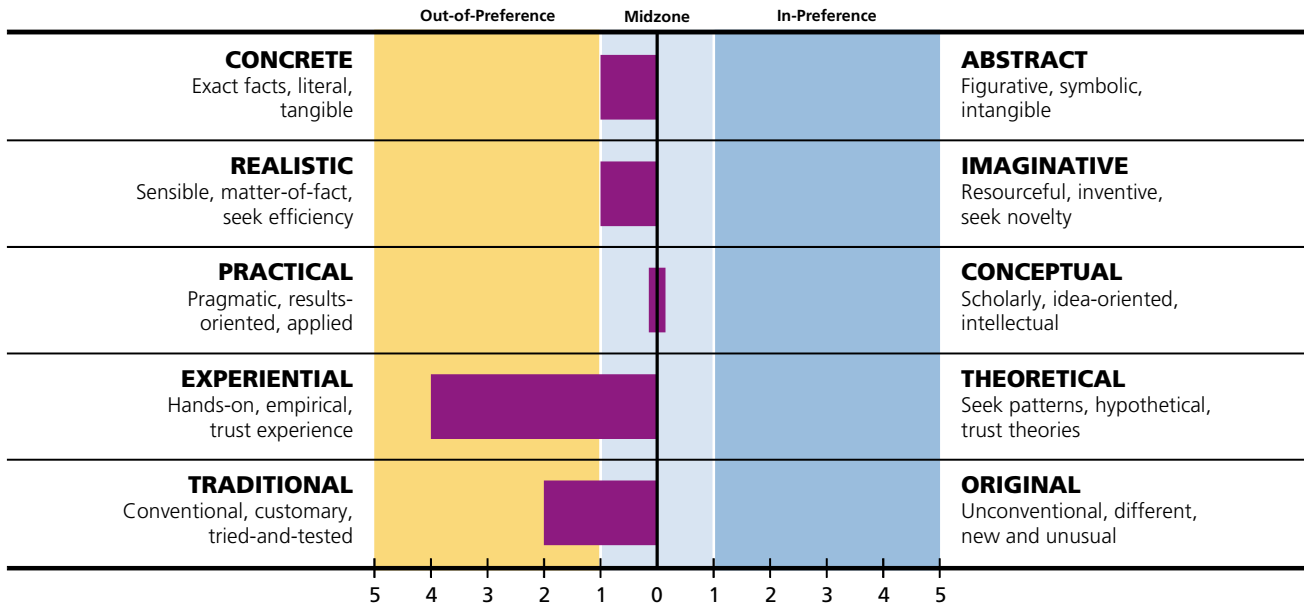
- Like being where the action is.
- Often seek to be the centre of attention.
- Show wit and humour when you talk with others.
- Feel that life is meant to be exciting.
- Catch others up in your enthusiasms.
- Get bored without activity, so you make it happen and often engage others in the activity.

SENSING (S)

Focusing on what can be perceived by the five senses

(N) INTUITION

Focusing on perceiving patterns and interrelationships



Concrete-Abstract (Midzone)

- Start with an abstract idea but search for data to support it.
- Like to know the facts on which a theory is based before moving on to the meanings.
- May get stuck on a fact when under pressure and have difficulty seeing the larger context.
- Want to know the details but may not actually use them.

Realistic-Imaginative (Midzone)

- Like to search for and find new ideas or methods.
- Carefully avoid embracing anything that seems too far-fetched or involves a lengthy search.
- Move relatively quickly to see how your ideas work and what their limits are.
- Stay in touch with the commonsense aspects of any situation.

Practical-Conceptual (Midzone)

- Blend pragmatism and curiosity.
- Enjoy alternating back and forth between ideas and their applications.
- Search out new ideas and meanings.
- Want to see your best ideas used, not just thought about.

Experiential (out-of-preference)

- Prefer to keep things as they are unless they really aren't working.
- Don't see the big picture as real until you experience it.
- Enjoy seeing a theory work in practice.
- Like to get others actively involved in your experiences.

