

MYERS-BRIGGS TYPE INDICATOR® STEP II

Interpretive Report

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report prepared for

JEANNE CASE

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THE MBTI® Personality Assessment

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

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

<ul style="list-style-type: none"> ■ If you prefer Extraversion, you focus on the outside world to get energy through interacting with people and/or doing things. 	<ul style="list-style-type: none"> ■ If you prefer Introversion, you focus on the inner world and get energy through reflecting on information, ideas, and/or concepts.
<ul style="list-style-type: none"> ■ If you prefer Sensing, you notice and trust facts, details, and present realities. 	<ul style="list-style-type: none"> ■ If you prefer Intuition, you attend to and trust interrelationships, theories, and future possibilities.
<ul style="list-style-type: none"> ■ If you prefer Thinking, you make decisions using logical, objective analysis. 	<ul style="list-style-type: none"> ■ If you prefer Feeling, you make decisions to create harmony by applying person-centered values.
<ul style="list-style-type: none"> ■ If you prefer Judging, you tend to be organized and orderly and to make decisions quickly. 	<ul style="list-style-type: none"> ■ If you prefer Perceiving, you tend to be flexible and adaptable and to keep your options open as long as possible.

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

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

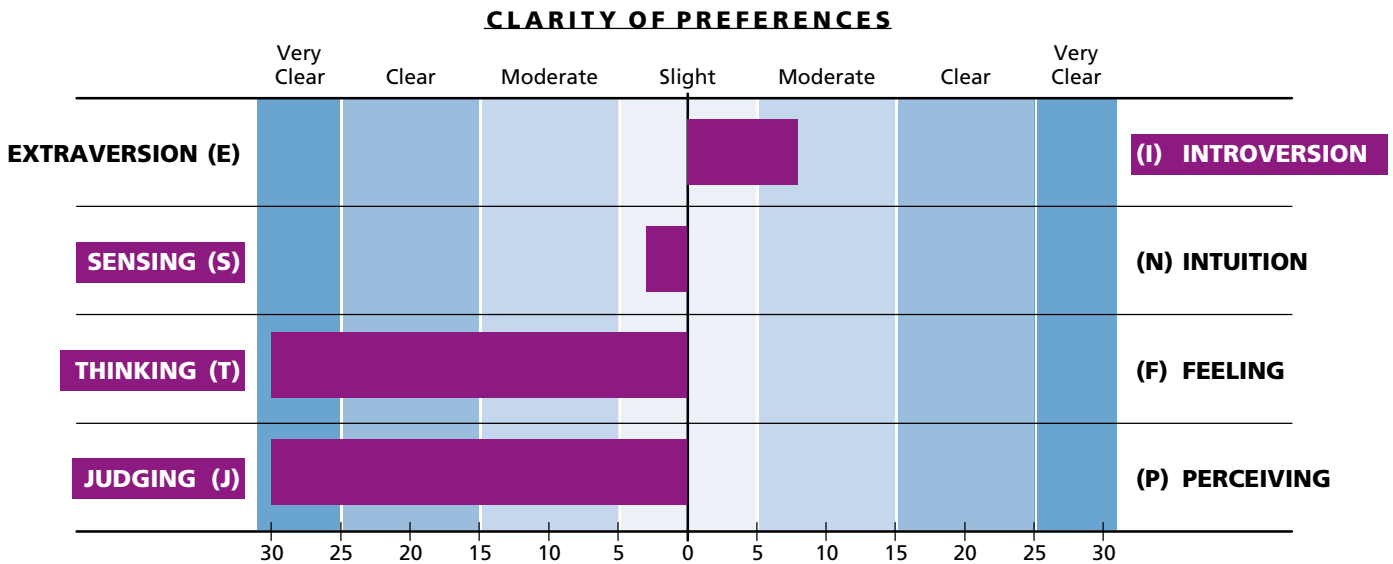
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Your Step I Results

The graph below provides information about the personality type that resulted from scoring your responses to the Step II items. Each of the four preferences your answers indicated is shown by a bar on that side. However, since the rest of this report is based on your verified type, the graph may not reflect your best-fit preferences.



Your reported type came out to be ISTJ.
The type you verified as your best-fit type is
ESTJ
(Extraversion, Sensing, Thinking, Judging)
This report is based on your verified type.

ESTJs are typically logical, analytical, and objectively critical. They like to organize projects and then act to get things done in a systematic, timely, and efficient manner.

ESTJs focus on seeing things as they are, not as they might be. They are matter-of-fact, practical, realistic, and concerned with the here and now. Past experience helps them solve problems, and they want to be sure that ideas, plans, and decisions are based on solid fact.

They like having definite rules to govern the way they do things. If they are to change their way of doing something, they need to change their rules for doing it. Logical and consistent, ESTJs make quick decisions.

Their focus is on the immediate, visible, and tangible. They like to solve problems and organize things and then move on. They have little patience for confusion or inefficiency and may proceed—sometimes with a heavy hand—to help the groups they are part of get the task done.

ESTJs are likely to be most satisfied in a work environment that values setting goals, making decisions, being organized, and getting things done. People can count on them to follow through in an organized, efficient, and practical manner.



