



Myers-Briggs Type Indicator® Conflict Style Report

Developed by **Damian Killen and Danica Murphy**

Report prepared for

JANE SAMPLE

April 6, 2011

Interpreted by

SC

Sample Company



CPP, Inc. | 800-624-1765 | www.cpp.com

Myers-Briggs Type Indicator® Conflict Style Report Copyright 2003, 2011 by Peter B. Myers and Katharine D. Myers. All rights reserved. Myers-Briggs Type Indicator, Myers-Briggs, MBTI, and the MBTI logo are trademarks or registered trademarks of the MBTI Trust, Inc., in the United States and other countries. The CPP logo is a trademark or registered trademark of CPP, Inc., in the United States and other countries.



Introduction

This report uses your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment to describe how you are likely to approach and deal with conflict situations. Most people think of conflict as a type of interaction with a negative emotional charge. Although it may appear to be triggered by a simple, straightforward issue, more often than not conflict exists because some core element of trust, beliefs, authority, or passion is being challenged.

The MBTI assessment is a self-awareness tool developed by Katharine Cook Briggs and Isabel Briggs Myers based on Carl Jung's theory of psychological types. Backed by more than 60 years of research supporting its reliability and validity, the MBTI tool has been used by millions of people around the world to gain understanding of the normal differences that are observed in everyday behavior and rooted in their personality preferences. With this knowledge, people can discover new ways to work and interact with others more effectively and insightfully.

This Report Can Help You

- **Understand your results on the MBTI assessment**
- **Discover how your personality preferences guide you in conflict situations**
- **Learn about and appreciate your own natural conflict management style and the style of others**
- **Acquire new strategies for approaching, navigating through, and resolving conflict**

It is important to keep in mind that your report is based on your natural preferences, that all personality types and conflict styles are equally valid and good, and that the report does not describe learned skills or abilities. As you work through your report, remember that your results can be used as a spotlight to help you see and understand more clearly what is really involved in a conflict situation. Incorporating type awareness and an understanding of your natural conflict style into conflict situations can help you be better prepared to more effectively approach, communicate during, and resolve a conflict. Understanding your own conflict style and that of others is a sound starting point for developing more successful conflict management strategies in both professional and personal settings.

How Your MBTI® Conflict Style Report Is Organized

- **Summary of Your MBTI® Results**
- **Your Conflict Style Profile**
- **MBTI® Type and Conflict Pairs**
- **Understanding Others in Conflict**
- **The Conflict Management Model**
- **Developing Your Conflict Management Style**
- **Tips for Dealing with Other Conflict Styles**