Traditional (out-of-preference)

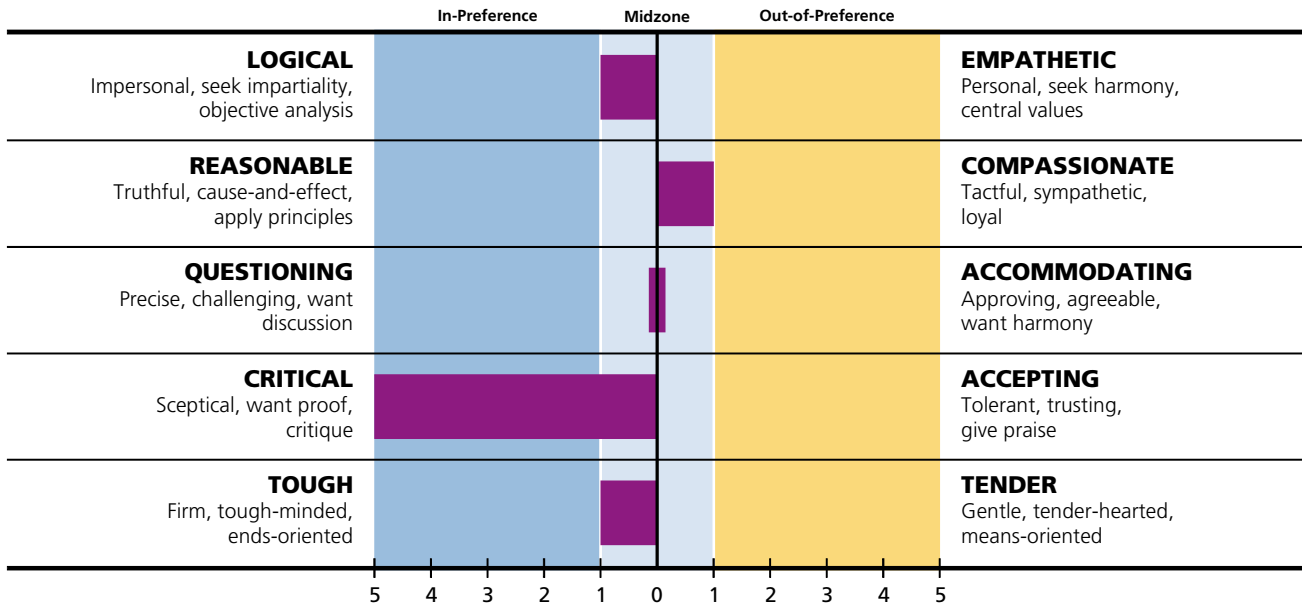
- Want to fit in with others.
- Tend not to change established institutions and methods that already work well.
- Attend to the big picture rather than the details of how things get done.
- Like celebrating some holidays and family events in special, traditional ways.

THINKING (T)

Basing conclusions on logical analysis with a focus on objectivity

(F) FEELING

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



Logical-Empathetic (Midzone)

- Believe the ideal way to make decisions is to consider the logical consequences as well as people's feelings.
- Respect a dispassionate approach, but not in the extreme.
- Appear neither coldly logical nor overly concerned with people's feelings.
- May experience some tension between an analytical and a personal approach.

Reasonable-Compassionate (Midzone)

- Make decisions based on both a concern for others and the logic of the situation.
- May sometimes be seen as ambivalent.
- May vacillate when making your decision if using objective criteria will hurt someone important to you.

Questioning-Accommodating (Midzone)

- Ask questions only in areas of interest.
- Question and disagree in a style that is neither confrontational nor conciliatory.
- Hold questions until others have had a chance.
- Become more confrontational and direct when an important value is threatened.

Critical (in-preference)

- Are argumentative and sceptical.
- Appear almost unemotional in your interactions.
- Take nothing for granted and concede nothing.
- Like to clarify what is wrong, since nothing is perfect.
- Like to critique and feel an adversarial approach is normal.
- Engage in critique rather than criticism when at your best.

Tough-Tender (Midzone)

