

MBTI STEP II

EXPANDED INTERPRETIVE REPORT

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Prepared for
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ABOUT THE MBTI®

This report is an in-depth, personalized account of your personality preferences, derived from your answers on the Myers-Briggs Type Indicator Step II (MBTI Step II). The MBTI reports your individual personality type, and the Step II analysis of your responses gives you an indication of the unique way in which you express each main preference.

The Myers-Briggs Type Indicator is designed to help you become acquainted with the personality gifts you were born with that make you a unique person. It was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung's theory of psychological types.

Jung believed that much of what we do with our minds is either an act of gathering or becoming aware of new information, which he called Perceiving, or an act of deciding or coming to a conclusion using that information, which he called Judging. He also believed that much of the apparent random difference in people's behavior is actually a result of each person having preferences for particular ways of perceiving and judging. Jung identified Sensing and Intuition as two opposite ways of perceiving, and Thinking and Feeling as two opposite ways of forming judgments. These four different modes of perceiving and judging he called *functions*.

People with a preference for Sensing take in new information by focusing on facts and details that can be confirmed by experience, whereas people who prefer Intuition focus on possibilities and relationships among ideas. People who prefer Thinking judgment use impersonal, objective, logical analysis to reach conclusions, whereas people who prefer Feeling judgment use person-centered, subjective analysis to reach their conclusions.

These personality preferences are similar to the familiar preference each of us has for right-handedness or left-handedness. A person normally writes with one hand or the other, but not both. We face the same situation in using our mental functions: we can, and do, use each of the perceiving functions and each of the judging functions on occasion, but we normally reach for our preferred one first.

Another pair of opposites, called Extraversion and Introversion, have to do with the sources of our energy and the way we use our functions. Jung called these opposites *attitudes* rather than functions. People with a preference for Extraversion focus on, and draw energy from, the people, events, and things in the outer world. People with a preference for Introversion, on the other hand, focus on and derive energy from the thoughts, feelings, and impressions of their inner world.

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A second pair of opposite attitudes identifies whether a person's primary means of dealing with the outside world is one of the Perceiving functions or one of the Judging functions. People who prefer the Judging attitude like to plan and organize, make decisions quickly, and come to closure. People who prefer the Perceiving attitude tend to be spontaneous and adaptable and want to keep their options open as long as possible.

The MBTI is not a measure of your abilities in any area. It is designed to help you become aware of your particular gifts and, through this process, to understand and appreciate the ways in which people differ. Remember that no preference is more desirable than its opposite, and no one of the sixteen possible basic types is better than any other.

Contributed by Peter B. Myers

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THE FOUR DIMENSIONS: YOUR PREFERENCES

The Four Preferences That Make Up Your Type

The MBTI describes four preference dimensions, each made up of a pair of opposites. All eight preferences are valuable, and everyone uses each of them at least some of the time. However, each individual tends to prefer one of each pair and generally uses it more than its opposite.

Below, your reported preferences are indicated with a box.

WAYS OF GAINING ENERGY	EXTRAVERSION E You focus on your outside world and get energy through interacting with people and doing things.	INTROVERSION I You focus on your inner world and get energy through reflecting on information, ideas, and concepts.
WAYS OF TAKING IN INFORMATION	SENSING S You notice and trust facts, details, and present realities.	INTUITION N You attend to and trust interrelationships, theories, and future possibilities.
WAYS OF MAKING DECISIONS	THINKING T You make decisions using logical, objective analysis.	FEELING F You make decisions to create harmony by applying person-centered values.
WAYS OF LIVING IN THE WORLD	JUDGING J You prefer to be organized and orderly and to make decisions quickly.	PERCEIVING P You prefer to be flexible and adaptable and to keep your options open as long as possible.

REMEMBER: Even though you are probably more comfortable with one of each pair of opposites, you can and do use the other one some of the time.

YOUR PERSONALITY TYPE

Your four preferences, as described on the previous page, combine to form the personality type described below. Read the description carefully, noting which statements fit you well and which may not be accurate.

INTROVERTED, SENSING, THINKING, JUDGING
ISTJ

ISTJs are typically dependable, realistic, and practical. They are likely to absorb, remember, and use facts carefully and accurately. They like things clearly and logically stated. They are thorough, painstaking, systematic, hard-working, and careful with particulars and procedures. When they see something that needs to be done, they take on the responsibility for it, often beyond the call of duty.

ISTJs do not enter into activities and projects impulsively, but once committed, they are very hard to distract or discourage. They stabilize things they are connected to and persevere even in the face of adversity.

When they are “on duty,” ISTJs’ behavior is sound and sensible and they appear calm and composed. Even in a crisis they seldom show their highly individual, vivid, and intense inner reactions. People who don’t know them well will often remain unaware of their total reaction.

ISTJs’ practical judgment and respect for procedures makes them come across as consistent and moderate. They assemble the necessary facts to support their evaluations and decisions and they communicate them in an objective way. They look for solutions to current problems in their own past experience and that of others.

ISTJs are likely to be most satisfied when they can work in an environment that values organization and accuracy. People can count on them for noticing what needs to be done and following through in a careful, methodical, and timely manner.

STEP II: THE COMPONENTS OF YOUR PREFERENCES

Each preference dimension is broad and complex, and includes many interconnected parts. Knowing your preferences for the parts, or components, of the Extraversion–Introversion (EI), Sensing–Intuition (SN), Thinking–Feeling (TF), and Judging–Perceiving (JP) dimensions can help you better understand your basic personality type.