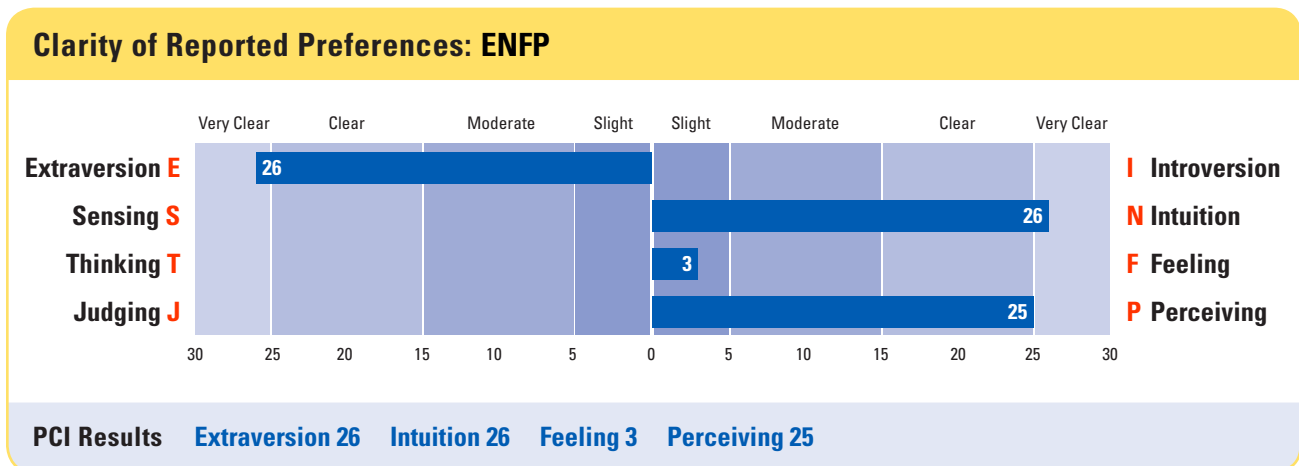


Summary of Your MBTI® Results

The MBTI assessment provides results to indicate the characteristic ways you prefer to focus your attention, take in information, make decisions, and deal with the outer world. These preferences are grouped into four pairs of opposites and combine to form your MBTI personality type. Although you use all of the preferences at least some of the time, you naturally prefer just one in each pair. The chart below summarizes these preferences, highlights your results on each preference pair, and shows your reported MBTI type.

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

The following bar graph reports your preference clarity index (pci). This graph shows how consistently you chose one side of each preference pair over its opposite when completing the MBTI assessment.



The MBTI instrument is a self-assessment tool whose results can be influenced by an individual’s own personal circumstances, experiences, demands, and expectations. Thus it is possible that you may not have identified your natural preferences when you completed the assessment. If your reported type does not seem to fit you quite right, work with your type professional for assistance in identifying the type that fits you best.



Your Conflict Style Profile: ENFP

You are naturally aware of conflict situations and disagreements among the people around you and are quick to encourage dialogue, either to preempt the conflict or to engage in it. For you it is paramount that each person be listened to and that the values of all concerned be respected. You are prepared to give matters time and may hold on to issues when others feel it is time to move on. However, you also can use your perceptive and persuasive powers to convince others of the best way forward.

Your Strengths in Managing Conflict

In most situations, you endeavor to create a warm and caring environment in which everyone can thrive. Conflict is no different. You want everyone to have an opportunity to have his or her say in a comfortable and safe setting.

Your gift for valuing differences and finding areas of agreement, coupled with your ability to see alternatives, helps everyone navigate a way forward.

What You Need from Others

You appreciate it when others respect your values and your idealistic and enthusiastic nature. It is important to you that others allow time for you to explore creative alternatives, as you believe that this is essential to finding a way through the conflict. In addition, you need others to help build a harmonious environment in which there can be open and honest dialogue and everyone will feel listened to.

How Others Tend to See You

Most of the time, others view you as personable, perceptive, and persuasive. They appreciate your empathy and listening skills, which make them feel that their opinions and feelings are being honored. Others often look to you as a facilitator or mediator who will bring people together.

When you are under stress, others may see you as overextending yourself, promising more than you can deliver. As you jump from one thing to the next, others may see you as beginning to spin out of control or exhibiting fluctuating emotions.

Your Conflict Triggers

Challenges to your values trigger conflict for you. When you believe that something or someone you care about is in danger, you will readily fight to defend it or him or her. Occasionally someone's perceived overreaction to what you have said or done can spark a similar response in you and lead to a conflict situation. In addition, your frustration with bureaucracy or systems that inhibit your creativity or personal well-being can trigger conflict.



MBTI® Type and Conflict Pairs

While each of the MBTI preferences influences how people approach and respond to conflict, research has shown that the preferences represented by the last two letters in the four-letter MBTI type code have the greatest impact on one's conflict style. These letters are called the *conflict pairs*, and they represent the combination of one's decision-making preference for either Thinking (T) or Feeling (F) and one's lifestyle preference for either Judging (J) or Perceiving (P). The four MBTI conflict pairs are therefore TJ, TP, FJ, and FP. Based on your MBTI results, your preferences are for Feeling and Perceiving, and your conflict pair is FP.