Your Step II Facet Results

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

<p>EXTRAVERSION (E) ↔ (I) INTROVERSION</p> <p>initiating expressive gregarious active enthusiastic</p> <p>receiving contained intimate reflective quiet</p>	<p>SENSING (S) ↔ (N) INTUITION</p> <p>concrete realistic practical experiential traditional</p> <p>abstract imaginative conceptual theoretical original</p>
<p>THINKING (T) ↔ (F) FEELING</p> <p>logical reasonable questioning critical tough</p> <p>empathetic compassionate accommodating accepting tender</p>	<p>JUDGING (J) ↔ (P) PERCEIVING</p> <p>systematic planful early starting scheduled methodical</p> <p>casual open-ended pressure-prompted spontaneous emergent</p>

In reviewing your results, keep in mind that

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

HOW TO READ YOUR STEP II RESULTS

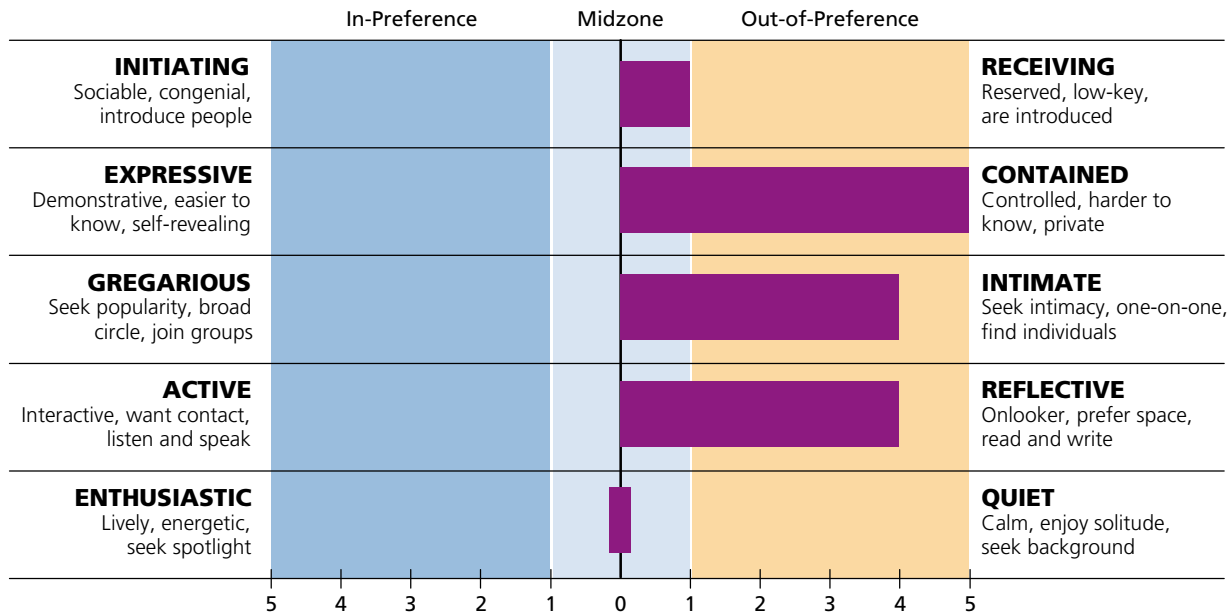
The next four pages (5–8) give you information for each set of facets. Each page has a graph of your results on the facets. The graph gives

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

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



EXTRAVERSION (E) | **(I) INTROVERSION**
 Directing energy toward the outer world of people and objects | Directing energy toward the inner world of experience and ideas



Initiating–Receiving (midzone)

- Will initiate conversations in social situations with people you already know or if your role calls for this.
- Appear at ease socially in familiar situations, less at ease in large social gatherings.
- Use your extraverted manner to avoid talking about anything too personal.
- Are willing to introduce people to each other if no one else does so and introductions are necessary.

Contained (out-of-preference)

- Have a private, vulnerable part that is very hard to share, even with people close to you.
- May feel awkward talking about private matters.
- Use your extraverted manner to avoid talking about anything too personal.
- Don't talk much, unless you feel your contributions will really add something.

Intimate (out-of-preference)

