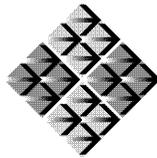


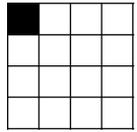
MYERS-BRIGGS TYPE INDICATOR®

**Interpretive Report
for Organizations**



report prepared for
JOE SAMPLE

March 18, 2002



INTRODUCTION

This report is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) and how they can be applied in organizational settings. The MBTI provides a useful method for understanding people by looking at eight personality preferences that all people use at different times. These eight preferences are organized into four dichotomies, each made up of a pair of opposite preferences. When you take the Indicator, the four preferences that you identify as most like you (one from each pair) are combined into what is called a type. The four dichotomies describe four activities:

Energizing—how a person is energized—either Extraversion (E) or Introversion (I)

Perceiving—what a person pays attention to—either Sensing (S) or Intuition (N)

Deciding—how a person decides—either Thinking (T) or Feeling (F)

Living—the lifestyle a person adopts—either Judging (J) or Perceiving (P)

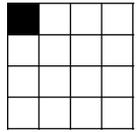
The MBTI instrument was developed in the USA by a mother-and-daughter team, Katharine Briggs and Isabel Myers. The Indicator is based on the work of C. G. Jung and his theory of psychological type.

In understanding your MBTI results, remember that the MBTI

- describes rather than prescribes, and therefore is used to open possibilities, not to limit options;
- identifies preferences, not skills, abilities, or competencies;
- assumes that all preferences are equally important and all can be used by each person;
- is well documented with thousands of scientific studies conducted during a fifty-year period;
- has ongoing research to support its application.

This report contains the following sections:

- Your MBTI results
- A brief description of your MBTI type
- A description of your MBTI type in an organization
- Effects of your preferences in work settings
- Preferred methods of communication for your preferences
- Your order of preferences
- Your problem-solving style
- Further reading



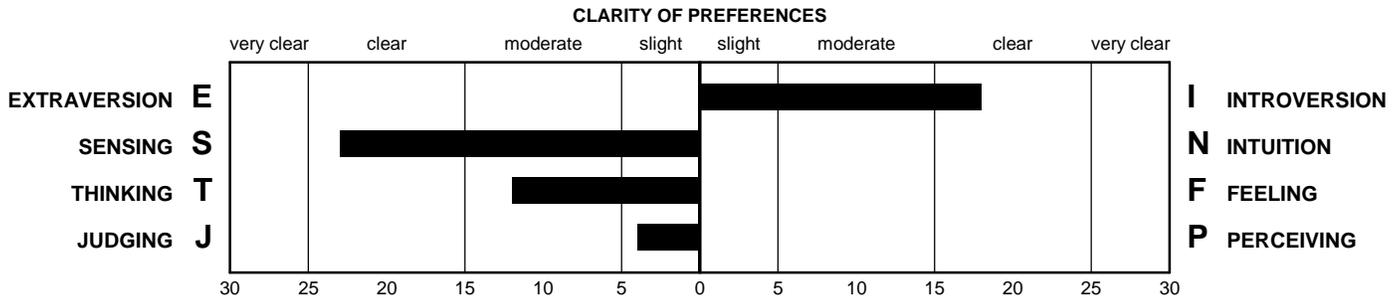
YOUR MBTI RESULTS

Your MBTI type is determined by the relative frequency of the four preferences (one from each pair) that you marked when answering the questions on the Indicator. Since each of the eight preferences can be represented by a letter (E-I, S-N, T-F, and J-P), a four-letter code can be used as a shorthand for indicating type. For example, ESTJ suggests a person who is energized by the external world (E), whose preferred way of perceiving incoming information is Sensing (S), whose way of deciding is Thinking (T), and who adopts a Judging (J) style of living. When the four dichotomies are combined in all possible ways, sixteen types result. The **preference clarity index (pci)** indicates how clearly you chose one preference over its opposite.

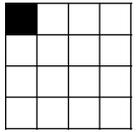
Because MBTI results are subject to a variety of influences (i.e., work tasks, family demands, and/or cultural norms), they need to be treated with caution and individually verified. You will want to determine the type that comes closest to describing you. This probably is the same type as reported on the MBTI, although not always.