FP Conflict Pair—Feeling and Perceiving

In a conflict situation, those with a preference for **Feeling** tend to:

- Pay most attention to who is involved
- Focus on the needs being expressed and the values at stake
- Accept and appreciate the differences between people and the positions they hold
- Communicate in a tactful manner and be prepared to give and take

In a conflict situation, those with a preference for **Perceiving** tend to:

- Seek clarification and progress rather than an immediate solution
- Focus on the present when describing the conflict
- Concern themselves primarily with the input from all perspectives
- Experience satisfaction once the conflict is being addressed

Your FP Conflict Pair

As an FP, you are likely to be viewed in conflict as someone who seeks to hear all sides of the story. Others typically see you as someone who is accepting of disparate views and committed to your own values. For FPs, conflict issues tend to involve something they are passionate about, be it a value or people who are important to them. While you would not typically want to engage in conflict, you accept that it is necessary when you care so much about who or what is involved. Throughout a conflict, you have a strong need to include the opinions and feelings of everyone. You are naturally sensitive to any conflict around you. Success for you is achieved when you or others create a safe environment to allow an exploration of all viewpoints.

FP Conflict Pair Summary

- *Likely cause of conflict:* Challenges to values
- *Desired outcome:* Respectful listening
- *Deal with emotions by:* Accepting them
- *Others' impression:* Someone who includes others' values and concerns
- *Satisfied when:* There is open exploration



Understanding Others in Conflict

Conflict, of course, rarely exists in isolation—it involves other people. The information that follows presents the essential attributes associated with the other three conflict pairs. Use this information to gain awareness of how others approach conflict so that you can increase your sensitivity and adroitness when working through the issues together.

FJ Conflict Pair

ISFJ

INFJ

ESFJ

ENFJ

FJs are likely to be viewed in conflict as needing and seeking harmony. Others typically see them as being warm and caring, and at times uncomfortable with the tension associated with conflict. For FJs, conflict tends to arise when their core beliefs or values are being challenged. Their primary concern during conflict is the well-being of the relationships between those involved. At times this can lead them to ignore signals of conflict in the hope that it will go away or to brush conflict under the rug to avoid dealing with the painful issues that may come up. Once engaged in a conflict, FJs can be intense and emotional and will encourage others to share their feelings and opinions in the hope that this will lead to a resolution. Typically they will equate success in a conflict with the relationships remaining intact and there being no lingering bitterness.

FJ Conflict Pair Summary

- *Likely cause of conflict:* Challenges to beliefs
- *Desired outcome:* Intact relationships
- *Deal with emotions by:* Including them
- *Others' impression:* Seeker of communication and harmony
- *Satisfied when:* There is no lingering bitterness



TP Conflict Pair

ISTP

INTP

ESTP

ENTP

TPs are likely to be viewed in conflict as being critical and prepared to question anything relating to the conflict or the people involved. Others typically see them as being comfortable playing the role of devil's advocate or championing the underdog. For TPs, conflict tends to arise around issues of trust and personal credibility. Instances that challenge these concepts tend to be at the core of their conflicts. When involved in a conflict, they are driven to find a way to navigate through the issues. While aware of the emotions involved, they prefer to set these aside so as to allow a healthy and hearty debate. However, this may be done without due regard for others' feelings, resulting in TPs' being perceived as a catalyst or creator of conflict. Their attitude toward conflict fluctuates between seeing it as a waste of time and considering it a useful mechanism for working through issues. For them, success in a conflict is about seeking to clarify the situation. As a result, they often subsequently review and analyze matters.

