Myers-Briggs Type Indicator®
Interpretive Report for Organizations

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Introduction

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

Where you focus your attention	**Extraversion (E)**	◀◀ or ▶▶	**Introversion (I)**
The way you take in information	**Sensing (S)**	◀◀ or ▶▶	**Intuition (N)**
The way you make decisions	**Thinking (T)**	◀◀ or ▶▶	**Feeling (F)**
How you deal with the outer world	**Judging (J)**	◀◀ or ▶▶	**Perceiving (P)**

The MBTI instrument was developed by Katharine Briggs and Isabel Briggs Myers and is based on the work of Carl Jung and his theory of psychological type. In understanding your MBTI results, remember that the MBTI tool

- 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 can be used by every person

- Is well documented with thousands of scientific studies conducted during a sixty-year period

- Is supported by ongoing research

How Your MBTI® Interpretive Report for Organizations Is Organized
- **Summary of Your MBTI® Results**
- **Your Work Style**
  Snapshot
  Work Style Chart
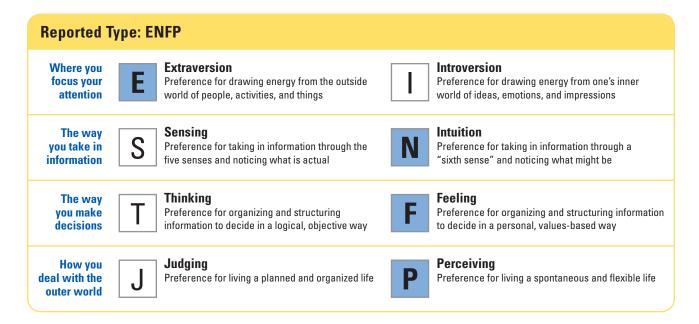 **Preferences at Work Chart**
  Communication Style Chart
- **Order of Your Preferences**
- **Your Problem-Solving Approach**
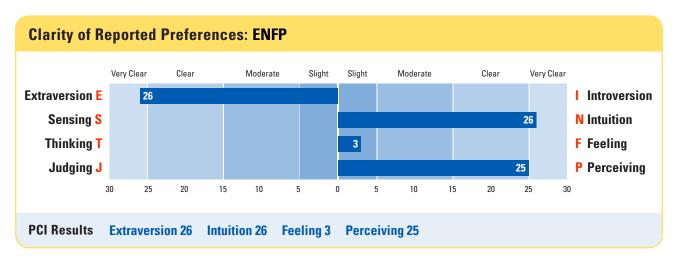 **Problem-Solving Approach Chart**
- **Conclusion**

Summary of Your MBTI® Results

How you decide to answer each item on the MBTI assessment determines your reported MBTI type. Since each of the preferences can be represented by a letter, a four-letter code is used as shorthand for indicating type. When the four dichotomies are combined in all possible ways, sixteen different types result. Your reported MBTI type is shown below.

Reported Type: ENFP

Where you focus your attention	**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	
The way you take in information	**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	
The way you make decisions	**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	
How you deal with the outer world	**J** Judging — Preference for living a planned and organized life	**P** Perceiving — Preference for living a spontaneous and flexible life	

The *preference clarity index* (pci) indicates how clearly you chose one preference over its opposite. The bar graph below charts your results. The longer the bar, the more sure you may be about your preference.

Clarity of Reported Preferences: ENFP

Extraversion E — 26 — I Introversion
Sensing S — 26 — N Intuition
Thinking T — 3 — F Feeling
Judging J — 25 — P Perceiving

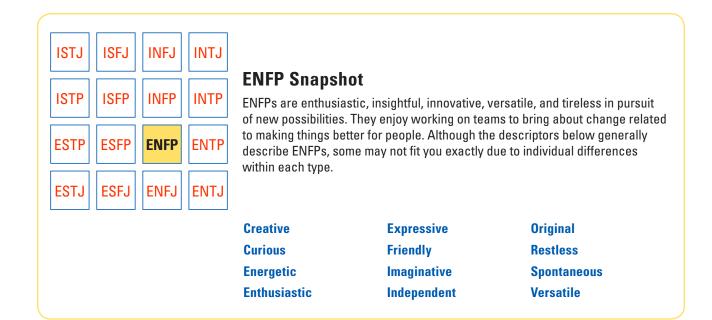**PCI Results** Extraversion 26   Intuition 26   Feeling 3   Perceiving 25

Because MBTI results are subject to a variety of influences, such as work tasks, family demands, and other factors, they need to be individually verified. If your reported type does not seem to fit, you will want to determine the type that comes closest to describing you. Your type professional can assist you in this process.