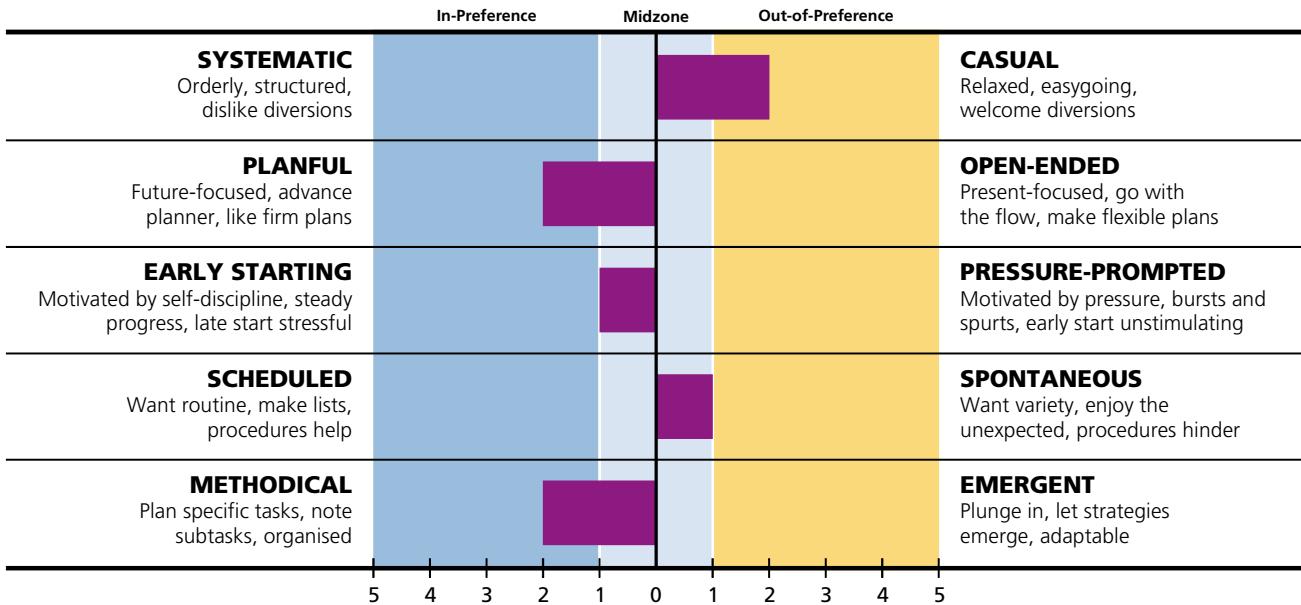
- Try to separate emotional issues from outcomes.
- Will push others toward action.
- Prefer a conciliatory approach at first, but can be tough when needed.
- Are devoted and loyal to people close to you.

JUDGING (J)

Preferring decisiveness and closure

(P) PERCEIVING

Preferring flexibility and spontaneity



Casual (out-of-preference)

- Are seen as relaxed and easygoing.
- Enjoy life best when not rushing through things.
- Like the challenge of having to adapt to a change in structure.
- Prefer a casual work setting.
- Don't mind interruptions if work doesn't suffer.
- Are willing to tighten your schedule to make up for delays caused by your casual approach.

Planful (in-preference)

- Like to make long-range plans, especially for leisure activities.
- Enjoy looking ahead and planning for the future.
- May enjoy the planning more than the doing.
- Feel that long-range planning makes you more efficient and ensures that things will happen the way you want.

Early Starting-Pressure-Prompted (Midzone)

- Are likely to find it hard to get started on a task too much in advance of the deadline.
- Find the pressure of an approaching deadline motivating.
- Work best when the deadline is close enough to cause moderate pressure.
- Have some plans committed to paper as you get started.

Scheduled-Spontaneous (Midzone)

- Welcome a moderate amount of routine in your life.
- Feel that some routine provides predictability as well as freedom to respond to opportunities.
- See routine as helpful in your work life but find it confining at home - or vice versa.

Methodical (in-preference)

- Develop detailed plans for the task at hand.
- Define the subtasks of your work, including the order in which things should happen.
- Thoroughly prepare in precise ways, specifying all the steps needed to accomplish the goal.
- Like to work in an orderly and efficient manner.
- Are likely to deliver what you have prepared in advance with little deviation.

Applying Step II to Communicating

All aspects of your type influence how you communicate, especially as part of a team. Nine of the facets are particularly relevant to communication. Your preferences for these nine facets along with tips for better communication appear below.

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.
- Realising that others are probably not trying to annoy you when they use their own communication styles.

Your Facet Result	Communication Style	Enhancing Communication
Receiving	Focus on the task to be done rather than social expectations about introducing people.	Consider that sometimes the task may be better done when people know one another first.
Expressive	Say whatever is on your mind to anyone who will listen.	Recognise when it's important not to say what's on your mind and then don't say it.
Reflective	Like to communicate by reading and writing.	Recognise that your message might not get across unless you're willing to say it aloud.
Enthusiastic	Readily show enthusiasm for the subject at hand.	Be careful not to overwhelm and override others; make sure you ask for input.
Concrete-Abstract Midzone	Talk about some of the facts and details as well as their meanings.	Be aware of when you are focusing on details and when on meanings and choose the focus that is better for the situation.
Questioning-Accommodating Midzone	Ask some questions comfortably as long as this does not impede group consensus.	Choose carefully when you need to agree or when you need to ask questions.
Critical	Naturally take a critiquing stance to just about everything.	Recognise that others may mistake your critiquing for personal criticism and be clear when this is not your intent.
Tough-Tender Midzone	Take a tough or a tender stance depending on the circumstances.	Be aware that under stress, you are likely to be tough.
Methodical	Identify the steps and their order before starting a task.	Be tolerant of others who plunge in without identifying steps.

