



Myers-Briggs Type Indicator® Personal Impact Report

Report prepared for

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Introduction

Your MBTI® Personal Impact Report is designed to help you make use of your MBTI results so that you can better understand yourself and others and improve the interactions in your daily life and work. The MBTI assessment is based on the work of Carl Jung and was developed by Isabel Briggs Myers and Katharine Briggs to identify 16 different personality types that help explain differences in how people take in information and make decisions about it. Your report will show you how your personality type is distinct from other types and how it influences the way you perceive, communicate, and interact.

This Report Can Help You

- Improve communication and teamwork as you gain awareness of the personality differences you see in others
- Work more effectively with those who may approach problems and decisions very differently than you do
- Navigate your work and personal relationships with more insight and effectiveness
- Understand your preferences for learning and work environments and the activities and work you most enjoy doing
- More successfully manage the everyday conflicts and stresses that work and life may bring

As you read your report, bear in mind that personality type is a nonjudgmental system that looks at the strengths and gifts of individuals. All preferences and personality types are equally valuable and useful. Based on more than 70 years of research supporting its reliability and validity, the MBTI assessment has been used by millions of people worldwide to gain insight into the normal, healthy differences that are observed in everyday behavior and to open up opportunities for growth and development.

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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 a shorthand for indicating type. When the eight preferences are combined in all possible ways, 16 types result. The MBTI type that you verified as your best-fit type is shown below.

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

The rest of this report presents information to help you understand the impact of personality type in key areas of your life.



Your Work Style

The descriptions presented below for your type relate to your work preferences and behaviors. When reviewing this information, keep in mind that 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.

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

INTP Work Style Highlights

INTPs are rational, curious, theoretical, and abstract, preferring to organize ideas rather than situations or people. They enjoy working alone with ample autonomy for their own ideas and methods. Although the descriptors below generally describe INTPs, some may not fit you exactly due to individual differences within each type.

Autonomous	Logical	Skeptical
Cognitive	Original	Speculative
Detached	Precise	Spontaneous
Independent	Self-determined	Theoretical

Contributions to the Organization

- Design logical and complex systems
- Demonstrate expertise in tackling intricate problems
- Have short- and long-range intellectual insight
- Apply logic, analysis, and critical thinking to issues
- Concentrate on core issues

Problem-Solving Approach

- Want to use your internal logic to structure problems and solutions while searching for possible options
- May need to pay attention to present reality and data as well as to needs and wants of others for optimal results



Preferred Work Environments

- Contain independent thinkers focused on solving complex problems
- Allow privacy, with plenty of time and space to think
- Foster independence and originality of thought
- Provide flexible policies and procedures
- Are quiet, with as few meetings as possible
- Have unstructured and nonbureaucratic ways
- Reward self-determination

Preferred Learning Style

- Individualized, with no set beginning or end, following your own interests in depth
- Broad, conceptual, and challenging to your intellect

Potential Pitfalls

- May be too abstract and therefore unrealistic about necessary follow-through
- May overintellectualize and become too theoretical in your explanations
- May pay too much attention to minor inconsistencies at the expense of teamwork and harmony
- May turn your critical analytical thinking on people and act impersonally

Suggestions for Developing Your Work Style

- May need to focus on practical details and develop concrete steps to follow through
- May need to state things more simply
- May need to yield on minor points in order to gain the needed cooperation of others
- May need to get to know more about others and express appreciation of them



Your Communication Style

The information presented below for your type relates to how you generally tend to communicate. It is designed to help raise your awareness of your natural communication style and its impact on others so that you can develop strategies for communicating more effectively in your business and personal interactions.