The next four pages examine the components of your type. As you review how aspects of your personality are described by each of the components, keep in mind the following:

- Five components are included for each preference dimension, but each may have other parts that have not yet been identified. Further, each dimension is greater than the sum of its parts—just as your basic type is greater than the sum of the four preference dimensions.
- Each of the components has two opposite poles. A person is most likely to favor the pole associated with his or her overall preference. For example, an Extrovert will typically prefer most of the Extraverted poles of the EI dimension; an Introvert will likely favor most of the Introverted poles.
- For any particular component, however, a person may favor the opposite pole or show a mixed preference. A preference for an opposite pole is an *out-of-pattern preference*. A mixed preference may indicate no clear preference for either pole, or the use of one or the other poles depending on the situation.
- Your pattern of component preferences for a preference dimension shows your unique way of expressing that overall preference. Each Extrovert, for example, is extraverted in a different way, depending on his or her preferences for the component parts of the EI dimension.

On each of the next four pages:

- The pole you prefer for each component is shown with a box. If you have elements of preference for aspects of both poles, the Mixed position is boxed.
- A set of statements below your boxed preference describes characteristics of that preference. Some descriptive terms for the opposite pole (or for both poles in the case of Mixed) are included for comparison.

Evaluate how well the statements for each component describe you. If a set of statements doesn't seem to fit, consider the possibility that you are better described as favoring the opposite pole or a mixture of the poles (or one of the poles if you are described as Mixed.) The definitions of the poles of each component (presented with your Profile on the last two pages of this report) may help you evaluate the accuracy of your indicated preferences.

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**COMPONENTS OF EXTRAVERSION (E)
AND INTROVERSION (I)**

Remember that you indicated an overall preference for using Introversion (I) as a way of gaining energy. Your preference for each of the component parts of Extraversion–Introversion is shown below.

EXTRAVERSION		INTROVERSION
INITIATING	MIXED	RECEIVING
	<ul style="list-style-type: none"> • Will initiate conversations in social situations with people you already know. • Appear socially at ease in familiar situations. • Are willing to introduce people to each other if no one else does so, but would prefer not to. 	
EXPRESSIVE	MIXED	CONTAINED
Demonstrative Easier to know Self-revealing		<ul style="list-style-type: none"> • Keep your feelings and interests to yourself. • Are seen by others as hard to get to know. • Assume others will be uninterested in your thoughts. • Deal with your emotions internally, by yourself. • Feel capable of solving problems on your own and enjoy doing so. • Find it very hard to discuss what upsets you, especially when you are extremely upset.
GREGARIOUS	MIXED	INTIMATE
Seek popularity Broad circle Join groups		<ul style="list-style-type: none"> • Would rather relate to a few significant others than be in a large group. • Draw sharp distinctions between friends and acquaintances. • Need to trust people before sharing much about yourself. • Seek close, one-to-one, in-depth involvement with others. • Recognize people as individuals and expect similar treatment.
PARTICIPATIVE	MIXED	REFLECTIVE
Interactor Enjoy contact Listen and speak		<ul style="list-style-type: none"> • Prefer detached observation and reflection over active participation with the outer world. • Learn best from reading and writing and communicate best through writing. • Can concentrate better on written material than on someone talking. • Feel more secure writing down your ideas than giving an oral presentation.
ENTHUSIASTIC	MIXED	QUIET
Lively Energetic Seek spotlight		<ul style="list-style-type: none"> • Prefer calm, serenity, even silence. • Are bothered by noisy circumstances and places. • Don't feel the need to talk in a social situation. • Present yourself modestly and conservatively and prefer to stay in the background. • Like being with other quiet people.

COMPONENTS OF SENSING (S) AND INTUITION (N)

Remember that you indicated an overall preference for taking in information through Sensing (S). Your preference for each of the component parts of Sensing-Intuition is shown below.

SENSING		INTUITION
CONCRETE	MIXED	ABSTRACT
<ul style="list-style-type: none"> • Are grounded in reality and trust the facts. • Interpret things literally. • Are cautious about making inferences. • May find it hard to see trends and link facts to the bigger picture. • Begin with what you know to be true, and have all the facts in order before moving on. • May be seen by others as resistant to change, although you may not see yourself that way. 		<ul style="list-style-type: none"> • Figurative • Symbolic • Intangible
REALISTIC	MIXED	IMAGINATIVE
	<ul style="list-style-type: none"> • Like to search for and find new ideas or methods. • Carefully avoid embracing anything that seems too far-fetched or that involves a lengthy search. • Move relatively quickly to see how your ideas work and what their limits are. • Stay in touch with the common sense aspects of any situation. 	
PRACTICAL	MIXED	INFERENCEAL
<ul style="list-style-type: none"> • Pragmatic • Results-oriented • Applied 		<ul style="list-style-type: none"> • Read avidly and enjoy exploring the world of ideas. • Research a problem by finding out what has been written about it. • May be more attracted to an academic career in your area than in being a practitioner. • Build a conceptual framework from the facts. • Need facts and examples to make abstract concepts real. • Are good at refining and improving on others' ideas.
EXPERIENTIAL	MIXED	THEORETICAL
<ul style="list-style-type: none"> • Learn best from direct experience and rely on it to guide you. • Are careful not to over generalize. • Focus more on the past and present than the future. • Enjoy what is happening now rather than think about meanings and theories. • May sometimes get stuck on details at the expense of larger considerations. 		<ul style="list-style-type: none"> • Conceptual • Hypothetical • Trust theories
TRADITIONAL	MIXED	ORIGINAL
<ul style="list-style-type: none"> • Identify strongly with what is familiar. • Are comfortable with the tried and true because it provides a precedent to follow. • Admire and support established institutions and methods. • Are reluctant to change things that are working well. • Enjoy participating in rituals and traditions at work and at home. 		<ul style="list-style-type: none"> • Unconventional • Different • New and unusual