Applying Step II to Making Decisions

Effective decisions require gathering information from a variety of perspectives and applying sound methods of evaluating that information. The Step II facets give us specific ways to enhance our decision making, especially those facets related to Sensing, Intuition, Thinking, and Feeling. Below are general questions associated with those facets. The facet poles you prefer are in bold italics. If you are in the Midzone, neither pole is italicised.

<p style="text-align: center;">SENSING</p> <p>Concrete: What do we know and how do we know it?</p> <p>Realistic: What are the real costs?</p> <p>Practical: Will it work?</p> <p><i>Experiential: Can you show me how it works?</i></p> <p><i>Traditional: Does anything really need changing?</i></p>	<p style="text-align: center;">INTUITION</p> <p>Abstract: What else could this mean?</p> <p>Imaginative: What else can we come up with?</p> <p>Conceptual: What other interesting ideas are there?</p> <p>Theoretical: How is it all interconnected?</p> <p>Original: What is a new way to do this?</p>
<p style="text-align: center;">THINKING</p> <p>Logical: What are the pros and cons?</p> <p>Reasonable: What are the logical consequences?</p> <p>Questioning: But what about?</p> <p><i>Critical: What is wrong with this?</i></p> <p>Tough: Why aren't we following through now?</p>	<p style="text-align: center;">FEELING</p> <p>Empathetic: What do we like and dislike?</p> <p>Compassionate: What impact will this have on people?</p> <p>Accommodating: How can we make everyone happy?</p> <p>Accepting: What is beneficial in this?</p> <p>Tender: What about the people who will be hurt?</p>

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

Your style is Midzone with an underlying Thinking preference.
This style means that you probably

- Pay attention to the Thinking and Feeling perspectives when you consider and actually make decisions.
- Make decisions from either point of view, depending on circumstances.
- Sometimes look back on a decision as good, but sometimes regret the decision and how you made it.
- Are better off in ambiguous situations basing your decisions on logical analysis, since that is consistent with your overall preference.

TIPS

In individual problem-solving, start by asking all the questions in the boxes above.

- Pay careful attention to the answers. The questions that are opposite to the ones in bold italics may be key since they represent perspectives you aren't likely to consider.
- Try to balance your decision-making style by considering the less preferred parts of your personality.

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.

Applying Step II to Managing Change

Change seems to be 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 others.
- Make sure that both logical reasons and personal or social values have been considered.

Your personality type also influences your style of managing change, particularly your results on the nine facets below. Review the facets and tips for enhancing your response to change.

Your Facet Result	Change-Management Style	Enhancing Change Management
Expressive	Freely share your feelings about the change with others.	Limit your expressiveness to those who appreciate your style; give others time to think things through.
Gregarious-Intimate Midzone	Talk to many or few people, depending on your situation and who is available.	Make sure to pick the most appropriate people to talk to, not just those who are available.
Concrete-Abstract Midzone	May shift from one perspective to the other, thus confusing yourself and those around you.	Identify which perspective you are in and see if it is appropriate; switch focus if needed.
Realistic-Imaginative Midzone	Are concerned about both the cost effectiveness and the novel possibilities.	Validate both points of view and decide which makes more sense in this circumstance.
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-Tender Midzone	Start with a tender stance but may become tough.	Stay open to the people issues as long as possible.
Planful	Plan as far in advance as possible for the changes.	Allow for the unexpected in your long-range plan - it will happen!
Methodical	Detail the many steps necessary to implement the changes.	Know that circumstances may require that carefully developed steps be changed in the moment.

Applying Step II to Managing Conflict

In working with others, conflicts are inevitable. People of distinct personality types may differ in what they define as conflict, how they react to it, and how they reach resolution. Although sometimes unpleasant, conflicts often lead to improved work situations and enhanced relationships.

Part of conflict management for every type includes:

- Taking care of getting the work done while maintaining your relationships with the people involved.
- Recognising that all perspectives have something to add, but any perspective used in its extreme and to the exclusion of its opposite will ultimately impede conflict resolution.