Your Work Style: ENFP

A series of descriptions that relate to your work preferences and behaviors is presented for your type. When reviewing these descriptions, keep in mind that, because the MBTI assessment identifies preferences, not abilities or skills, there are no "good" or "bad" types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution. The snapshot for your type is shown below, followed on the next pages by three charts that outline how your type influences your work style, your preferences at work, and your communication style.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	**ENFP**	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

ENFP Snapshot

ENFPs are enthusiastic, insightful, innovative, versatile, and tireless in pursuit of new possibilities. They enjoy working on teams to bring about change related to making things better for people. Although the descriptors below generally describe ENFPs, some may not fit you exactly due to individual differences within each type.

Creative	**Expressive**	**Original**
Curious	**Friendly**	**Restless**
Energetic	**Imaginative**	**Spontaneous**
Enthusiastic	**Independent**	**Versatile**

Your Work Style

CONTRIBUTIONS TO THE ORGANIZATION
- See the need for change and initiate it
- Focus on possibilities, especially for people
- Energize and persuade others through their contagious enthusiasm
- Add creativity and imagination to projects and actions
- Appreciate and acknowledge others

LEADERSHIP STYLE
- Lead with energy and enthusiasm
- Prefer to take charge of the start-up phase
- Communicate and often become spokespersons for worthy causes
- Work to include and support people while allowing for their own and others' autonomy
- Pay attention to what motivates others and encourage them to act

PREFERRED WORK ENVIRONMENTS
- Contain imaginative people focused on human possibilities
- Allow for sociability and flair
- Foster participative atmosphere with varied people and perspectives
- Offer variety and challenge
- Encourage ideas
- Are flexible, casual, and unconstrained
- Mix in fun and enjoyment

PREFERRED LEARNING STYLE
- Active, experiential, and imaginative
- Interesting content, whether or not it has practical applications

POTENTIAL PITFALLS
- May move on to new ideas or projects without completing those already started
- May overlook relevant details and facts
- May overextend and try to do too much
- May procrastinate while searching for the best possible answer

SUGGESTIONS FOR DEVELOPMENT
- May need to set priorities based on what is most important and then follow through
- May need to pay attention to and focus on key details
- May need to learn to screen tasks and say "no" rather than try to do what is initially appealing
- May need to apply project and time management skills to meet goals

Your Preferences at Work

EXTRAVERSION

- Like participating actively in a variety of tasks
- Are often impatient with long, slow jobs
- Are interested in the activities of their work and in how other people do them
- Act quickly, sometimes without thinking
- Find phone calls a welcome diversion when working on a task
- Develop ideas by discussing them with others
- Like having people around and working on teams

INTUITION

- Like solving new, complex problems
- Enjoy the challenge of learning something new
- Seldom ignore insights but may overlook facts
- Like to do things with an innovative bent
- Like to present an overview of their work first
- Prefer change, sometimes radical, to continuation of what is
- Usually proceed in bursts of energy, following their inspirations

FEELING

- Use values to reach conclusions
- Work best in harmony with others, concentrating on the people
- Enjoy meeting people's needs, even in small matters
- Let decisions be influenced by likes and dislikes
- Are sympathetic and avoid telling people unpleasant things
- Look at the underlying values in the situation
- Want appreciation throughout the process of working on a task

PERCEIVING

- Want flexibility in their work
- Enjoy starting tasks and leaving them open for last-minute changes
- Want to include as much as possible, thus deferring needed tasks
- Like staying open to experiences, not wanting to miss anything
- Postpone decisions because of a search for options
- Adapt well to change and feel restricted with too much structure
- Use lists to remind themselves of possible things to do

Source: Adapted from Myers, I. B. (1962), *Introduction to Type®* (1st ed.). Mountain View, CA: CPP, Inc. All rights reserved.