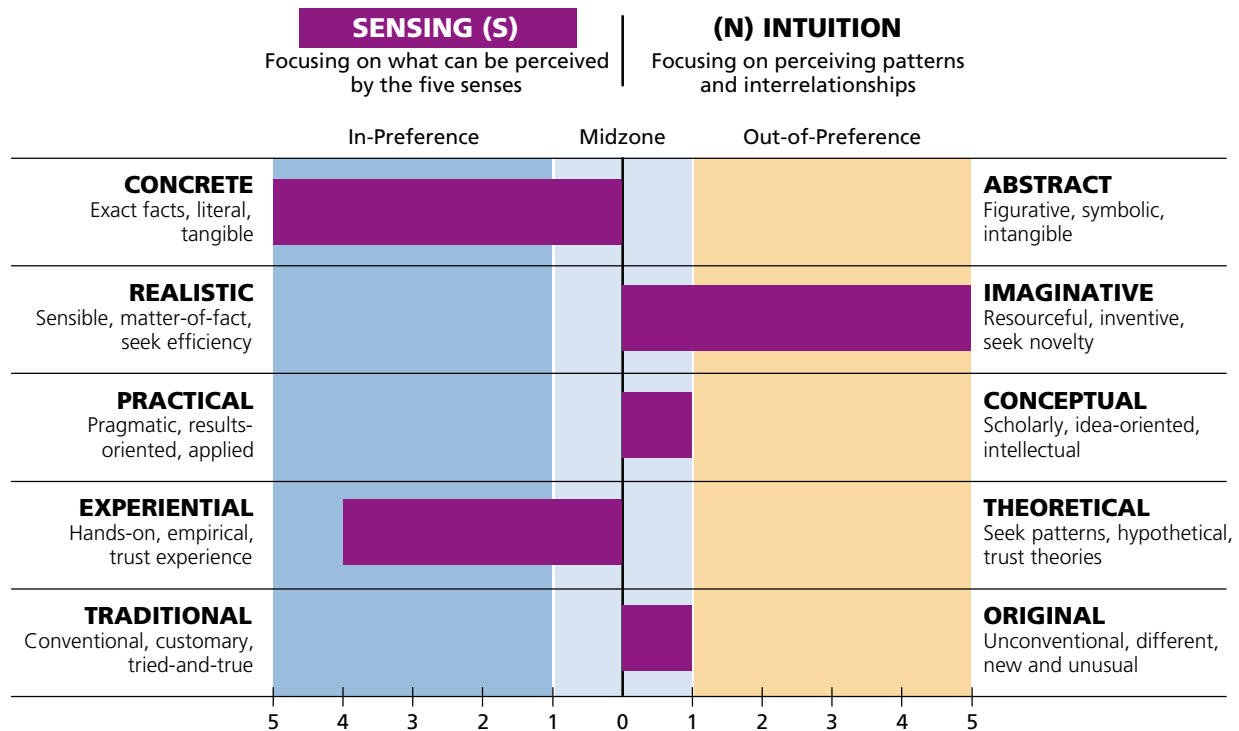
- Prefer one-on-one interactions or small groups.
- Need and want to share your innermost thoughts and feelings with people who are important to you.
- Like intimate conversations in large groups, but may quietly listen to others as well.
- May have a negative reaction if others are indifferent to your needs for intimacy.

Reflective (out-of-preference)

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

Enthusiastic–Quiet (midzone)

- Show enthusiasm when you know the people or the topic well; if not, you stay in the background.
- Are seen quite differently by the people who regularly see your enthusiastic side and the people who regularly see your quiet side.
- Find that your desire for quiet or action depends on how full or quiet your day has been.



Concrete (in-preference)

- | | |
|--|---|
| <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. | <ul style="list-style-type: none"> ■ 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. |
|--|---|

Imaginative (out-of-preference)

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Like to apply your ingenuity and resourcefulness to specific problems. ■ Do not generally enjoy imagination for its own sake. | <ul style="list-style-type: none"> ■ May develop unusual or imaginative applications that are based on concrete facts and experiences. |
|--|---|

Practical–Conceptual (midzone)

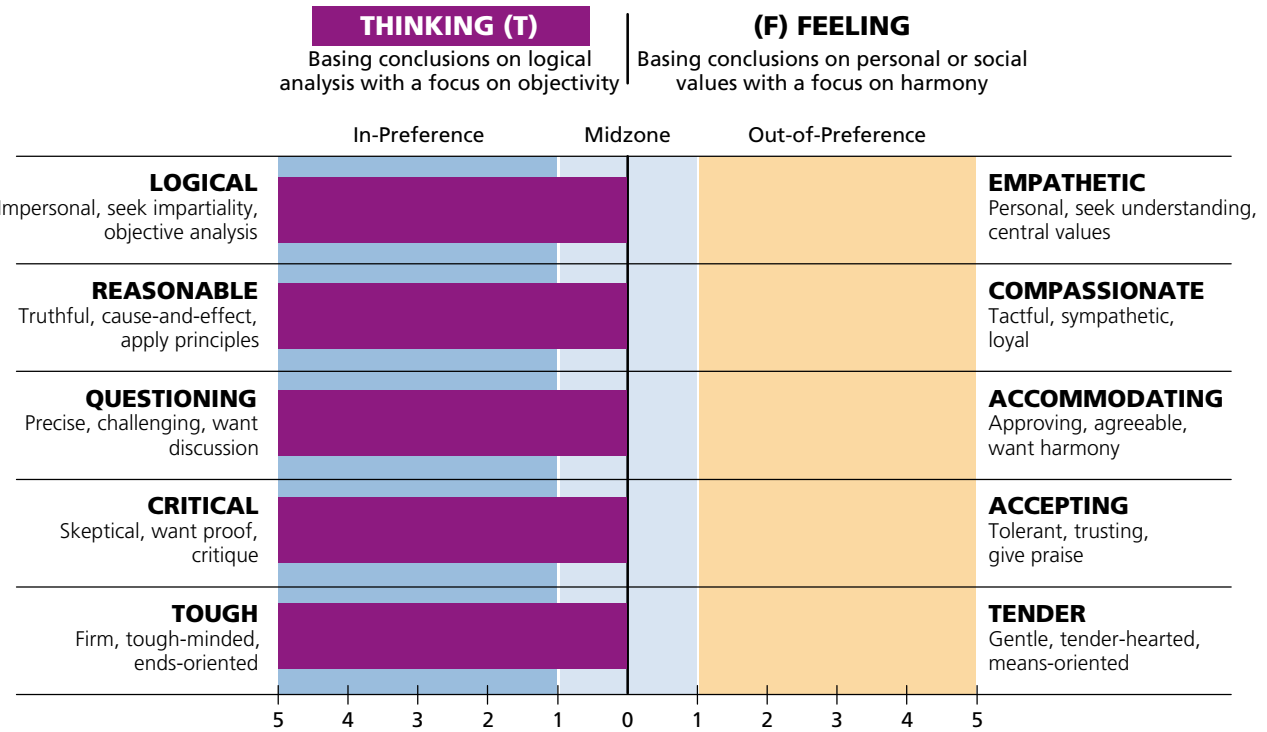
- | | |
|---|---|
| <ul style="list-style-type: none"> ■ Blend pragmatism and curiosity. ■ Enjoy alternating back and forth between ideas and their applications. | <ul style="list-style-type: none"> ■ Search out new ideas and meanings. ■ Want to see your best ideas used, not just thought about. |
|---|---|

