**MYERS-BRIGGS TYPE INDICATOR®** 

# **Interpretive Report**

**STEP II**<sup>™</sup>

by Naomi L. Quenk, Ph.D., and Jean M. Kummerow, Ph.D.



Report prepared for **MORTEZA ANVARI** August 5, 2015



Myers-Briggs Type Indicator<sup>®</sup> Step II<sup>™</sup> (Form Q) Interpretive Report Copyright 2001, 2003 by Peter B. Myers and Katharine D. Myers. All rights reserved. Myers-Briggs Type Indicator, Myers-Briggs, MBTI, Step I, Step II, 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 registered trademark of CPP, Inc.

# **The MBTI® Personality Assessment**

This Step II<sup>™</sup> report is an in-depth, personalized description of your personality preferences, derived from your answers to the *Myers-Briggs Type Indicator*<sup>®</sup> (Form Q) instrument. It includes your Step I<sup>™</sup> 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.

2

The MBTI<sup>®</sup> 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).

If you prefer Extraversion, you focus	If you prefer Introversion, you focus on the
on the outside world to get energy through	inner world and get energy through reflecting on
interacting with people and/or doing things.	information, ideas, and/or concepts.
• If you prefer Sensing, you notice and trust facts, details, and present realities.	• If you prefer Intuition, you attend to and trust interrelationships, theories, and future possibilities.
If you prefer Thinking, you make decisions using logical, objective analysis.	• If you prefer Feeling, you make decisions to create harmony by applying person-centered values.
If you prefer Judging, you tend to be	If you prefer Perceiving, you tend to be
organized and orderly and to make decisions	flexible and adaptable and to keep your options
quickly.	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.

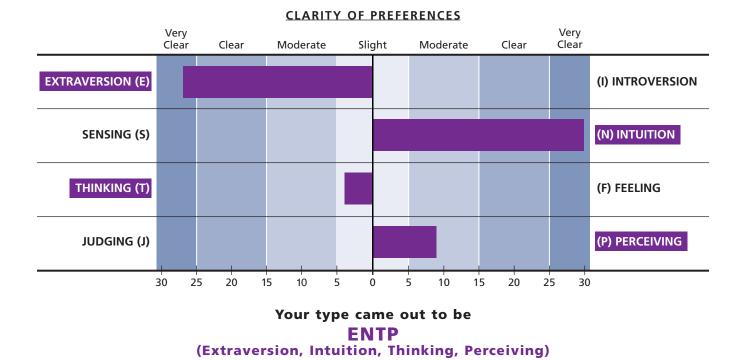
The MBTI instrument is not a measure of your skills or abilities in any area. Rather it is a way to help you become aware of your particular style and to better understand and appreciate the helpful ways that people differ from one another.

#### YOUR REPORT CONTAINS

Your Step I<sup>™</sup> Results Your Step II<sup>™</sup> Facet Results Applying Step II<sup>™</sup> Results to Communicating Applying Step II<sup>™</sup> Results to Making Decisions Applying Step II<sup>™</sup> Results to Managing Change Applying Step II<sup>™</sup> Results to Managing Conflict How the Parts of Your Personality Work Together Integrating Step I<sup>™</sup> and Step II<sup>™</sup> Information Using Type to Gain Understanding Overview of Your Results

# Your Step I<sup>™</sup> Results

The graph below and the paragraphs that follow it provide information about the personality type you reported. Each of the four preferences you indicated is shown by a bar on that side. The longer the bar, the more clearly you have expressed that preference.



ENTPs are typically enthusiastic innovators, seeing new possibilities, different theories, and new ways of doing things. They are quick to see patterns. They have a lot of imagination and initiative for starting projects. Being competent is very important to them.

ENTPs' energy comes from what is new and different, and they enjoy spontaneity and taking action. They can become so interested in their current projects that they drop other, less exciting things.

Because they see so many possibilities, ENTPs may have difficulty picking those with the greatest potential. They dislike routine and find it hard to apply themselves to the sometimes necessary details involved in finishing projects. They become bored easily.

They are most interested in logically analyzing ideas and theories. They can speak to all sides of an issue, and they may change sides if no one is championing the viewpoint of that side. The challenge of the discussion is more important to them than reaching agreement.

ENTPs are likely to be most satisfied in a work environment that focuses on global issues and is full of change and challenge. People can count on them to come up with innovative solutions to problems.