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**COMPONENTS OF THINKING (T)
AND FEELING (F)**

Remember that you indicated an overall preference for making decisions using Thinking (T). Your preference for each of the component parts of Thinking–Feeling is shown below.

THINKING		FEELING	
LOGICAL	MIXED	EMPATHETIC	
<ul style="list-style-type: none"> • Believe that logical analysis is the best basis for good decision making. • Use sequential reasoning, with premises and defined rules, to arrive at consistent conclusions. • Use hard data to support your decisions. • Focus on cause and effect. • Like to maintain clear boundaries between issues. • Can easily identify the pros and cons of an issue. 		<ul style="list-style-type: none"> • Personal • Feeling • Central values 	
REASONABLE	MIXED	COMPASSIONATE	
<ul style="list-style-type: none"> • Justice • Truthful • Cause-and-effect 		<ul style="list-style-type: none"> • Consider yours and others' feelings above the logic of a situation. • Notice and are swayed by emotions even when logic points in another direction. • Feel torn between the objective and subjective, and often go with the latter. 	
QUESTIONING	MIXED	ACCOMMODATING	
	<ul style="list-style-type: none"> • Ask questions only as needed. • Ask questions mildly and tactfully to satisfy your curiosity. • Question and disagree in a style that is neither confrontational nor conciliatory. • Become more confrontational and direct when an important value is threatened. 		
CRITICAL	MIXED	ACCEPTING	
<ul style="list-style-type: none"> • Skeptical • Want proof • Critique 		<ul style="list-style-type: none"> • Welcome the broadest range of ideas and approaches. • Appear to accept all ideas equally, not imposing your thoughts on others. • Prefer a participative management style. • Are modest about your own work and may be reluctant to promote it over others' ideas. • Are seen as open, fair, and approachable; but some people may be confused about what you really believe and think. 	
TOUGH	MIXED	TENDER	
<ul style="list-style-type: none"> • Firm • Tough-minded • Ends-oriented 		<ul style="list-style-type: none"> • Are concerned with how people feel. • Prefer using gentle persuasion and warm understanding to influence others. • Believe it is only logical to include people. • Think it is unfair to take advantage of people even when you are in a stronger position. 	

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COMPONENTS OF JUDGING (J) AND PERCEIVING (P)

Remember that you indicated an overall preference for living your life using Judging (J). Your preference for each of the component parts of Judging– Perceiving is shown below.

JUDGING		PERCEIVING
<p>SYSTEMATIC</p> <ul style="list-style-type: none"> • Thoroughly plan for whatever you face. • Plan for the worst-case scenario with many contingencies in place. • Work within a superstructure of efficiency. • Dislike any kind of diversion. • Do not like surprises. 	MIXED	<p>CASUAL</p> <ul style="list-style-type: none"> Relaxed Easygoing Welcome diversions
<p>PLANFUL</p> <ul style="list-style-type: none"> • Like to look ahead and make long-range plans. • Feel it's your duty to be concerned about 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. 	MIXED	<p>OPEN-ENDED</p> <ul style="list-style-type: none"> Present-focused Go with the flow Like flexible plans
<p>EARLY STARTING</p> <ul style="list-style-type: none"> • Allow yourself plenty of time to accomplish an activity efficiently. • Don't like feeling overwhelmed by having too much to do. • Work on multiple tasks comfortably by starting ahead of time and working on each task for short, concentrated periods of time. • Don't run from stress, but arrange your world so you don't have to deal with it much. • Can't forget incomplete tasks; feel calm and satisfied when you complete something. 	MIXED	<p>PRESSURE-PROMPTED</p> <ul style="list-style-type: none"> Motivated by pressure Bursts and spurts Early start unmotivating
<p>SCHEDULED</p> <ul style="list-style-type: none"> • Are comfortable with routines and do not like them upset. • Like established methods and procedures. • Prefer to control how you spend your time. • Enjoy scheduling both work and fun activities. • Seem rather predictable to others but like it that way. 	MIXED	<p>SPONTANEOUS</p> <ul style="list-style-type: none"> Like variety Enjoy the unexpected Procedures hinder
<p>METHODICAL</p> <ul style="list-style-type: none"> • 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. 	MIXED	<p>EMERGENT</p> <ul style="list-style-type: none"> Plan loosely Plans emerge Adaptable

UNDERSTANDING YOUR TYPE AND ITS COMPONENTS AS A WHOLE

Your Expanded Type Description

As you recall, the type description you read on page 5 was for

ISTJ

INTROVERTED, SENSING, THINKING, JUDGING

The component descriptions you read on the previous four pages show your unique way of expressing your type. Do the descriptions fit for you? If yes, you might find it interesting and useful to expand your type description to include the component poles you favor that are out of pattern for a person of your type. Incorporating these poles, your type description expands to:

INFERENTIAL, COMPASSIONATE, ACCEPTING,
TENDER,

ISTJ

The distinctive way that you experience and express your type helps explain how you are similar to and different from others of your type. Other ISTJs can be unique in quite different ways, although you still have much in common with them.