REPORTED TYPE: **ISTJ**

PCI: INTROVERSION **I** 18
 SENSING **S** 23
 THINKING **T** 12
 JUDGING **J** 4



Energizing	E EXTRAVERSION Preference for drawing energy from the outside world of people, activities, and things	I INTROVERSION Preference for drawing energy from one's inner world of ideas, emotions, and impressions
Perceiving	S SENSING Preference for taking in information through the five senses and noticing what is actual	N INTUITION Preference for taking in information through a "sixth sense" and noticing what might be
Deciding	T THINKING Preference for organizing and structuring information to decide in a logical, objective way	F FEELING Preference for organizing and structuring information to decide in a personal, values-based way
Living	J JUDGING Preference for living a planned and organized life	P PERCEIVING Preference for living a spontaneous and flexible life



BRIEF DESCRIPTION OF ISTJ

Below are a dozen adjectives that describe ISTJs in general. Because there are individual differences within each type, not every adjective may apply to you.

Dependable	Organized	Reserved
Exacting	Practical	Sensible
Factual	Realistic	Steadfast
Logical	Reliable	Thorough

DESCRIPTION OF AN ISTJ IN AN ORGANIZATION

In reading the description of your type, keep in mind that there are no “good” or “bad” types for any role in an organization. This follows from the fact that the MBTI identifies preferences, not abilities or skills. Each person has something to offer and something to learn that could enhance his or her contribution to the organization.

ISTJ Introverted Sensing with Thinking

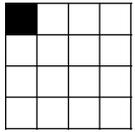
ISTJs are thorough, exacting, systematic, hardworking, and careful with detail. They enjoy working within organizations to improve procedures and processes, remaining loyal through both good and bad times.

CONTRIBUTIONS TO THE ORGANIZATION

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

LEADERSHIP STYLE

- Use experience and knowledge of the facts to make decisions
- Build on reliable, stable, and consistent performance
- Respect traditional, hierarchical approaches
- Reward those who follow the rules while getting the job done
- Pay attention to immediate and practical organizational needs



PREFERRED WORK ENVIRONMENTS

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

PREFERRED LEARNING STYLE

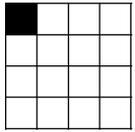
- Presented in a concrete and sequential style
- Practical and has applications that are useful now

POTENTIAL PITFALLS

- May overlook the long-range implications in favor of day-to-day operations
- May neglect interpersonal niceties
- May become rigid in their ways and thought of as inflexible and less open to innovation
- May expect others to provide the same level of detail and to conform to same operating procedures

SUGGESTIONS FOR DEVELOPMENT

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



EFFECTS OF YOUR PREFERENCES IN WORK SETTINGS

INTROVERSION

- Like quiet and private space for concentration
- Tend not to mind working on one project for a long time
- Are interested in the facts/ideas behind their work
- Like to think before they act, sometimes to the point of not acting
- Find phone calls intrusive when concentrating on a task
- Develop ideas alone through reflection
- Like working by themselves or occasionally in small groups

SENSING

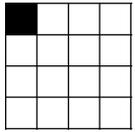
- Like using experience and standard ways to solve problems
- Enjoy applying skills already perfected
- Seldom make errors of fact, but may ignore their inspirations
- Like to do things with a practical bent
- Like to present the details of their work first
- Prefer continuation of what is, with fine-tuning
- Proceed step-by-step, accurately estimating the time needed

THINKING

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

JUDGING

- Work best when they can plan their work and work their plan
- Enjoy organizing and finishing tasks
- Focus on what needs to be completed, ignoring other things
- Feel more comfortable once a decision is made on a thing, situation, or person
- Decide quickly in their desire for closure
- Seek structure and schedules
- Use lists to prompt action on specific tasks



PREFERRED METHODS OF COMMUNICATION FOR YOUR PREFERENCES

INTROVERSION

- Keep energy and enthusiasm inside
- Pause and reflect before responding
- Think through ideas, thoughts, and impressions
- May need to be drawn out
- Seek opportunities to communicate one-to-one
- Prefer written over face-to-face communication, email over voice mail
- In meetings, verbalize ideas that have been thought through

SENSING

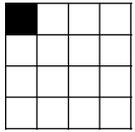
- Like evidence (facts, details, and examples) presented first
- Want practical and realistic applications shown, with relationships between the facts clearly explained
- Rely on direct experience to provide information and anecdotes
- Use an orderly step-by-step approach in conversations
- Like suggestions to be straightforward and feasible
- Refer to specific examples
- In meetings, follow the agenda

THINKING

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

JUDGING

- Want to agree on schedules, timetables, and reasonable deadlines
- Dislike surprises and want advance warning
- Expect others to follow through and count on this
- State their positions and decisions as final
- Want to hear about results and achievements
- Focus on purpose and direction
- In meetings, concentrate on task completion



YOUR ORDER OF PREFERENCES

Your four-letter code also stands for a complex set of dynamic relationships. Every person likes some of the preferences better than others. In fact, it is possible to predict the order with which any individual will develop, like, and use his or her preferences.