### **DOES THIS TYPE FIT YOU?**

Note the parts of the previous description that fit you and any that don't. Your Step II results on the next pages may help to clarify any areas that do not describe you well. If the Step I type you reported does not fit, your Step II results may help suggest a different type that is more accurate for you.

# Your Step II<sup>™</sup> Facet Results

Your personality is complex and dynamic. The Step II tool 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.

4

EXTRAVERSION (E) 🔫	→ (I) INTROVERSION	SENSING (S) 🔫	→ (N) INTUITION
Initiating	Receiving	Concrete	Abstract
Expressive	Contained	Realistic	Imaginative
Gregarious	Intimate	Practical	Conceptual
Active	Reflective	Experiential	Theoretical
Enthusiastic	Quiet	Traditional	Original
THINKING (T) 🔫	→ (F) FEELING	JUDGING (J) 🔫	→ (P) PERCEIVING
THINKING (T)	(F) FEELING     Empathetic	JUDGING (J) 🔫 Systematic	→ (P) PERCEIVING Casual
Logical	Empathetic	Systematic	Casual
Logical Reasonable	Empathetic Compassionate	Systematic Planful	Casual Open-Ended

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 few pages 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. If a set of statements does not seem to fit, perhaps you would be better described by the opposite pole or by the midzone. To understand an opposite facet pole, look at the three words or phrases that describe it on the graph.

5

**EXTRAVERSION (E)** Directing energy toward the outer world of people and objects

(I) INTROVERSION

Directing energy toward the inner world of experience and ideas

			cond of experience		-
	In-Preference	Midzone	Out-of-Prefe	rence	
<b>INITIATING</b> Sociable, congenial, introduce people					<b>RECEIVING</b> Reserved, low-key, are introduced
<b>EXPRESSIVE</b> Demonstrative, easier to know, self-revealing					<b>CONTAINED</b> Controlled, harder to know, private
<b>GREGARIOUS</b> Want to belong, broad circle, join groups					INTIMATE Seek intimacy, one-on-one, find individuals
ACTIVE Interactive, want contact, listen and speak					<b>REFLECTIVE</b> Onlooker, prefer space, read and write
ENTHUSIASTIC Lively, energetic, seek spotlight					QUIET Calm, enjoy solitude, seek background
5	5 4 3 2 1	0	1 2 3	4	5
	Initiatin	a (in-pre	ference)		
<ul> <li>Initiating (in-preference)</li> <li>Are assertively outgoing in social situations, planning and directing gatherings.</li> <li>Act as a social facilitator, arranging the situation to get what you feel is best.</li> <li>Carry out social obligations with finesse, introducing people to each other with ease.</li> <li>Enjoy linking people whose interests are similar.</li> <li>Genuinely want people to interact and get to know each other.</li> </ul>					
	Expressi	<b>ve</b> (in-pre	eference)		
<ul> <li>Talk a lot!</li> <li>Find it easy to express you to others.</li> <li>Are seen by others as che</li> </ul>	ur feelings and interests	<ul><li>Ar</li><li>Mator</li></ul>	e easy to get to ay sometimes w	onder wi	nether you've talked riate or perhaps
	Gregario	us (in-pro	eference)		
<ul> <li>Enjoy being with others a</li> <li>Are socially poised with b</li> <li>Make few distinctions be acquaintances.</li> </ul>	both strangers and friends	s. • Wa if y		to partic intereste	d accepted is important. ipate in activities, even ed in them.

- Join groups to enjoy the sense of belonging.
  - **Active** (in-preference)
- Prefer active participation rather than passive observation.
- Learn better by doing, hearing, and asking questions than by reading and writing.
- Like to communicate in person, either face-to-face or voice-to-voice.
- Would rather talk than write about a topic.

#### Enthusiastic (in-preference)

- Like being where the action is.
- Often seek to be the center of attention.
- Show wit and humor when you talk with others.
- Feel that life is meant to be exciting.
- Catch others up in your enthusiasms.
- Get bored without activity, so you make it happen and often engage others in the activity.