How Your Four Preferences Work Together

Now that you know your four main preferences and their components, and have some understanding of what each of your preferences means, we can look at how they work together to form your personality.

THE ORDER OF YOUR FUNCTIONS

The four functions—Sensing, Intuition, Thinking, and Feeling—represent the ways of taking in information and making decisions. Each type has a favorite function and a second favorite function, represented by the two middle letters of the four-letter type. The other two functions, whose letters don't appear in the four-letter type, are third and fourth in importance.

For ISTJs, the pattern works like this:

ISTJs like	Sensing best
	Thinking next
	<i>Feeling third</i>
	Intuition least

HOW YOU USE YOUR FAVORITE FUNCTIONS

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

ISTJs use	<ul style="list-style-type: none"> • Sensing mainly internally: to consider the facts and details they have stored in their heads. • Thinking mainly externally: to communicate their structured, logical decisions to others.
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WHEN YOU USE YOUR LESS-PREFERRED FUNCTIONS

When ISTJs do use Intuition and Feeling (usually because the situation requires it), they may feel uncomfortable or awkward. If they have to devote a lot of time and energy to using these functions, they can become tired, frustrated, and out of sorts. When this happens, many ISTJs find it helpful to:

- remember that they are working outside of their natural comfort zone.
- take a break from the less familiar ways of operating.
- do something enjoyable that involves using their Sensing and Thinking.

Using and Developing Your Type Effectively

ISTJs' preference for Sensing and Thinking makes them mostly interested in acquiring and using facts and experiences and in reaching logical conclusions about them. They typically devote much less energy to the less-preferred parts of their personality, Intuition and Feeling. These parts may remain unexercised and be less available for use in situations where they might be helpful.

As an ISTJ, if you rely too much on your Sensing, you are likely to miss the big picture and new possibilities. If you make judgments exclusively using Thinking, you may ignore the impact of your decisions on people and find them resisting your plans.

USING YOUR LESS-PREFERRED FUNCTIONS

To gain access to Intuition and Feeling, consider the components of Sensing–Intuition and Thinking–Feeling on which you were out-of-pattern or a mix. These components may serve as bridges to the less familiar parts of your personality and may help you use those parts more effectively.

You may also wish to consult with someone whose preferences are opposite to yours to bring in a different perspective. This is especially helpful when working on major projects or making important decisions.

MODIFYING YOUR APPROACH IN SPECIFIC WAYS

Sometimes a particular task or situation calls for an approach opposite to your natural one. For example, a Scheduled person may find that in certain situations a Spontaneous approach might be more appropriate. Or a person who prefers the Abstract pole may need to focus on the Concrete information that is available. When such a situation occurs, you may benefit from reading a description of the pole that is opposite to yours to get a sense of how you would act when taking that approach.

The Natural Development of Your Type

Many people find that as they get older, they become more interested in using the less familiar parts of their personality. ISTJs who are in mid-life or older find themselves devoting more time to things that were not very appealing when they were younger. For example, they report greater pleasure in considering new ways of doing things and in devoting more time to personal relationships.

All parts of your personality are valuable and they are available to you over your entire life span. Your type develops and interacts with life experience in ways that help you deal with the different stages and tasks of life. This natural development is another way in which the whole of your type is greater than the sum of its parts.

Verifying Your Type

If after reading your report you don't think that ISTJ describes you adequately, perhaps a different four-letter type will. As a starting point:

1. Focus on any preference you thought was incorrect.
2. Look at any preference for which you are out-of-pattern or mixed.
3. Read the type description for the type you would be if the letter or letters you question were the opposite preference. (See the references on page 21.)
4. Consult your MBTI interpreter for suggestions.
5. Observe yourself and ask others how they see you.

APPLICATIONS

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

- Better understand yourself. Knowing your own type helps you understand how you typically react to situations and how that may help or hinder you.
- Understand others. Knowing about type in general helps you recognize that other people may have different styles than you. It can help you see those differences as useful and broadening to you, rather than annoying.
- Gain perspective. Seeing yourself and others in the context of type can help you achieve some objectivity and avoid getting stuck in believing your way is the only way.

When you face specific kinds of tasks or situations that involve interacting with others, it can be particularly useful to focus on your and others' component preferences, rather than on whole types.

In this section, we describe how your component preferences are likely to affect your approach to communicating, problem solving, change management, and conflict management, and how others' component preferences may come into play. Throughout, the intention is to help you apply your type knowledge to achieve the most desirable outcomes in each type of situation.

Communicating

All aspects of your type influence how you communicate, especially as part of a team. Seven of the components are particularly relevant to communication.

Your preferences for these seven components indicate that when you communicate, you most likely:

- Are willing to introduce people to one another if no one else is doing so (combining initiating and receiving).
- Keep your emotional reactions to yourself rather than say what's really on your mind (contained).
- Like to communicate through written words rather than through talking and listening (reflective).
- Discuss the here-and-now detail instead of possibilities and connections (concrete).
- Feel comfortable asking some questions, as long as they do not distract the group from reaching consensus (combining questioning and accommodating).
- Start tasks early instead of near the deadline (early starting).
- Identify the steps and their order before starting a task, rather than wait to see what seems the right thing to do when you begin (methodical).