Experiential (in-preference)

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Learn best from direct, hands-on experience and rely on it to guide you. ■ Are careful not to generalize too much. ■ Focus more on the past and present than the future. | <ul style="list-style-type: none"> ■ Concentrate on what is happening now rather than thinking about meanings and theories. ■ May sometimes get stuck on details at the expense of larger considerations. |
|--|---|

Traditional–Original (midzone)

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Are comfortable following established and proven methods. ■ Are eager to change procedures that don't work. ■ Value some traditions in family and work activities. | <ul style="list-style-type: none"> ■ Prefer a conventional approach but are willing to consider an innovative one. ■ Enjoy novelty when it doesn't conflict with your traditional values. |
|--|---|



Logical (in-preference)

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ Believe that logical analysis is best for decision making. ■ Use sequential reasoning, with premises and defined rules, to reach consistent conclusions. | <ul style="list-style-type: none"> ■ Use hard data to make your decisions. ■ Focus on cause and effect. ■ Like to maintain clear boundaries between issues. ■ Can easily identify the pros and cons of an issue. |
|---|--|

Reasonable (in-preference)

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ Use reasoning to make decisions. ■ Approach situations as an impartial observer. ■ Are confident and clear about your objectives and decisions. | <ul style="list-style-type: none"> ■ Live your life logically, with premises leading to conclusions. ■ View situations objectively and analytically. |
|---|--|

Questioning (in-preference)

- | | |
|--|--|
| <ul style="list-style-type: none"> ■ Are intellectually independent. ■ Use questions to clarify ideas. ■ Are precise in your questions, liking to zero in on discrepancies. | <ul style="list-style-type: none"> ■ May need to have all your questions answered before you can trust any conclusions. ■ Are tenacious in getting the answers you need. ■ Feel questioning is appropriate, even if something is already right. |
|--|--|

Critical (in-preference)

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ Are argumentative and skeptical. ■ Appear almost unemotional in your interactions. ■ Take nothing for granted and concede nothing. ■ Like to clarify what is wrong, since nothing is perfect. | <ul style="list-style-type: none"> ■ Like to critique and feel an adversarial approach is normal. ■ Engage in critique rather than criticism when at your best. |
|--|---|

Tough (in-preference)

- | | |
|--|--|
| <ul style="list-style-type: none"> ■ Like to use intellectual and interpersonal pressure to get your way. ■ Focus firmly on achieving your objective. ■ Often assume that alternatives don't exist or don't matter. | <ul style="list-style-type: none"> ■ Are very results-oriented and comfortable focusing on the bottom line. ■ Don't pay much attention to people's emotions and may be seen as cold. |
|--|--|

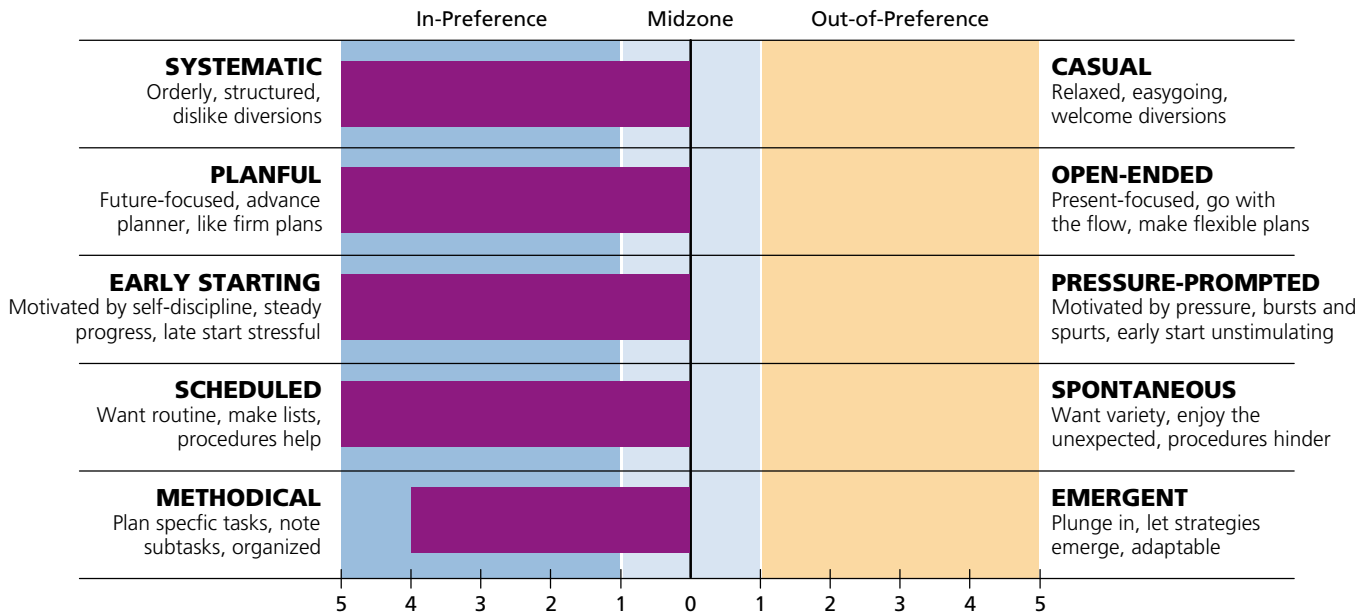


JUDGING (J)