6

**SENSING (S)** Focusing on what can be perceived by the five senses



Focusing on perceiving patterns and interrelationships

	perceived by the fi	ve senses		1	and inte	rrelation	ships	
	Out-of-Prefer	ence	Mid	zone	In-Pr	eferenc	e	
<b>CONCRETE</b> Exact facts, literal, tangible								<b>ABSTRACT</b> Figurative, symbolic, intangible
<b>REALISTIC</b> Sensible, matter-of-fact, seek efficiency								IMAGINATIVE Resourceful, inventive, seek novelty
<b>PRACTICAL</b> Pragmatic, results- oriented, applied								<b>CONCEPTUAL</b> Scholarly, idea-oriented, intellectual
<b>EXPERIENTIAL</b> Hands-on, empirical, trust experience								<b>THEORETICAL</b> Seek patterns, hypothetical, trust theories
<b>TRADITIONAL</b> Conventional, customary, tried-and-true								ORIGINAL Unconventional, different, new and unusual
5	5 4 3	2	1 (	D	1 2	3	4	5
		Abstra	<b>ct</b> (in	-pre	ference)			
lines. May use metaphors to ex Consider context and inter- Like ingenuity for its own Want to experience what Are resourceful in dealing experiences.	errelationships in In sake. is innovative an	nportant <b>nagina</b> d differe	tive	<ul> <li>M yc</li> <li>(in-pi <ul> <li>Pr</li> <li>Re er</li> </ul> </li> </ul>	lay find it houve follow reference refer not to eadily envision	ard to red. ) do thir on what ic plan	disengangs the at is ne	the evidence for your ideas age from the tangents e same way twice. eeded for the future and d games based on nuance.
	C	oncont	lual (					5
Conceptual (in-preference)Enjoy the role of scholar and thinker.Focus on the concept, not its application.Like acquiring new knowledge for its own sake.Prefer starting with an idea.Value mental virtuosity.Find that practical uses for your ideas may come as afterthoughts.								
	T	heoret	ical (	in-pr	eference)			
						ntext.	-	itting into a pattern or
		Origin	<b>al</b> (in	-pret	ference)			
Place a high value on uni Need to demonstrate you Value cleverness and inve	queness. ur own originalit	-		<ul> <li>W</li> <li>th</li> <li>W</li> </ul>	ould rather directions	5.	-	our own way than read er or not they work as

7

(F) FEELING

values with a focus on harmony

THINKING (T) Basing conclusions on personal or social

Basing conclusions on logical analysis with a focus on objectivity

	I	n-Pref	erenc	e	Mid	zone	C	ut-of-	Prefere	ence	
LOGICAL Impersonal, seek impartiality, objective analysis											EMPATHETIC Personal, seek harmony, central values
<b>REASONABLE</b> Truthful, cause-and- effect, apply principles											<b>COMPASSIONATE</b> Tactful, sympathetic, loyal
<b>QUESTIONING</b> Precise, challenging, want discussion											ACCOMMODATING Approving, agreeable, want harmony
<b>CRITICAL</b> Skeptical, want proof, critique											<b>ACCEPTING</b> Tolerant, trusting, give praise
<b>TOUGH</b> Firm, tough-minded, ends-oriented								1			<b>TENDER</b> Gentle, tender-hearted, means-oriented
5	4	3	;	2	1	0 1		2	3	4	5

#### Logical-Empathetic (midzone)

Believe the ideal way to make decisions is to consider the logical consequences as well as people's feelings.

- Respect a dispassionate approach, but not in the extreme.
- Appear neither coldly logical nor overly concerned with people's feelings.
- May experience some tension between an analytical and a personal approach.

#### **Reasonable** (in-preference)

- Use reasoning to make decisions.
- Approach situations as an impartial observer.
- Are confident and clear about your objectives and decisions.
- Live your life logically, with premises leading to conclusions.
- View situations objectively and analytically.

#### **Questioning** (in-preference)

- Are intellectually independent.
- Use questions to clarify ideas.
- Are precise in your questions, liking to zero in on discrepancies.
- 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.

#### Accepting (out-of-preference)

- Welcome a broad range of ideas and approaches.
- Appear to accept all ideas equally, not imposing your thoughts on others.
- Prefer a participative management style.
- Are modest about your own work and may be reluctant to promote it over others' ideas.
- Are seen as open, fair, and approachable, but some people may be confused about what you really think.

#### Tough-Tender (midzone)

- Try to separate emotional issues from outcomes.
- Will push others toward action.

- Prefer a conciliatory approach at first, but can be tough when needed.
- Are devoted and loyal to people close to you.