You might find it useful to review the characteristics of the opposite poles of these seven communication-relevant components. (Remember, you'll find them with your profile at the end of this report.) This may help you identify and better understand people with whom you have difficulty communicating.

TIPS TO ENHANCE COMMUNICATION

Understanding other people's ways of communicating can encourage a more cooperative and productive approach to accomplishing the task. You may find the following general suggestions helpful for improving communication and achieving desirable outcomes.

- Tell others your particular needs—when you need more information, and what kind of information would be most helpful. Negotiate with them so that you can get at least some of what's important to you.
- Solicit from others what they need. Check with them to see if they have the information they find useful.
- Monitor your own level of impatience and annoyance when different communication styles dominate the communication process for too long. Understand others' needs to use those different styles. You may have to compromise.
- Realize that others are not trying to annoy you when they talk a great deal, ask too many questions, are too accommodating, or want endless details. They are only trying to get what they need for communicating.

Problem Solving

Good problem solving is based on accurate perception of information (taking in information through Sensing and Intuition) and on sound judgment (making decisions through Thinking and Feeling). The best decisions come from using all four functions, not just the two you most prefer.

The component parts of the Sensing–Intuition and Thinking–Feeling dimensions can help you consider approaches and perspectives that you might otherwise neglect in favor of your preferred modes of operating. Each pole of each component suggests a certain kind of question you can ask about the problem. If you consider all these questions—not just the ones associated with your preferences—you can be sure you’re covering all the bases.

General forms of the questions are listed below. As a helpful reminder, the questions associated with the poles you prefer are boldfaced (if you use a mixture of the poles, neither pole is boldfaced).

SENSING	Concrete: What are the current facts? Realistic: What are the practical costs? Practical: What might work best? Experiential: What has been tried? Traditional: What are we currently doing?	INTUITION	Abstract: What else could this mean? Imaginative: What’s another way? Inferential: What ideas are relevant? Theoretical: What is the underlying theme? Original: What is new?
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THINKING	Logical: What are the pros and cons? Reasonable: What’s logical? Questioning: What else do we need to know? Critical: What is wrong with this? Tough: What is the right way to do it?	FEELING	Empathetic: What do we like? Compassionate: How are we impacting people? Accommodating: How can we cooperate and please everyone? Accepting: What is right with this? Tender: What do we agree upon?
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PROBLEM-SOLVING TIPS

- In **individual** problem solving, ask yourself the questions above, and pay attention to the answers. The questions opposite boldfaced ones may be particularly illuminating, since they represent perspectives you aren’t likely to consider. You may find yourself becoming more circumspect because you are considering different kinds of information and points of view, not just what comes to mind first.
- In **group** problem-solving, encourage people with varying perspectives to contribute their views and concerns. Do a final check to make sure all the questions above have been asked.

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YOUR DECISION-MAKING STYLE

The way you make decisions has a major influence on the way you solve problems. Your preferences on two of the components of the Thinking–Feeling dimension (Logical–Empathetic and Reasonable–Compassionate) combine to form your decision-making style. As part of your style, you:

- Work very hard to gain consensus.
- Are generally seen as self-determined, efficient, and confident.
- May sometimes appear unpredictable in your decisions.
- Are seen as concerned, caring, and flexible when you make decisions.
- May regret decisions that you made when your compassion overruled your initial logical approach.

DECISION-MAKING TIPS

- In **individual** decision-making, note your overall decision-making style and how you best make decisions. Then, “consult” the less-preferred parts of your personality for a broader perspective. For example, if you usually use Thinking components in your decision making, consider the Feeling components.
- In **group** decision-making, encourage people with different outlooks to contribute their views. If all perspectives are present, actively encourage their participation. If you are missing a perspective, make extra efforts to consider what it might add.

Change Management

Change seems to be an inevitable part of our lives, whether we embrace it or resist it. All aspects of your type impact your style of managing change. The components most directly involved in change management relate to how a change is decided upon, what's involved in the change, how the change is communicated, and how it's implemented. Your preferences for these components indicate that in the process of managing change, you most likely:

- Want to know that the change was decided upon after both logical analysis and a consideration of people's feelings (combined Thinking–Feeling style of decision-making).
- Keep your feelings about the change to yourself and attempt to resolve them on your own, rather than freely share those feelings with others (contained).
- Discuss the changes and their impact on you with only those closest to you (intimate).
- Have a concern for both the cost-effectiveness and the novel possibilities of the proposed changes (combining realistic and imaginative).
- Hope that many of the established ways of doing things will continue, rather than seeking as many new ways as possible (traditional).
- Plan as far in advance as possible for the changes rather than let them just happen as they may (planful).
- Detail the many steps necessary to implement the changes rather than just let the moment decide what's best to do (methodical).

CHANGE MANAGEMENT TIPS

Understanding your own and others' ways of dealing with change can lead to smoother and less disruptive transitions. You may find that applying the following general suggestions will help you and others minimize stress and maximize the desirable outcomes that can accompany change.