Preferring decisiveness and closure

(P) PERCEIVING

Preferring flexibility and spontaneity



Systematic (in-preference)

- Live by the motto, "Be prepared!"
- 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.

Planful (in-preference)

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

Early Starting (in-preference)

- Allow yourself plenty of time to accomplish an activity efficiently.
- Don't like feeling overwhelmed with too much to do.
- Arrange your world so you don't have to deal with last-minute rushes.
- Work on multiple tasks comfortably by starting ahead of time and working on each task for short, concentrated periods of time.
- Can't forget incomplete tasks; feel calm and satisfied when you complete something.

Scheduled (in-preference)

- 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.
- Others may be more aware of your routines than you are.
- Appear rather predictable but like it that way.

Methodical (in-preference)

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



Applying Step II to Communicating

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

In addition to the tips in the table, keep in mind that communication for every type includes

- Telling others what kind of information you need.
- Asking others what they need.
- Monitoring your impatience when other styles dominate.
- Realizing that others likely are not trying to annoy you when they use their own communication styles.

Your Facet Result	Communication Style	Enhancing Communication
Initiating–Receiving Midzone	Are willing to introduce people to one another if no one else is doing so.	Be sensitive to the situation in deciding whether to take an initiating or a receiving role.
Contained	Keep your thoughts and emotional reactions to yourself.	Recognize when it’s really important to say how you feel and then speak accordingly.
Reflective	Like to communicate by reading and writing.	Recognize that your message might not get across unless you’re willing to say it aloud.
Enthusiastic–Quiet Midzone	Show your enthusiasm or not, depending on your interest in the topic.	Be aware that people will see different sides of you (depending on the context) and may be confused.
Concrete	Talk about the here-and-now detail.	Be open to the inferences that can arise from the details.
Questioning	Want to ask questions.	Be selective in choosing questions to ask so as not to intimidate people.
Critical	Naturally take a critiquing stance to just about everything.	Recognize that others may mistake your critiquing for personal criticism and be clear when this is not your intent.
Tough	Embody the phrase, “Let’s get on with it!”	Be aware that sometimes your way of moving ahead may be wrong for the situation.
Methodical	Identify the steps and their order before starting a task.	Be tolerant of others who plunge in without identifying steps.

Applying Step II to Making Decisions

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

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

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

Your style is Logical and Reasonable.
This style means that you likely

- Trust the Thinking preference and readily make decisions based on logical analysis of data.
- May recognize the impact of your decisions on people and relationships but see that as secondary.
- Focus on accuracy to achieve a good decision.
- Are seen as precise, objective, and confident.
- Are sometimes seen as inflexible.

TIPS

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

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

In group problem-solving, actively seek out people with different views. Ask for their concerns and perspectives.

- Do a final check to make sure that all the questions above have been asked and that different decision-making styles are included.
- If you are missing a perspective, make extra efforts to consider what it might add.

Applying Step II to Managing Change

Change seems to be inevitable and affects people in different ways. To help you deal with change,

- Be clear about what is changing and what is remaining the same.
- Identify what you need to know to understand the change and then seek out that information.

To help others deal with change,

- Encourage open discussion about the change; be aware that this is easier for some than others.
- Make sure that both logical reasons and personal or social values have been considered.

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

Your Facet Result	Change Management Style	Enhancing Change Management
Contained	Keep your feelings about the change to yourself and figure out how to handle it on your own.	As soon as you know your own views, talk to someone you trust and get his or her input.
Intimate	Discuss the changes and their impact on you only with those closest to you.	Consider sharing feelings with selected people outside your intimate circle.
Concrete	May get stuck on some aspects of change and ignore others.	Ask someone to help you move from the facts and details to reasonable possibilities.
Imaginative	Enjoy the novel aspects of the change and the resourcefulness it requires.	Recognize that there are real costs involved in pursuing novelty.
Experiential	Want to see an example of how the change will work.	Accept that the impact of some changes can't be demonstrated in advance.
Traditional-Original Midzone	Want to keep the best of the established methods but are willing to change others.	Let others know the reasons for your views to help them understand your perspective.
Tough	Will actively embrace or resist change, depending on whether you agree with it.	Step back and consider whether your stance will really get you what you want in the long run.
Planful	Plan as far in advance as possible for the changes.	Allow for the unexpected in your long-range plan—it will happen!
Methodical	Detail the many steps necessary to implement the changes.	Know that circumstances may require that carefully developed steps be changed in the moment.