Some aspects of conflict management may be unique to your results on six Step II facets. The table below explains how your results on these facets may affect your efforts to manage conflict.

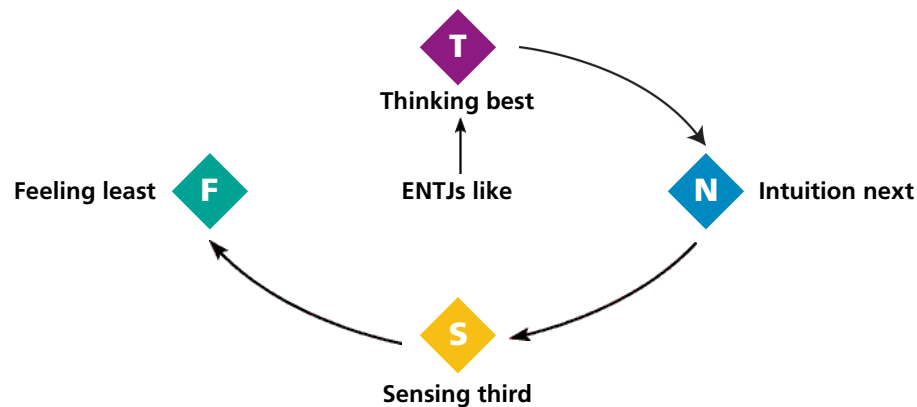
Your Facet Result	Conflict-Management Style	Enhancing Conflict Management
Expressive	Discuss the conflict and your emotional reactions to it immediately.	Be aware that even though others may not speak up immediately, they may feel strongly about the issue.
Gregarious-Intimate Midzone	Involve either many people or a few trusted others in resolving the conflict, depending on the situation.	Make sure your approach fits the particular situation; you may need to either increase or reduce the number of people you involve.
Questioning-Accommodating Midzone	Ask some questions for clarification before reaching agreement.	Be cautious that your style of questioning does not appear confrontational.
Critical	Point out everything that is still wrong and needs correcting.	Realise that your style may upset others and try to pull back and be more accepting.
Tough-Tender Midzone	Wait until the group has tried to reach consensus; if it doesn't, push for your own way.	Monitor the timing of when you give up on consensus and push to action.
Early Starting-Pressure-Prompted Midzone	Have a good sense of when to start in sufficient time so as not to upset co-workers.	Continue to monitor when you start on projects with others and be sensitive to their needs.

In addition to your facet results, your decision-making style (as explained on page 12) affects how you manage conflict. Your decision-making style is Midzone Thinking. You are likely to pay attention to the logic of the situation, the people involved, and their feelings. To make your efforts to manage conflict more effective, consider these sides but weight the logical side more heavily because you prefer Thinking overall.

How the Parts of Your Personality Work Together

The essence of type involves the way information is gathered (Sensing and Intuition) and how decisions are made (Thinking and Feeling). Each type has favourite ways of doing those two things. The two middle letters of your four-letter type (S or N and T or F) show your favourite processes. Their opposites, whose letters don't appear in your four-letter type, are third and fourth in importance for your type. Remember - you use all parts of your personality at least some of the time.

Here's the way it works for ENTJs:



USING YOUR FAVOURITE PROCESSES

Extraverts like to use their favourite process mostly in the outer world of people and things. For balance, they use their second favourite in their inner world of ideas and impressions. Introverts tend to use their favourite process mostly in their inner world and to balance this with the use of their second favourite process in the outer world.

Thus ENTJs use:

- Thinking mainly externally to communicate their analyses and logical decisions to others.
- Intuition mainly internally to develop a unifying vision of what really matters.

USING YOUR LESS-FAVOURED PROCESSES

When you frequently use the less-preferred parts of your personality, Sensing and Feeling, remember that you are working outside of your natural comfort zone. You may feel awkward, tired, or frustrated at these times. As an ENTJ, you may become overly controlling and critical at first, and then feel unappreciated, emotionally vulnerable, and despairing.

To bring back some balance, try the following:

- Take more breaks in your activities when you are using these less familiar parts of your personality - Sensing and Feeling.
- Make an effort to find time to do something enjoyable that involves using your favourite ways - Thinking and Intuition.

USING YOUR TYPE EFFECTIVELY

ENTJs' preference for Thinking and Intuition makes them mostly interested in:

- Reaching logical conclusions.
- Exploring ideas and possibilities.