- Identify what you need to understand the changes, and attempt to find that information.
- Work to encourage people to bring their thoughts and feelings out into the open, but be aware that some people need more talk time than others.
- Describe what is the same and what has changed as clearly as possible.
- Make sure that both thinking reasons and feeling values have been considered.

Conflict Management

In working with others, conflicts often arise over what is the best way to do something. These conflicts affect the relationships people have with one another and impact how they feel about their work.

Six components relate specifically to conflict management. Your preferences for these components suggest that in managing conflict, you likely:

- Attempt to solve the issue yourself and keep your reactions inside, rather than discuss your feelings readily with others (contained).
- Rely on yourself or a few trusted others in resolving the conflict, rather than including as many people as possible (intimate).
- Ask some questions for clarification before reaching agreement (combining questioning and accommodating).
- Look for points of agreement in others' arguments and ideas rather than find the flaws (accepting).
- Strive for cooperation rather than push your way through (tender).
- Pay attention to both the logic of the situation and the people and their feelings (combined Thinking–Feeling style of decision-making).

TIPS FOR MANAGING CONFLICT

Understanding others' ways of handling conflict can lead to quicker and more satisfying conflict resolutions. The following general suggestions have been found to minimize the negative outcomes of conflict and enhance the positive outcomes.

- Taking care of both completing the task and maintaining your relationships with the people involved is important in conflict management. Understanding your own and others' styles of communicating and handling conflict makes it possible to achieve both of these goals.
- All perspectives have something to add, but any perspective used in its extreme and to the exclusion of its opposite will ultimately detract.
- Negotiate with others to agree on when and with whom discussion will occur so everyone can be prepared and involved in the manner they wish.

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Conclusion

You may find that in interacting with others, the perspective of type provides both objectivity and understanding, enabling you to act with greater confidence. Instead of reacting to the pressures of the moment, you can stand back and be more proactive.

Remember that no one perspective is always right or always wrong. Consider the situation and what is needed. Remember that others may need different things than you, and be willing to openly discuss those needs. See if compromise is possible.

If you want to further explore the applications and theory of the type perspective, the list of references on the next page can point you to some good sources of information. You may also find that continuing to observe both yourself and others from the standpoint of type enriches your understanding of personality differences and the dynamics of social interaction.

REFERENCES

For further reading, you might wish to consult:

Barger, N.J. & Kirby, L.K. (1995). *The Challenge of Change in Organizations*. Palo Alto, CA: Davies-Black Publishing.

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

Hirsh, S.K., & Kummerow, J.M. (1990). *Introduction to Type in Organizations* (2nd ed.). Palo Alto, CA: Consulting Psychologists Press.

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Myers, I.B. (1980). *Gifts Differing*. Palo Alto, CA: Davies-Black Publishing

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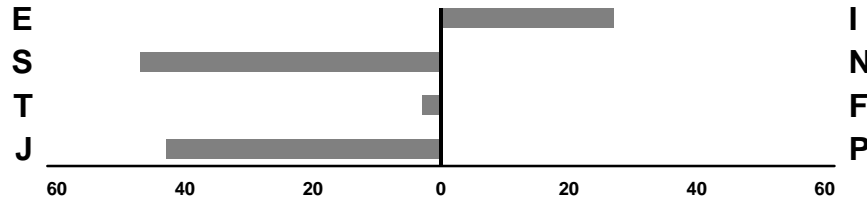
Myers, K.D. & Kirby, L.K. (1994). *Introduction to Type Dynamics and Development*. Palo Alto, CA: Consulting Psychologists Press.

Quenk, N.L. (1993). *Beside Ourselves: Our Hidden Personality in Everyday Life*. Palo Alto, CA: Davies-Black Publishing.

Quenk, N.L. (1996). *In the Grip: Introduction to Our Hidden Personality*. Palo Alto, CA: Consulting Psychologists Press.

Your Individual Type: ISTJ

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



The length of the bars on the graph above show how consistently you chose one pole of a preference rather than the other. A longer bar suggests that you are quite sure that you prefer that pole; a shorter bar suggests that you are less sure about your preference for that pole.