Applying Step II to Managing Conflict

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

Part of conflict management for every type includes

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

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

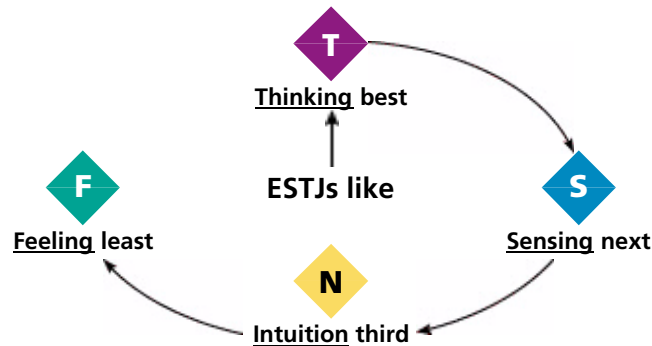
Your Facet Result	Conflict Management Style	Enhancing Conflict Management
Contained	Attempt to solve the issue yourself and keep your reactions inside.	Be aware that trying to solve this on your own may be successful, but that others also may really need your input.
Intimate	Rely on yourself or a few trusted others in resolving the conflict.	Widen your circle to include others affected; they may have something valuable to contribute.
Questioning	Ask many questions of others to reveal all the issues in the conflict.	Be aware that people may take your questioning style as challenging rather than helpful in resolving the issue; be clear about your intent.
Critical	Point out everything that is still wrong and needs correcting.	Realize that your style may upset others and try to pull back and be more accepting.
Tough	Push to resolve the conflict immediately so that progress can be made.	Recognize that delays in implementation may be necessary to reach the goal.
Early Starting	Believe conflicts can be avoided by starting work on projects early.	Make allowances for people for whom starting early is not comfortable or effective.

In addition to your facet results, your decision-making style (as explained on page 10) affects how you manage conflict. Your decision-making style is Logical and Reasonable. You are likely to focus on the logic of the situation, thinking others see it the same way. To make your efforts to manage conflict more effective, keep in mind that not all situations are win-lose and resist taking a competitive stance.

How the Parts of Your Personality Work Together

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

Here's the way it works for ESTJs:



USING YOUR FAVORITE PROCESSES

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

Thus ESTJs use

- Thinking mainly externally to communicate their analyses and logical decisions to others.
- Sensing mainly internally to consider the facts and details they have found.

USING YOUR LESS-FAVORED PROCESSES

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

To bring back some balance, try the following:

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



USING YOUR TYPE EFFECTIVELY

ESTJs' preference for Thinking and Sensing makes them mostly interested in

- Reaching logical conclusions about facts and experiences.
- Acquiring and using facts and experiences.

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

As an ESTJ,

- If you rely too much on your Thinking, you may forget to compliment people when you should and ignore the impact of your decisions on others.
- If you pay attention exclusively to your Sensing, you are likely to miss the big picture, other meanings of the information, and new possibilities.

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

HOW THE FACETS CAN HELP YOU BE MORE EFFECTIVE

Sometimes a particular situation calls for using a less-preferred part of your personality. Your facet results can make it easier for you to temporarily adopt a less-natural approach. Begin by identifying which facets are relevant and which poles are more appropriate to use.

- If you are out-of-preference on one or more of the relevant facets, make sure to focus on using approaches and behaviors related to those out-of-preference facets.
- If you are in the midzone, decide which pole is more appropriate for the situation at hand and make sure you use approaches and behaviors related to that pole.
- If you are in-preference, ask someone at the opposite facet pole for help in using that approach or read a description of that pole to get clues for modifying your behavior. Once you have a good approach, resist shifting back into your comfort zone.

Here are two examples of how to apply these suggestions.

- If you are in a situation where your natural information-gathering style (Sensing) may not be appropriate, try to modify your Concrete approach (an in-preference result) by considering the meanings and implications of your factual information (Abstract).
- If you are in a situation where you might need to adapt your way of getting things done (Judging), try to modify your Scheduled approach to accomplishing tasks (an in-preference result) by asking yourself if staying open to unexpected events (Spontaneous) might lead to better results in this particular situation.

Integrating Step I and Step II

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

**Contained, Intimate,
Reflective, Imaginative
ESTJ**

If, after reading all the information in this report, you don't think you have been accurately described, perhaps some variation on the facets will fit you better. To help you figure out your best-fit individualized type description,

- Focus on any facet poles you thought were incorrect or any facets on which you had midzone results.
- Consult your MBTI interpreter for suggestions.
- Observe yourself and ask others how they see you.

Using Type to Gain Understanding

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

- Better understand yourself. Knowing your own type helps you understand the assets and liabilities of your typical reactions.
- Understand others. Knowing about type helps you recognize that other people may be different. It can enable you to see those differences as useful and broadening, rather than annoying and restricting.
- Gain perspective. Seeing yourself and others in the context of type can help you appreciate the legitimacy of other points of view. You can then avoid getting stuck in believing your way is the only way. No perspective is always right or always wrong.