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

As an ENTJ:

- If you rely too much on your Thinking, you may forget to compliment people when you should and ignore the impact of your decisions on others.
- If you pay attention exclusively to your Intuition, you are likely to miss the relevant facts and details and what past experience might suggest.

Your personality type is likely to develop in a natural way over your life. As people get older, many become interested in using the less familiar parts of their personality. When they are in midlife or older, ENTJs often find themselves devoting more time to things that were not very appealing when they were younger. For example, they report greater pleasure in personal relationships and in tasks that require attention to facts and details.

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 behaviours 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 behaviours 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 behaviour. 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 information-gathering style (Intuition) may not be appropriate, try using your Midzone approach on Concrete-Abstract to consider which pole would provide the best information in the present situation—focusing on the facts themselves (Concrete) or looking at the possible meaning of those facts (Abstract).
- If you are in a situation where you might need to adapt your way of getting things done (Judging), try using your Midzone approach on Scheduled-Spontaneous by asking yourself if this situation calls for maintaining a routine (Scheduled) or whether staying open to the unexpected (Spontaneous) might lead to better results.

Integrating Step I and Step II

When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualised type description:

Receiving,
Reflective, Experiential,
Traditional, Casual
ENTJ

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 work out your best-fit type,

- Focus on any type letters you thought were incorrect or any type dichotomy on which you had some out-of-preference or Midzone facet results.
- Read the type description for the type you would be if the letter or letters you question were the opposite preference. (See the reading list on page 20.)
- Consult a qualified MBTI practitioner for suggestions.
- Observe yourself and ask others how they see you.

Using Type to Gain 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 liabilities of your typical reactions.
- Understand others. Knowing about type helps you recognise 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 legitimacy 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.

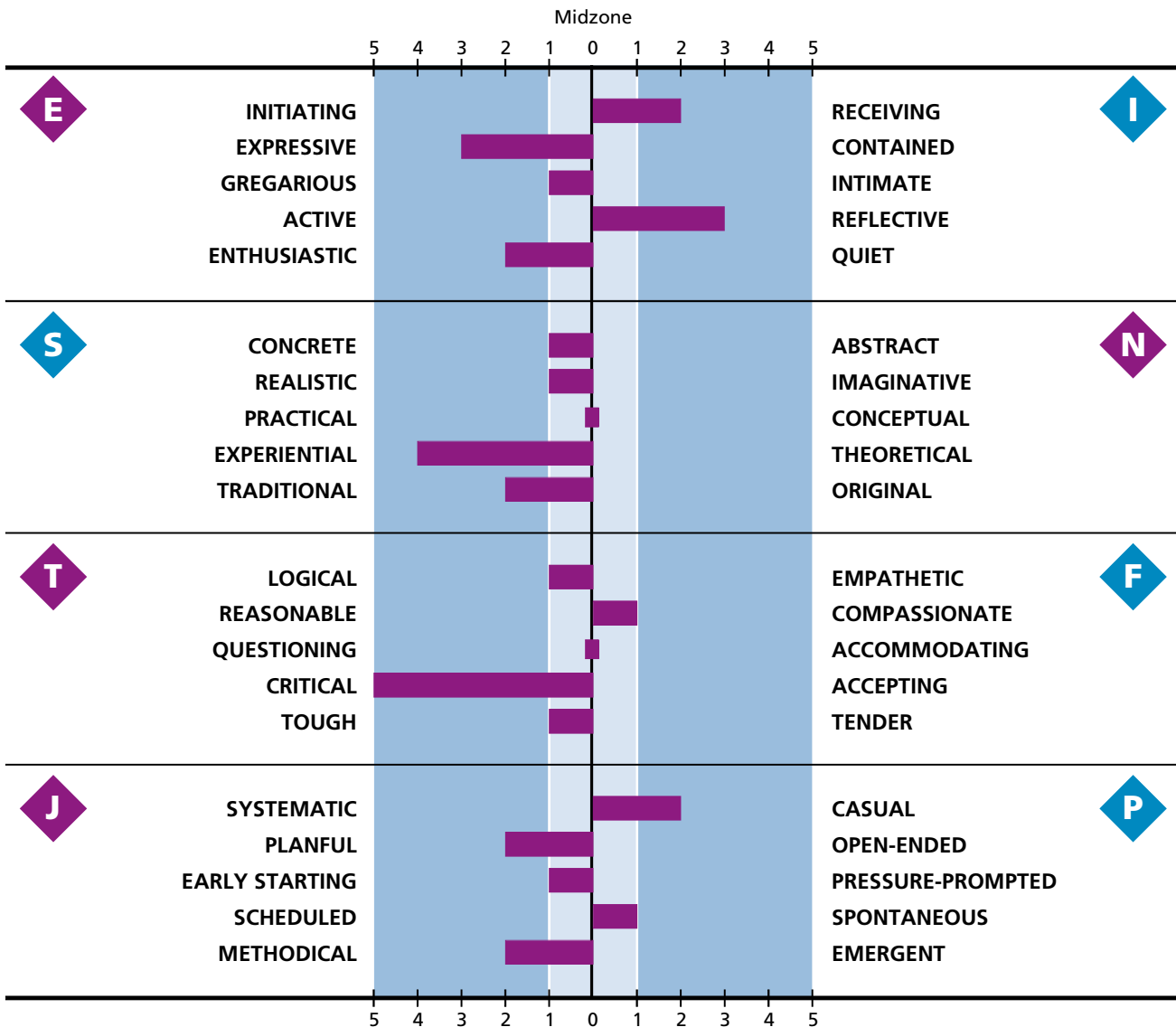
To further explore the theory and applications of type, consult the reading list on page 20. Observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.