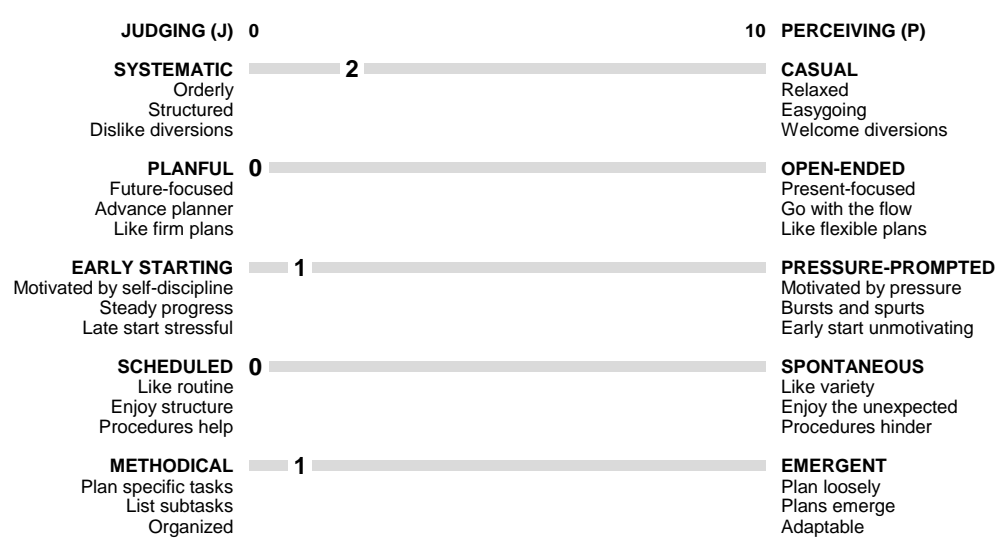
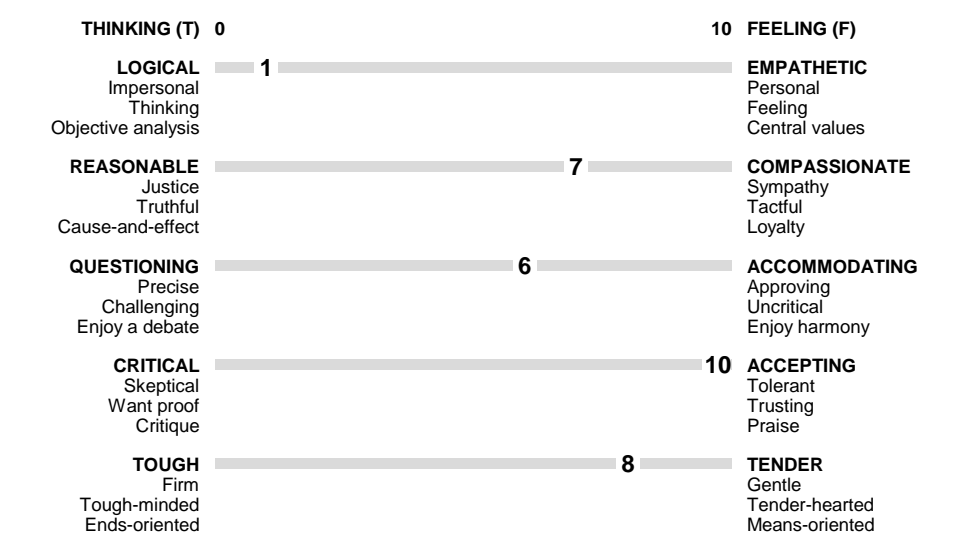
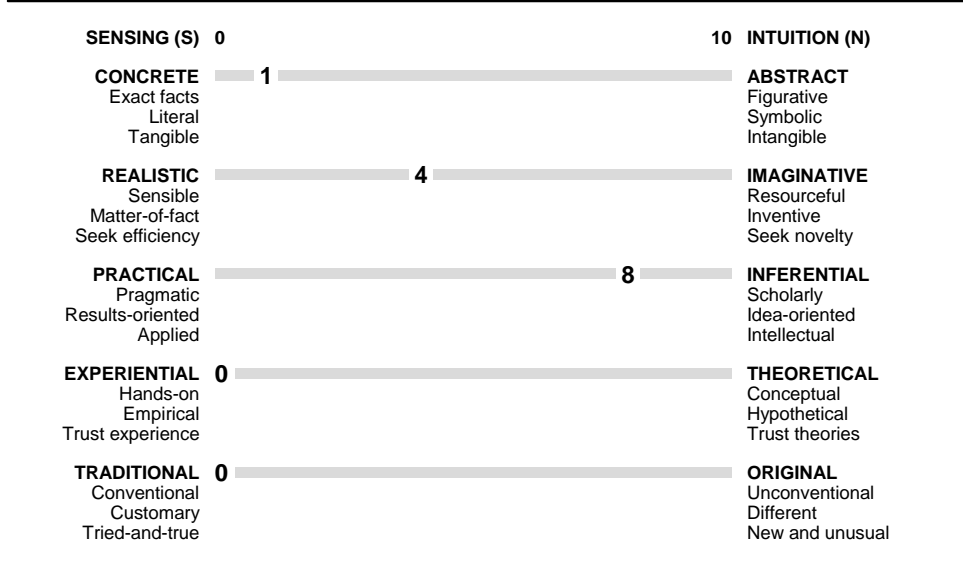
Your Subscale Results

Scores closer to the “0” pole indicate an Extraverted, Sensing, Thinking, or Judging component; scores closer to the “10” indicate an Introverted, Intuitive, Feeling, or Perceiving component.

EXTRAVERSION (E) 0		10 INTROVERSION (I)	
INITIATING Congenial Active Introduce people	6	RECEIVING Reserved Low-key Are introduced	
EXPRESSIVE Demonstrative Easier to know Self-revealing		CONTAINED Controlled Harder to know Private	10
GREGARIOUS Seek popularity Broad circle Join groups	8	INTIMATE Seek intimacy One-on-one Find individuals	
PARTICIPATIVE Interactor Enjoy contact Listen and speak	8	REFLECTIVE Onlooker Prefer space Read and write	
ENTHUSIASTIC Lively Energetic Seek spotlight	8	QUIET Calm Enjoy solitude Seek background	