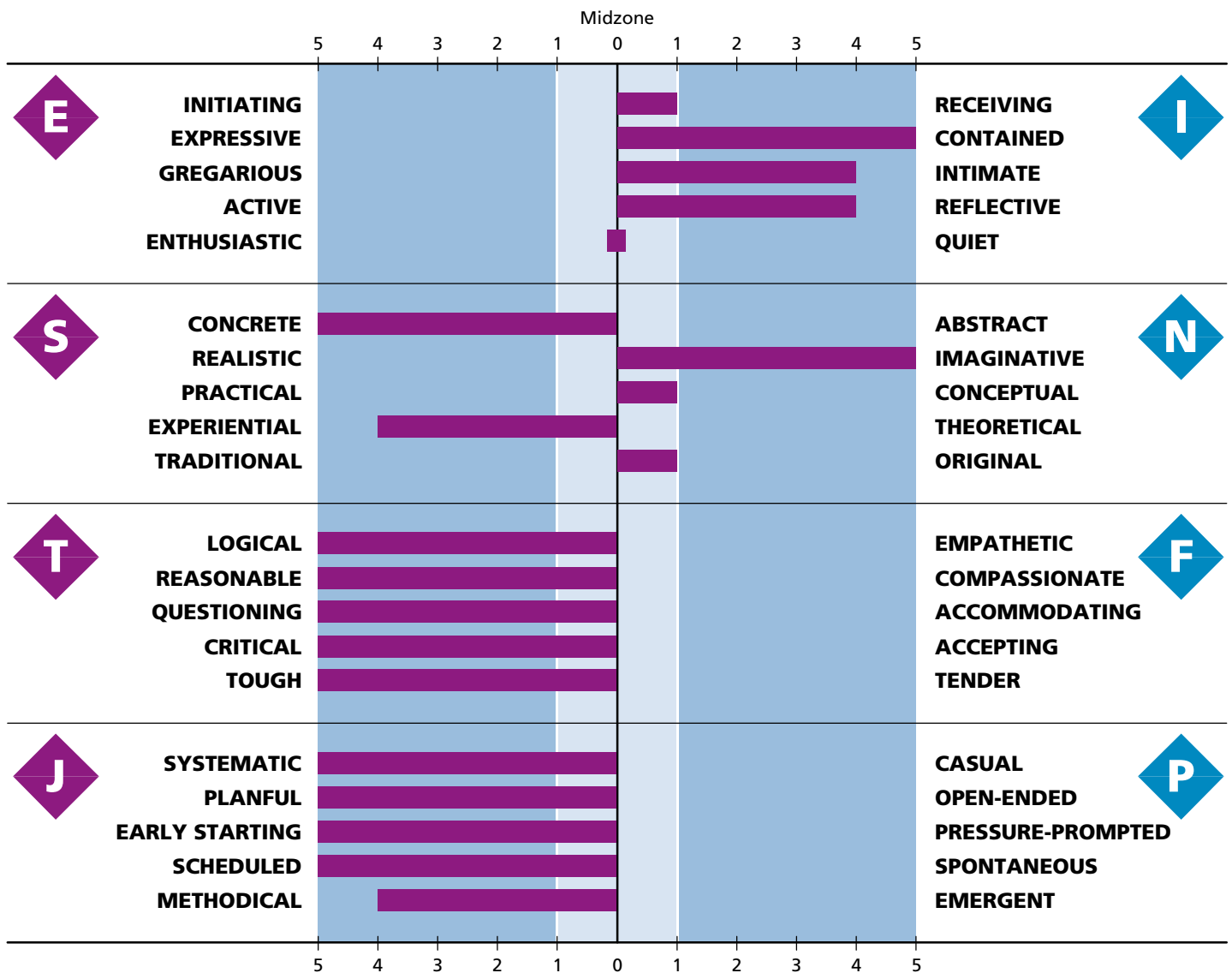
To further explore the theory and applications of type, consult the reading list on page 17. Observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.

Overview of Your Results

STEP I: YOUR FOUR-LETTER TYPE

ESTJs tend to be logical, practical, realistic, matter-of-fact, and efficient. They like to organize themselves and others. They follow through and expect others to be dependable, also. They run activities but focus more on tasks than people. ESTJs are not interested in things for which they see little use.

STEP II: YOUR RESULTS ON THE 20 FACETS



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

Contained, Intimate,
Reflective, Imaginative
ESTJ

Further Reading

GENERAL INFORMATION ON MBTI® STEP I AND STEP II INVENTORIES

- Hirsh, S. K., & Kummerow, J. M. (1998). *Introduction to type® in organizations* (3rd ed.). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Hirsh, S. K., & Kummerow, J. M. (1989). *LIFETypes*. New York: Warner Books.
- Myers, I. B. (1998). *Introduction to type®* (6th ed.). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Myers, I. B., with Myers, P. B. (1995). *Gifts differing*. Palo Alto, CA: Davies-Black Publishing, an imprint of Consulting Psychologists Press, Inc.
- Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer, A. L. (1998). *MBTI® manual: A guide to the development and use of the Myers-Briggs Type Indicator®* (3rd ed.). Palo Alto, CA: Consulting Psychologists Press, Inc.
- Quenk, N. L. (2000). *Essentials of Myers-Briggs Type Indicator® assessment*. New York: Wiley.
- Quenk, N. L., Hammer, A. L., & Majors, M. M. (2001). *MBTI® Step II manual: Exploring the next level of type with the Myers-Briggs Type Indicator® Form Q*. Palo Alto, CA: Consulting Psychologists Press, Inc.