<b>MBTI® STEP II</b> ™ INTERPR	ETIVE REP	ORT			8						ENTP—MORTEZA ANV	<u>ARI</u>
	Preferri	GING ng decis nd closu	siveness			1	Pr	referri	RCEIN ng flexi pontan			
	Out-c	of-Prefe	rence	М	idzon	e		In-Pr	eferer	ice		
<b>SYSTEMATIC</b> Orderly, structured, dislike diversions											<b>CASUAL</b> Relaxed, easygoing, welcome diversions	
<b>PLANFUL</b> Future-focused, advance planner, make firm plans											<b>OPEN-ENDED</b> Present-focused, go with the flow, make flexible plans	
<b>EARLY STARTING</b> Motivated by self-discipline, steady progress, late start stressful											<b>PRESSURE-PROMPTED</b> Motivated by pressure, bursts spurts, early start unstimulatir	
SCHEDULED Want routine, make lists, procedures help											<b>SPONTANEOUS</b> Want variety, enjoy the unexpected, procedures hinde	
<b>METHODICAL</b> Plan specific tasks, note subtasks, organized					ļ						<b>EMERGENT</b> Plunge in, let strategies emerge, adaptable	
5	4	3	2	1	0	1	:	2	3	4	5	
		Sv	stema	tic–0	Casu	ial (	mid	zon	e)			
<ul> <li>Like a general plan with s</li> <li>Find too much detail in a</li> <li>Don't mind interruptions in</li> </ul>	plan inhi	tingen ibiting	icies.			Disli Finc	ke di I that	istrac : an a	tions advan	ce pla	n involved in a project. In permits comfortable In always return to the plan.	
		0	pen-E	ndec	l (in	-pre	fere	nce	)			

- Like to make plans on the spur of the moment, especially in your leisure activities.
- Feel that spontaneous plan-making happens almost magically.
- Prefer flexibility so activities can unfold.
- Regret commitments to binding engagements because they close you in.
- Have long-range fantasies rather than long-range plans.

Early Starting–Pressu	re-Prompted (midzone)
Are likely to find it hard to get started on a task too much in advance of the deadline. Find the pressure of an approaching deadline motivating.	<ul><li>Work best when the deadline is close enough to cause moderate pressure.</li><li>Have more plans in your head than on paper as you get started.</li></ul>
Spontaneous	(in-preference)
Enjoy freedom and openness to new experiences. Are at your best when free to work spontaneously. Are uncomfortable with routines and see them as constraints.	<ul><li>Feel that routine interferes with your ability to respond to unexpected opportunities.</li><li>Don't like scheduling your creativity.</li></ul>

- Methodical-Emergent (midzone)
- Prefer having some detailed plans in an unfamiliar situation.
- Are comfortable without a plan when quite sure of yourself.
- Don't need all the steps in place before you move ahead.
- Are seen by others as flexible and able to change course.

# **Applying Step II<sup>™</sup> Results 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.

9

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	Start interactions by helping people get to know one another.	Make sure that people actually need and want these introductions.			
Expressive	Say whatever is on your mind to anyone who will listen.	Recognize when it's important <i>not</i> to say what's on your mind and then don't say it.			
Active	Like to communicate and inter- act with others face-to-face.	Recognize when face-to-face communica- tion may be intrusive or unnecessary.			
<b>Enthusiastic</b> Readily show enthusiasm for the subject at hand.		Be careful not to overwhelm and override others; make sure you ask for input.			
Abstract	Talk about what you can infer from the here-and-now data.	Be open to the important details that you may be ignoring.			
Questioning	Want to ask questions.	Be selective in choosing questions to ask so as not to intimidate people.			
Accepting	Take a naturally inclusive stance toward a broad range of views.	Be aware that others may be frustrated by your refusal to favor one view over the others.			
Tough–Tender Midzone	Take a tough or a tender stance depending on the circumstances.	Be aware that under stress, you are likely to be tough.			
Methodical– Emergent Midzone	May or may not give others detailed procedures for the task, depending on the circumstances.	Pay attention to which focus others need for a particular task.			

# **Applying Step II<sup>™</sup> Results 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.

10

SENSING	INTUITION				
Concrete: What do we know? How do we know it?	Abstract: What else could this mean?				
Realistic: What are the real costs?	Imaginative: What else can we come up with?				
Practical: Will it work?	Conceptual: What other interesting ideas are there?				
Experiential: Can you show me how it works?	Theoretical: How is it all interconnected?				
Traditional: Does anything really need changing?	Original: What is a new way to do this?				
THINKING	FEELING				
<b>THINKING</b> Logical: What are the pros and cons?	<b>FEELING</b> Empathetic: What do we like and dislike?				
Logical: What are the pros and cons?	Empathetic: What do we like and dislike?				
Logical: What are the pros and cons? Reasonable: What are the logical consequences?	Empathetic: What do we like and dislike? Compassionate: What impact will this have on people?				