TP Conflict Pair Summary

- *Likely cause of conflict:* Challenges to trust
- *Desired outcome:* Defined process or progression
- *Deal with emotions by:* Excluding them
- *Others' impression:* Catalyst of or contributor to conflict
- *Satisfied when:* The outcome can subsequently be analyzed



TJ Conflict Pair

ISTJ

INTJ

ESTJ

ENTJ

TJs are likely to be viewed in conflict as being rational, offering critical commentary and demonstrating a keen ability to make decisions based on the information at hand. Others typically see them as cool-headed, analytical, and clear thinking. For TJs, conflict tends to arise around authority issues. Questioning of hierarchy, reporting lines, seniority, and decision-making roles can be a red flag for them. When they are involved in a conflict, their primary need is for closure or resolution—to have it over and done with. They may tend to overlook the emotional content in conflict even though strong emotion does exist. Their engagement can shift from easygoing and agreeable to intense and seemingly angry, all within the same situation. This paradox could be the root of the changeable intensity those with TJ preferences can show—holding back emotion for a time, then having it burst out, albeit for a short period. Success in a conflict is measured not by whether their particular viewpoint prevails, but by the clear identification of a viewpoint as a way forward.

TJ Conflict Pair Summary

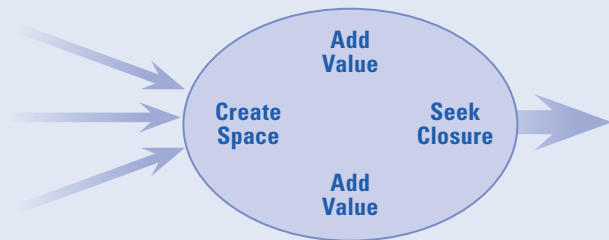
- *Likely cause of conflict:* Challenges to authority
- *Desired outcome:* Closure or resolution
- *Deal with emotions by:* Denying they exist
- *Others' impression:* Detached or aggressive adversary
- *Satisfied when:* Conflict is over

The Conflict Management Model

Becoming aware of how personality type influences the way people act and respond in conflict situations is the first step toward more effective interactions. It allows us to see how others can view the same situation through entirely different eyes and helps us get to the root of a conflict more effectively. After gaining awareness, the next step is to apply this knowledge through use of a simple conflict management model that builds on the strengths of each preference and the power of the conflict pairs in action, critical to determining our focus in and response to conflict. This three-stage conflict management model is further described below.

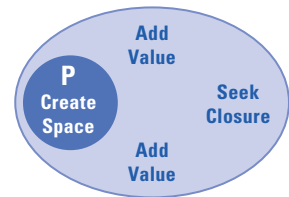
Three-Stage Conflict Management Model

- Stage 1: Create Space
- Stage 2: Add Value
- Stage 3: Seek Closure



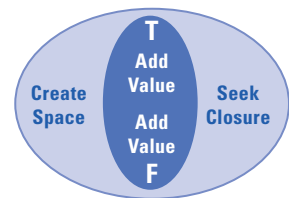
Stage 1: Create Space

Stage 1 involves bringing the views, ideas, and opinions of all vested parties into the dialogue. This means taking time to gather relevant facts and check or verify assumptions. Here it is essential to truly understand all points of view and explore what they might mean. This requires active listening, suspending judgment or conclusions until all relevant data have been collected. *This process is closely aligned with the Perceiving (P) preference.*



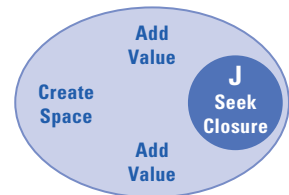
Stage 2: Add Value

Stage 2 involves developing a deeper appreciation of how our decision-making preference (T or F) affects how we may act during conflict. Here we acknowledge the contribution of our natural preference augmented by the contribution of the opposite preference. *Those with a Thinking preference do well to see matters from a Feeling perspective; and those with a Feeling preference, from a Thinking perspective.*



Stage 3: Seek Closure

Stage 3 involves recognizing when it is time to move on by summarizing what has happened to date and agreeing on the next and hopefully final steps toward resolution. *The notion of closure is closely aligned with the Judging (J) preference.*



Conflict can be navigated and managed using this model and its links to type. The following pages highlight how you can best leverage your personality type to develop your conflict style successfully and deal more effectively with others.