Overview of Your Results

STEP I: YOUR FOUR-LETTER TYPE

ENTJs tend to be decisive and frank. They are quick to take charge of people and projects. They apply logic and analysis and critique easily. ENTJs are organised and follow through using a strategic plan. They prefer action to contemplation and pay more attention to the task than to the people.

STEP II: YOUR RESULTS ON THE 20 FACETS



When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualised type description:

Receiving,
Reflective, Experiential,
Traditional, Casual
ENTJ

Further Reading

GENERAL INFORMATION ON MBTI® STEP I AND STEP II INVENTORIES

Hirsh, S. K., & Kummerow, J. M. (1998). *Introduction to Type® in Organisations* (3rd ed.). Mountain View, CA: CPP, Inc.

Hirsh, S. K., & Kummerow, J. M. (1989). *LIFETypes*. New York: Warner Books.

Kummerow, J. M., & Quenk, N. L. (2003). *Understanding your MBTI® Step II results: A step-by-step guide to your unique expression of type*. Mountain View, CA: CPP, Inc.

Myers, I. B. (1998). *Introduction to Type®* (6th ed.). Mountain View, CA: CPP, Inc.

Myers, I. B., with Myers, P. B. (1995). *Gifts differing*. Mountain View, CA: Davies-Black Publishing.

Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer, A. L. (1998). *MBTI® Manual: A guide to the development and use of the Myers-Briggs Type Indicator®* (3rd ed.). Mountain View, CA: CPP, Inc.

Quenk, N. L. (2000). *Essentials of Myers-Briggs Type Indicator® assessment*. New York: Wiley.

APPLICATIONS OF TYPE (PAGES 11–15)

Barger, N. J., & Kirby, L. K. (1995). *The challenge of change in organisations: Helping employees thrive in the new frontier*. Mountain View, CA: Davies-Black Publishing.

Fitzgerald, C., & Kirby, L. K. (eds.). (1997). *Developing leaders: Research and applications in psychological type and leadership development*. Mountain View, CA: Davies-Black Publishing.

Hirsh, S. K., with Kise, J. A. G. (1996). *Work it out: Clues for solving people problems at work*. Mountain View, CA: Davies-Black Publishing.

Kummerow, J. M., Barger, N. J., & Kirby, L. K. (1997). *WORKTypes*. New York: Warner Books.

TYPE DYNAMICS AND DEVELOPMENT (PAGES 16–17)

Myers, K. D., & Kirby, L. K. (1994). *Introduction to Type® dynamics and development*. Mountain View, CA: CPP, Inc.

Quenk, N. L. (2000). *In the grip: Understanding type, stress, and the inferior function* (2nd ed.). Mountain View, CA: CPP, Inc.

Quenk, N. L. (2002). *Was that really me? How everyday stress brings out our hidden personality*. Mountain View, CA: Davies-Black Publishing.