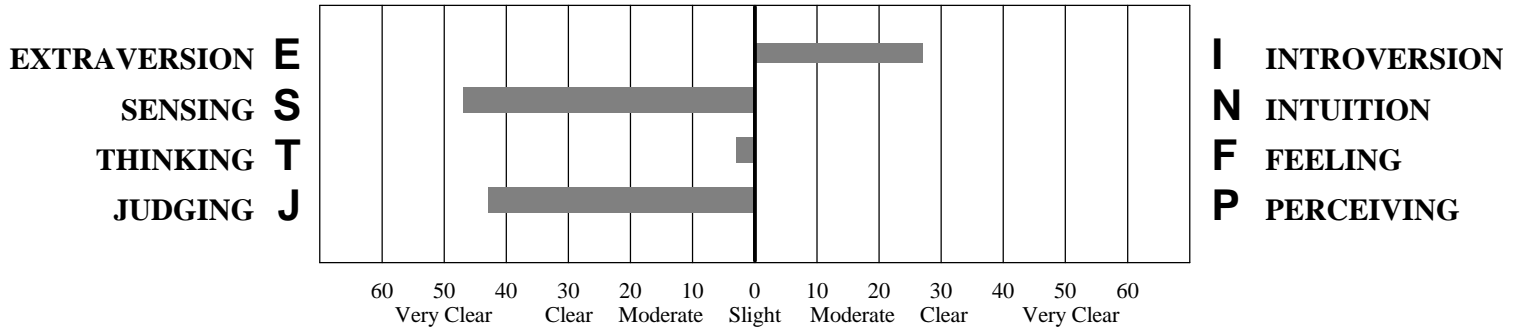
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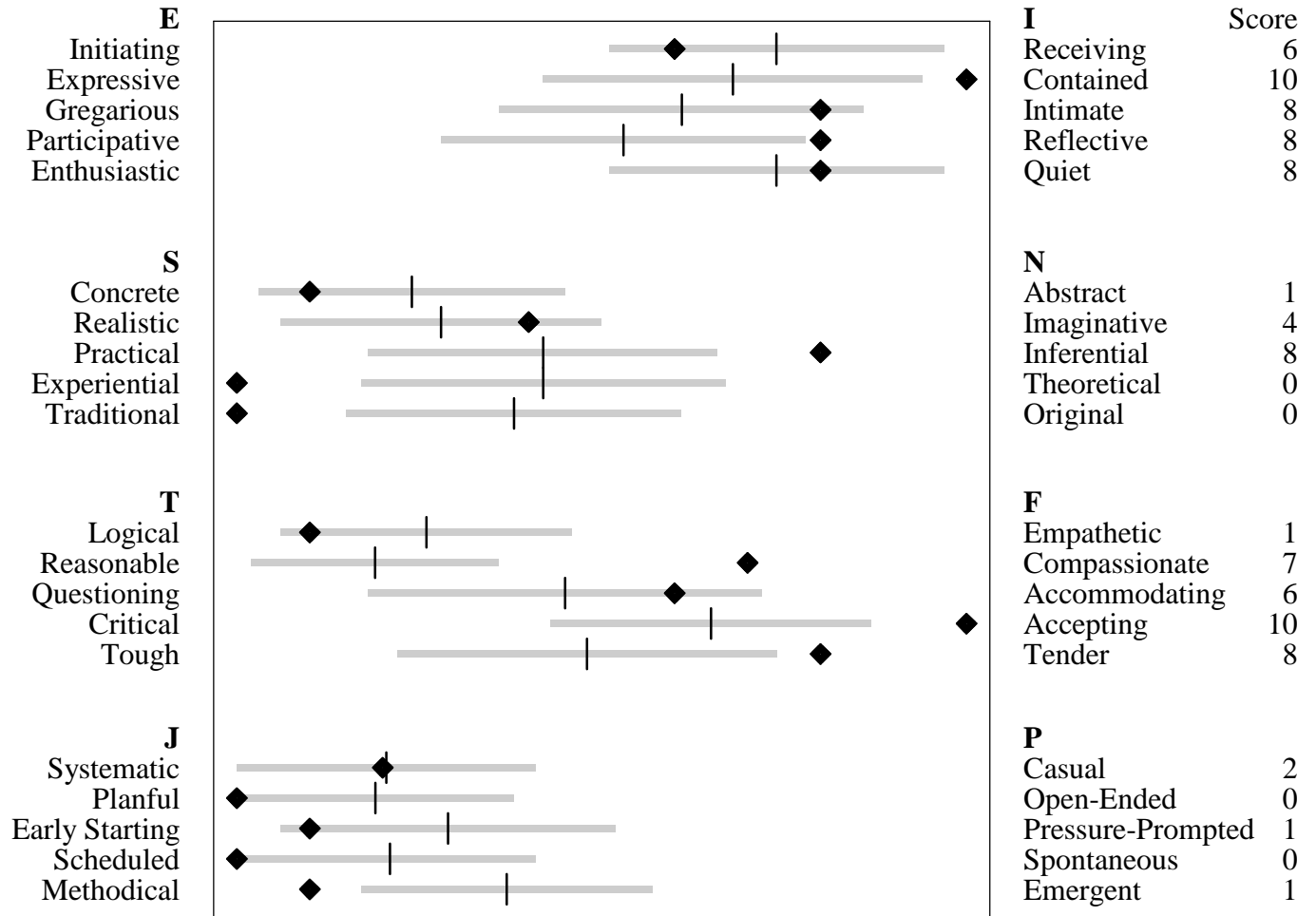


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ISTJs -- Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.



Polarity Index: 74

— Type Specific Norms (with mean): 1795 Form G ISTJs

Preference Scores: I27; S47; T3; J43