As an ISTJ, your order is

- | |
|---------------------|
| 1. SENSING |
| 2. THINKING |
| 3. FEELING |
| 4. INTUITION |

Sensing is your #1, or dominant, function. The strengths of dominant Sensing are to

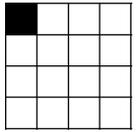
- recognize the pertinent facts;
- apply experience to problems;
- notice what needs attention;
- keep track of essentials;
- handle problems with realism.

Under stress, you might

- become caught in a rut rehashing the same details;
- get stuck, lose common sense, and not see possible ways out;
- view the future in negative terms;
- turn unduly pessimistic.

Overall, when faced with a problem, you will probably want to be thoroughly grounded in the facts (S) that you have analyzed in a logical framework (T). For optimal results, however, you may need to consider the impact on people (F) and search for more possibilities and other meanings (N).

The Potential Pitfalls and Suggestions for Development on page 5 also relate to your order of preferences in that the pitfalls may be the result of improper use of preferences.



YOUR PROBLEM-SOLVING STYLE

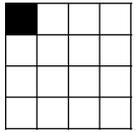
When trying to solve problems, your MBTI preferences can be used to help guide the process. Although it seems straightforward, this process can actually be difficult to fully implement, because people have a tendency to skip over those parts of the problem-solving process that require them to use their less-preferred functions. Decisions are usually made by emphasizing your dominant function (#1) and by ignoring your least-preferred function (#4). A better decision is likely to result if all of the preferences are used. Until you master this process, it might be wise to consult others of opposite preferences when making important decisions or to pay particular attention to using your less-preferred functions.

- 1.** When solving a problem or making a decision, you are most likely to start with your dominant function, **SENSING**, by asking
 - How did we get into this situation?
 - What are the verifiable facts?
 - What exactly is the situation now?
 - What has been done and by whom?
 - What already exists and works?

- 2.** You may then proceed to your #2 function, **THINKING**, and ask
 - What are the pros and cons of each alternative?
 - What are the logical consequences of the options?
 - What are the objective criteria that need to be satisfied?
 - What are the costs of each choice?
 - What is the most reasonable course of action?

- 3.** You are not as likely to ask questions related to your #3 function, **FEELING**, such as
 - How will the outcome affect the people, the process, and/or the organization?
 - What is my personal reaction to (my likes/dislikes about) each alternative?
 - How will others react and respond to the options?
 - What are the underlying values involved for each choice?
 - Who is committed to carrying out the solution?

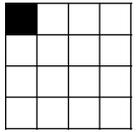
- 4.** You are least likely to ask questions related to your #4 function, **INTUITION**, such as
 - What interpretations can be made from the facts?
 - What insights and hunches come to mind about this situation?
 - What would the possibilities be if there were no restrictions?
 - What other directions/fields can be explored?
 - What is this problem analogous to?



Finally,

- use Introversion (I) to allow time for reflection at each step along the way;
- use Extraversion (E) to discuss each step before moving on;
- use Perceiving (P) in each step to keep discussions and options open, not cutting things off too prematurely; and
- then use Judging (J) to make a decision and determine a deadline and schedule.

Although any type could perform any role, each type tends to gravitate toward particular styles. You function best when you can adopt a style that allows you to express your own preferences. When you are forced to use a style over a long period of time that does not allow for, or call upon, your preferences, inefficiency and burnout may result. So, although you can adopt a different style when needed, and call upon different preferences when appropriate, you will contribute most when you are using your own preferences. Basically, the message is **GO WITH YOUR STRENGTHS.**



FURTHER READING

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Most of these materials are available from Consulting Psychologists Press.
3803 E. Bayshore Road, Palo Alto, CA 94303.
For more information, call 1-800-624-1765 or visit www.mbti.com.

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