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 Midzone with an underlying Thinking preference. This style means that you likely

- Pay attention to the Thinking and Feeling perspectives when you consider and actually make decisions.
- Make decisions from either point of view, depending on circumstances.
- Sometimes look back on a decision as good, but sometimes regret the decision and how you made it.
- Are better off in ambiguous situations basing your decisions on logical analysis, since that is consistent with your overall preference.

#### 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<sup>™</sup> Results to Managing Change**

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

11

- 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
Expressive	Freely share your feelings about the change with others.	Limit your expressiveness to those who appreciate your style; give others time to think things through.
Gregarious	Discuss the changes and their impact on you with the broadest range of people.	Be aware that people vary in their level of interest in what you have to say and thus be selective in whom you talk to.
Abstract	May make unwarranted inferences about the meaning of the change.	Check out your inferences with some facts and data.
Imaginative	Enjoy the novel aspects of the change and the resourcefulness it requires.	Recognize that there are real costs involved in pursuing novelty.
Theoretical	Put the change into a theoretical system.	Recognize that people's experiences may not be explained adequately by your theory.
Original	Embrace change for the sake of change.	Be selective about what changes are really worth pursuing.
Tough–Tender Midzone	Start with a tender stance but may become tough.	Stay open to the people issues as long as possible.
Open-Ended	Let the changes unfold as they may.	Be aware that others may be uneasy with your unfolding approach; fill them in whenever you can.
Methodical– Emergent Midzone	Know some steps involved in implementing the change but don't need to know all of them.	Be aware that when there are lots of unknowns, more steps are helpful; when more is known, fewer steps are needed.

# Applying Step II<sup>™</sup> Results to Managing Conflict

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

12

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
Expressive	Discuss the conflict and your emotional reactions to it immediately.	Be aware that even though others may not speak up immediately, they may feel strongly about the issue.
Gregarious	Involve all relevant people in resolving the conflict, not just those you know well.	Respect the need of some people to remain uninvolved until they are ready to participate.
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.
Accepting	Look for points of agreement in others' arguments and ideas.	Recognize that some things are really worthy of criticism, so don't insist on agreement.
Tough–Tender Midzone	Wait until the group has tried to reach consensus; if it doesn't, push for your own way.	Monitor the timing of when you give up on consensus and push to action.
Early Starting– Pressure-Prompted Midzone	Have a good sense of when to start in sufficient time so as to not upset co-workers.	Continue to monitor when you start on projects with others and be sensitive to their needs.

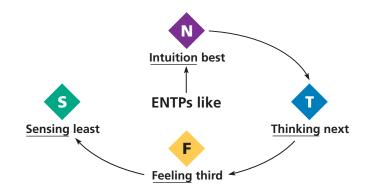
In addition to your facet results, your decision-making style (as explained earlier) affects how you manage conflict. Your decision-making style is Midzone Thinking. You are likely to pay attention to the logic of the situation, the people involved, and their feelings. To make your efforts to manage conflict more effective, consider these sides but weight the logical side more heavily because you prefer Thinking overall.

## 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.

13

Here's the way it works for ENTPs:



### **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 ENTPs use

- Intuition mainly externally to see possibilities and meanings.
- Thinking mainly internally to analyze and logically reach conclusions.

### **USING YOUR LESS-FAVORED PROCESSES**

When you frequently use the less-preferred parts of your personality, Feeling and Sensing, remember that you are working outside of your natural comfort zone. You may feel awkward, tired, or frustrated at these times. As an ENTP, you may move quickly and ineffectively from one project to another at first, and then become fixated on negative, internal facts or physical symptoms.

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— Feeling and Sensing.
- Make an effort to find time to do something enjoyable that involves using your favorite ways— Intuition and Thinking.

### USING YOUR TYPE EFFECTIVELY

ENTPs' preference for Intuition and Thinking makes them mostly interested in

- Exploring ideas and possibilities.
- Reaching logical conclusions about them.

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

14

As an ENTP,

- If you rely too much on your Intuition, you are likely to miss the relevant facts and details and what past experience might suggest.
- If you make judgments exclusively using Thinking, you may forget to compliment people when you should and ignore the impact of your decisions on others.

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, ENTPs often find themselves devoting more time to things that were not very appealing when they were younger. For example, they report greater pleasure in tasks that require attention to facts and details and in personal relationships.

### 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 (Intuition) may not be appropriate, try to modify your Abstract approach (an in-preference result) by considering important facts and details you may have missed (Concrete).
- If you are in a situation where you might need to adapt your way of getting things done (Perceiving), try modifying your Spontaneous approach to accomplishing tasks (an in-preference result) by asking yourself if following some routines (Scheduled) would help you achieve better results in this particular situation.