Developing Your Conflict Management Style

Use the information below to gain further insight into your conflict style and for suggestions on how to adjust your style when warranted to more effectively navigate the conflict.

FP Conflict Pair in Action

The FP conflict pair shows its strengths by welcoming and including all points of view. While FPs typically dislike the conflict process, they see it as important to deal with in order to ensure that people are respected. They may dislike a logical analysis of the situation that appears to discount people's emotions and reactions. In addition, they can have difficulty bringing things to a close and can hold on to issues for significant periods of time. This dislike of analysis and difficulty reaching closure can be misread as avoiding conflict or holding out for the perfect solution.

ENFP Core Strengths

- Will create an environment in which everyone can share his or her view
- Will ensure that each person's values are respected
- Will lead by example
- Will change their position to encourage give and take

ENFP Blind Spots

- May take things too personally and have difficulty being objective
- May not be ready to move on when others are
- May be satisfied with partial resolution of a conflict
- May not accept that all conflicts can end amicably

Areas for Development

- Be clear at the outset about what you want and articulate your values in order to avoid compromising too readily
- Accept that not everything can be changed and work only on key areas
- Don't undervalue logical analysis, even when it involves people
- Stop and reflect earlier in the process and then talk to someone, so as to avoid procrastination later



Tips for Dealing with Other Conflict Styles

Other FPs—ISFPs, INFPs, ESFPs, ENFPs

- Understand that while FPs typically dislike conflict, they are often in no rush to reach closure as they appreciate the time needed to listen to everyone
- Remember that they may not want to be tied down by a set procedure
- Keep in mind FPs' need to hear from others acceptance of their core values
- Remember that they have difficulty with others offering a logical analysis that appears to overlook the possible negative impact on others
- Remember that for FPs, including others is often more important than the issue
- Keep in mind that the amount of time FPs spend exploring people's concerns can be frustrating for TJs, whom they perceive as impatient to move on
- Remember that their intention is to have everyone's opinions, feelings, and values respected

FJs—ISFJs, INFJs, ESFJs, ENFJs

- Remember that FJs typically view conflict as a difficult or negative experience
- Understand that for FJs, everyone's feelings are important
- Keep in mind that their rush to closure is likely motivated by a desire to make sure no one gets hurt rather than an objective assessment that everything is sorted out
- Understand that it is only after FJs are certain everyone's concerns and feelings have been given attention that they can begin to look at other factors
- Keep in mind that ongoing ill will may prevent them from moving on easily
- Be prepared to answer questions about how you are feeling, as it is important for FJs to know this
- Remember that their intention is to make sure no one leaves with any lingering bitterness

TPs—ISTPs, INTPs, ESTPs, ENTPs

- As TPs' tolerance of conflict situations is higher than that of most people, don't be surprised if they see conflict as a challenge or as healthy
- Remember that the process of addressing the conflict is as important as the outcome
- Keep in mind that TPs' comfort with exploring means they will be in no rush to reach closure
- Understand that TPs will express feelings only when they are sure everyone present can be trusted
- Be careful not to get overly frustrated with your perception of TPs changing the rules of engagement
- Remember that TPs are acutely aware of where the power lies in any situation and will fluctuate between needing to have access to the power and supporting the underdog
- Remember that their intention is to ensure the conflict has been explored from all angles

TJs—ISTJs, INTJs, ESTJs, ENTJs

- Remember that most TJs believe they are right and may be stubborn when confronting an alternate point of view
- All will want a quick resolution, but don't brush aside important matters solely to move on
- Keep in mind that your objectivity will allow all to find a way out of a conflict but may not limit its underlying emotional impact
- Encourage everyone to give time to listen to each viewpoint
- Don't interpret succinct responses as being abrupt or disrespectful
- Remember that it will be difficult to create an environment in which it is safe to express emotions
- As TJs believe that once a conflict is over, it's over, don't miss opportunities to say what you need to say