APPLICATIONS OF TYPE (PAGES 9–12)

- Barger, N. J., & Kirby, L. K. (1995). *The challenge of change in organizations: Helping employees thrive in the new frontier*. Palo Alto, CA: Davies-Black Publishing, an imprint of Consulting Psychologists Press, Inc.
- Fitzgerald, C., & Kirby, L. K. (eds.). (1997). *Developing leaders: Research and applications in psychological type and leadership development*. Palo Alto, CA: Davies-Black Publishing, an imprint of Consulting Psychologists Press, Inc.
- Hirsh, S. K., with Kise, J. A. G. (1996). *Work it out. Clues for solving people problems at work*. Palo Alto, CA: Davies-Black Publishing, an imprint of Consulting Psychologists Press, Inc.
- Kummerow, J. M., Barger, N. J., & Kirby, L. K. (1997). *WORKTypes*. New York: Warner Books.

TYPE DYNAMICS AND DEVELOPMENT (PAGES 13–14)

- Myers, K. D., & Kirby, L. K. (1994). *Introduction to type® dynamics and development*. Palo Alto, CA: Consulting Psychologists Press, Inc.
- Quenk, N. L. (1993). *Beside ourselves: Our hidden personality in everyday life*. Palo Alto, CA: Davies-Black Publishing, an imprint of Consulting Psychologists Press, Inc.
- Quenk, N. L. (2000). *In the grip: Understanding type, stress, and the inferior function* (2nd ed.). Palo Alto, CA: Consulting Psychologists Press, Inc.



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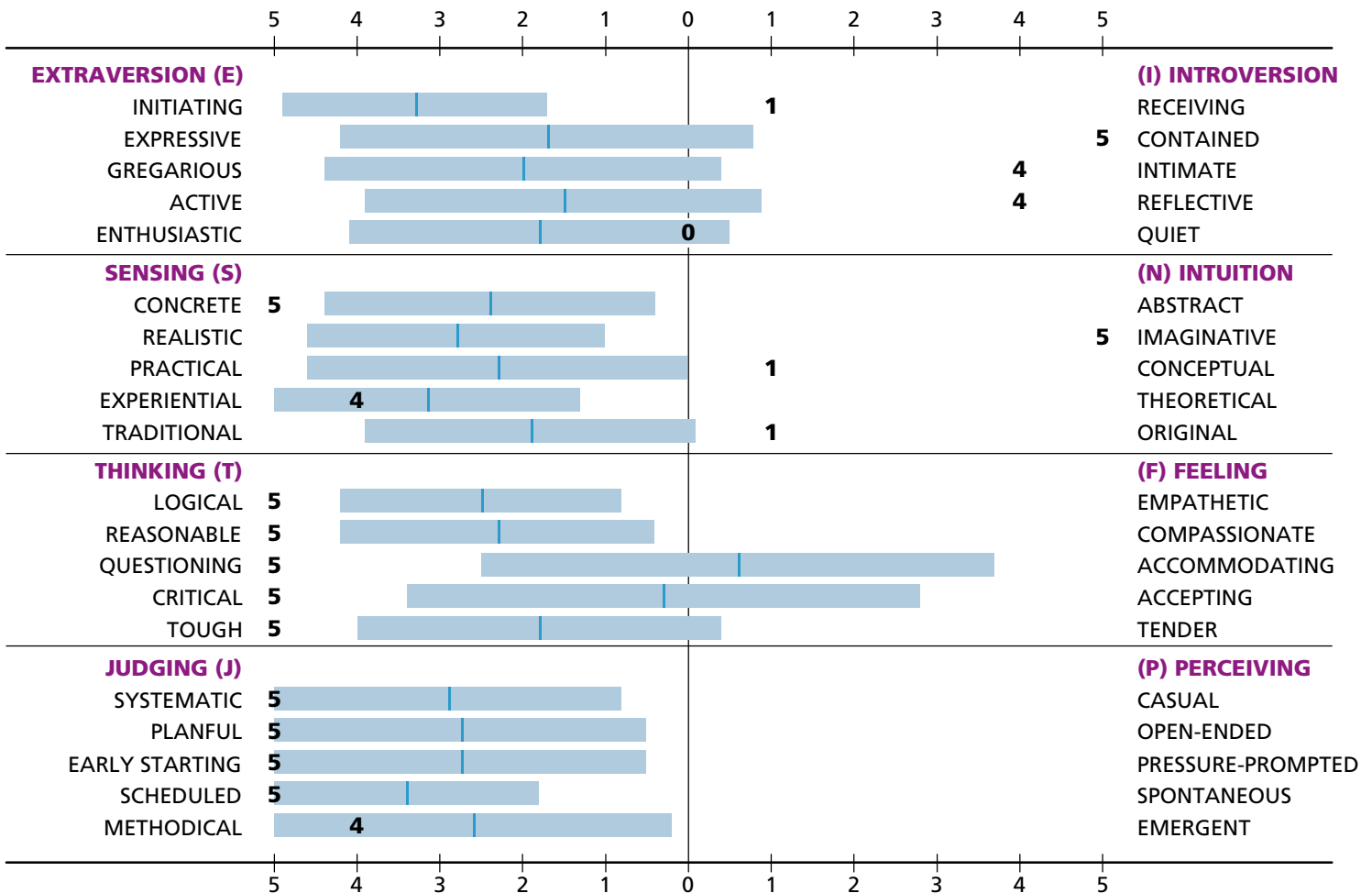
Interpreter's Summary

PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: ISTJ

Introversion: Moderate (8)	Sensing: Slight (3)	Thinking: Very Clear (30)	Judging: Very Clear (30)
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FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ESTJs

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



POLARITY INDEX: 85

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

Number of Omitted Responses: 0