# Integrating Step I<sup>™</sup> and Step II<sup>™</sup> Information

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

15



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

- Focus on any type letters you thought were incorrect or any type dichotomy on which you had some out-of-preference or midzone facet results.
- Read the type description for the type you would be if the letter or letters you question were the opposite preference.
- 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.

Reading about type and observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.

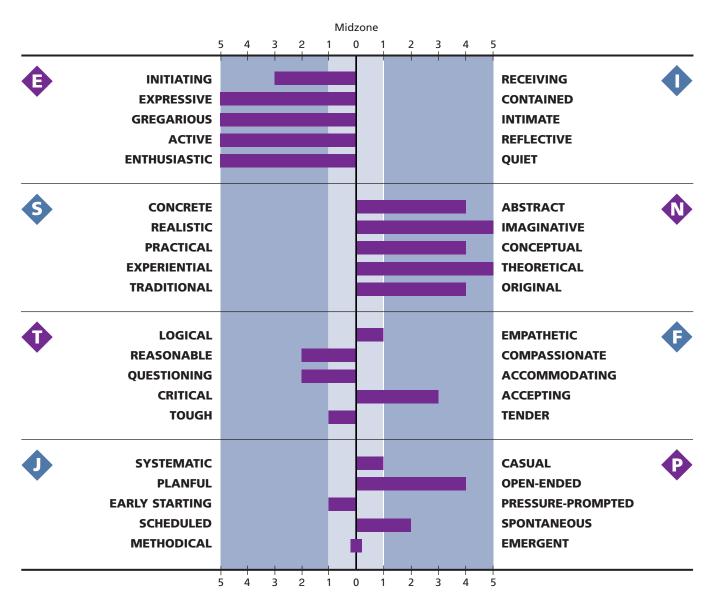
# **Overview of Your Results**

### YOUR FOUR-LETTER TYPE FROM THE STEP I<sup>™</sup> INSTRUMENT

ENTPs tend to be quick, innovative, and interested in many things. Alert and outspoken, they may argue for fun on either side of a question. They are resourceful in solving new and challenging problems, but may neglect routine assignments. ENTPs are skillful at finding logical reasons for what they want.

16

### YOUR RESULTS ON THE 20 FACETS FROM THE STEP II<sup>™</sup> INSTRUMENT



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



Accepting ENTP

### **Interpreter's Summary**

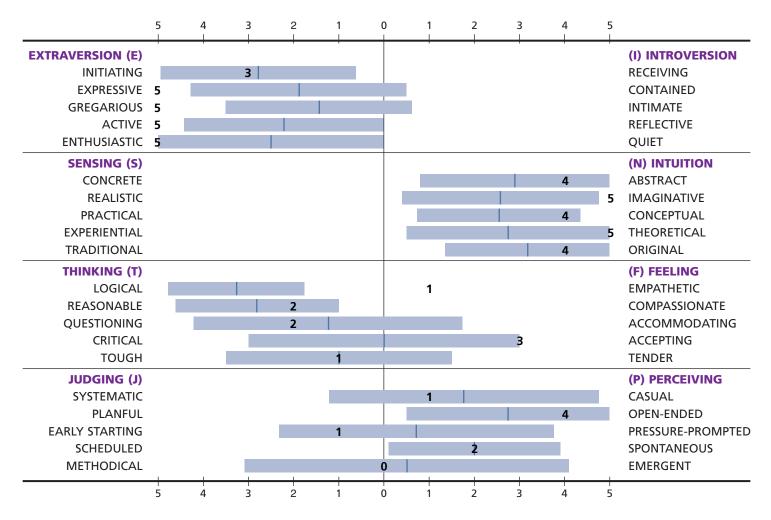
#### PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: ENTP

Extraversion:	Intuition:	Thinking:	Perceiving:
Very Clear (27)	Very Clear (30)	Slight (4)	Moderate (9)
		J	

17

#### FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ENTPS

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



#### **POLARITY INDEX: 70**

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: 1



Myers-Briggs Type Indicator<sup>®</sup> Step II<sup>™</sup> (Form Q) Interpretive Report Copyright 2001, 2003 by Peter B. Myers and Katharine D. Myers. All rights reserved. Myers-Briggs Type Indicator, Myers-Briggs, MBTI, Step I, Step II, 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 registered trademark of CPP, Inc.