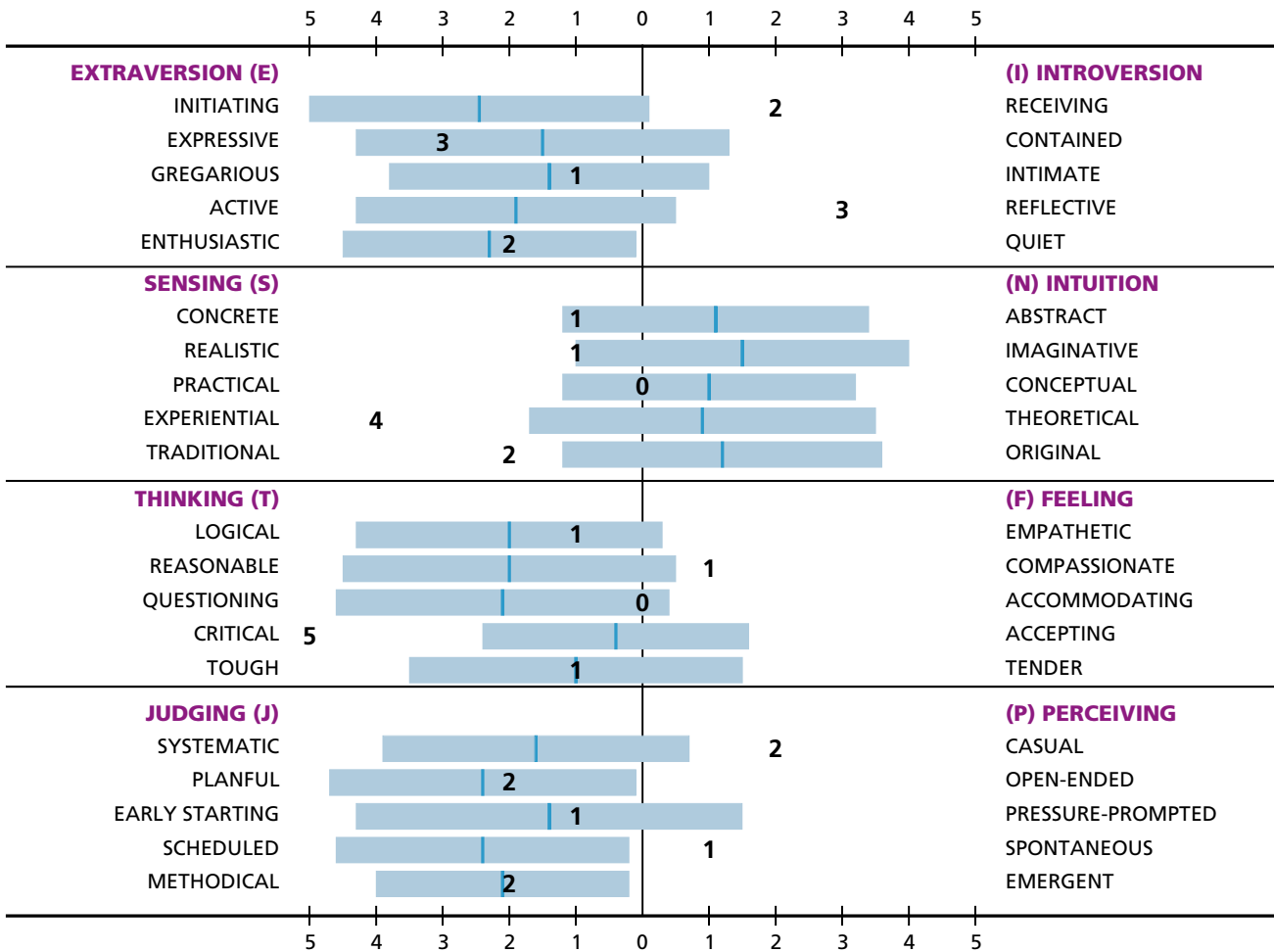
Interpreter's Summary

PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: ENTJ

Extraversion: Slight (7)	Intuition: Slight (1)	Thinking: Moderate (27)	Judging: Slight (5)
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FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ENTJs

The bars on the graphs below show the average range of scores that occurred for the ENTJs in the European sample. The bars show scores that are -1 to +1 standard deviations from the mean. The vertical line in each bar shows ENTJs' mean score. The bold numbers show the respondent's scores.



POLARITY INDEX: 40

The polarity index, which ranges from 0 to 100, shows the consistency of a respondent's facet scores within a profile. Most adults score between 50 and 65, although higher indexes are common. An index that is below 45 means that the respondent has many scores in or near the Midzone. This may be due to mature situational use of the facet, answering the questions randomly, lack of self-knowledge, or ambivalence about use of a facet. Some such profiles may be invalid.

Number of Omitted Responses: 0



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