Your Communication Style

EXTRAVERSION
- Communicate with energy and enthusiasm
- Respond quickly without long pauses to think
- Converse about people, things, and ideas in the outside world
- May need to moderate expression
- Seek opportunities to communicate with groups
- Prefer face-to-face communication to written, voice mail to e-mail
- In meetings, like talking out loud to build their ideas

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

FEELING
- Prefer to be personable and in agreement
- Want to know an alternative's impact on people and values
- Can be interpersonally appreciative and accepting
- Are convinced by personal authenticity
- Present points of agreement first
- Consider logic and objectivity as secondary data
- In meetings, seek involvement with people first

PERCEIVING
- Are willing to discuss timetables but resist tight deadlines and unchangeable schedules
- Enjoy surprises and adapt to last-minute changes
- Expect others to respond to situational requirements
- Present their views as tentative and modifiable
- Want to hear about options and opportunities
- Focus on autonomy and flexibility
- In meetings, concentrate on the process being used

Source: Adapted from Kummerow, J. M. (1985), *Talking in Type.* Gainesville, FL: Center for Applications of Psychological Type.

Order of Your Preferences

Your four-letter type code represents a complex set of dynamic relationships. Everyone likes some of the preferences better than others. In fact, it is possible to predict the order in which any individual will like, develop, and use his or her preferences.

As an ENFP, your order is
#1   Intuition
#2   Feeling
#3   Thinking
#4   Sensing

Intuition is your #1, or dominant, function. The strengths of dominant Intuition are to
- Recognize new possibilities
- Come up with novel solutions to problems
- Delight in focusing on the future
- Watch for additional ideas
- Tackle new problems with zest

Under stress, you may
- Become overwhelmed with ideas and possibilities, all equally enticing
- Get obsessed with unimportant details
- Become preoccupied with one irrelevant fact, making it represent the entire domain
- Overindulge in sensory pursuits, e.g., eating, drinking, watching too much television, or exercising too much

Overall, when faced with an issue, you will probably want to explore creative possibilities for growth (#1 Intuition) that fit with your values (#2 Feeling). For optimal results, however, you may need to apply logic dispassionately (#3 Thinking) and consider the relevant facts and details (#4 Sensing).

The potential pitfalls and suggestions for development listed in the Work Style chart shown earlier also relate to your order of preferences in that the pitfalls may be the result of an undeveloped use of preferences.

Your Problem-Solving Approach: ENFP

When solving problems, you can use your type preferences to help guide the process. Although it seems straightforward, this can be difficult to do because people tend to skip those parts of the problem-solving process that require use of their less-preferred functions. Decisions are usually made by relying on the dominant function (#1) and ignoring the least-preferred function (#4). A better decision is likely to result if all your preferences are used. The chart below as well as the tips that follow will help guide you in this approach. You may wish to consult others of opposite preferences when making important decisions or pay particular attention to using your less-preferred functions.

Your Problem-Solving Approach

1. When solving a problem or making a decision, you are most likely to start with your dominant function, INTUITION, by asking

- 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?

2. You may then proceed to your #2 function, FEELING, and ask

- 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?

3. You are not as likely to ask questions related to your #3 function, THINKING, such as

- 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?

4. You are least likely to ask questions related to your #4 function, SENSING, such as

- 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?

To improve your problem solving, apply these four preferences as well:
- Use Introversion to allow time for reflection at each step along the way
- Use Extraversion to discuss each step before moving on
- Use Perceiving in each step to keep discussions and options open, not cutting things off too prematurely
- Use Judging to make a decision and determine a deadline and schedule

Conclusion

Although individuals of any type can perform any role in an organization, each type tends to gravitate toward particular work, learning, and communication styles. You function best when you can adopt a style that allows you to express your preferences. When you are forced to use a style over a long period that does not reflect your preferences, inefficiency and burnout may result. Even though you can adopt a different style when needed, you will contribute most when you are using your preferences and drawing on your strengths.

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and how they interact with others, helping them improve how they communicate, work, and learn. For resources to help you further your knowledge, visit www.cpp.com to discover practical tools for lifetime learning and development.