Communication Highlights

- Are open-ended, logical, and analytical; focus on exploring possibilities
- Are a systems thinker; see and create complex models and frameworks
- Are flexible, resourceful, and independent; seek freedom of action
- Summarize, integrate, and identify key issues, and zero in on root causes of problems
- Conceptualize and initiate long-term, strategic solutions and opportunities

At First Glance

- Initially may be somewhat detached, indifferent, and impersonal
- Enjoy thinking outside the box and coming up with new and untried solutions
- Seek to understand how things work; ask questions and offer options
- Are comfortable with ambiguity and complexity; create theories, models, and frameworks
- Are curious, skeptical, independent-minded, exploratory, and insightful

What You Want to Hear

- New information and ideas with time to reflect and analyze implications
- Global goals and ideas rather than specific plans or procedures
- Dialogue with competent and knowledgeable people using precise and exact language
- Critiquing, questioning, and debating perspectives rather than taking them at face value
- Less redundancy or stating of the obvious; precision of thought

When Expressing Yourself

- Can be easygoing, tolerant, and casual once you get to know someone
- Sketch a framework, make a flowchart, or otherwise capture logic and possibilities
- Highlight cause-and-effect relationships, spot inconsistencies, and analyze flaws
- Do things yourself rather than take time to delegate and explain them to someone else
- May give a too-abbreviated overview or overwhelm people with technical complexity

Giving and Receiving Feedback

- Are self-critical and tend to give more corrective than positive feedback
- Would rather let others set their own course of action than tell them what to do
- Are not easily swayed or convinced by emotional responses
- Are independent and want to set your own goals and map out your own plan
- Prefer not to provide specific or precise direction to others



Communication Tips

Here are some strategies to help you adapt your natural way of communicating to accommodate people with different personality types.

Potential Blind Spots	Suggested Remedies
You may consider personal information at work to be irrelevant and not realize that this can come across as blunt, detached, and impersonal.	Remember that many people seek harmony and personal relationships with their co-workers. Develop patience for the sharing of personal information by others.
Your highly logical and conceptual approach may not take into account what people need and will do in particular situations.	Balance your logical, abstract approach with consideration of the needs and situations of the people involved. Strive to understand personal situations rather than analyze them.
Your reluctance to share your viewpoint and express your feelings may increase tension.	Take time to work out conflicts and deal with personal issues at work. Be willing to express your feelings and viewpoint.
In your focus on what is best for the future, you may not consider or discuss relevant details and short-term implications.	Look at the practical realities of a situation. When you share your perspective, include enough detail so that others can participate in the planning process.
Your love of analysis and critique may blind you to how others react during debates.	Remember that not everyone is comfortable critiquing and debating ideas. Some may interpret these activities as a rejection of their perspective.
You may not notice how your feedback affects others, especially Feeling types.	Check how others are feeling and include positive feedback with the corrective feedback you give.
You may not follow through on ideas to get them implemented because there is always another option to explore.	Remember that open-ended exploration can seem inefficient to decisive, results-focused types. Be willing to make decisions and follow through.

Suggestions for Developing Your Communication Style

- Determine which of the blind spots above describe your behavior when communicating or interacting at work.
- Ask yourself whether any of these behaviors are hindering your performance. If yes, try the suggested remedies and ask someone you trust for feedback to chart your progress.



Your Team Style

Your MBTI results can help you better understand how you tend to work on a team and improve the quality of your team interactions. Use this information to gain insight into your strengths as a team member, your potential challenges, and how you might enhance your contributions to teams in various areas of your work and life.

Your Team Member Strengths

- Analyzing problems logically and objectively
- Getting to the core issue
- Conceptualizing new systems for accomplishing goals
- Finding innovative solutions to problems
- Seeing the big picture
- Thinking strategically
- Devising principles to address causes, not just treat the symptoms
- Identifying best- and worst-case scenarios
- Questioning assumptions
- Defining terms so that everyone will be on the same page
- Pointing out flaws and inconsistencies that could derail a project
- Bringing technical expertise to the team

Suggestions for Developing Your Team Contributions

- Determine which of these behaviors describe you and consider how they are working for you. How might you use those behaviors to help in a team context?
- Highlight on the list above those behaviors you use when on a team. Are any of your natural strengths not being brought to the team?
- Consider how your strengths can help the teams you serve on achieve their objective.



Potential Blind Spots	Suggested Remedies
May create presentations so complex that few can follow you	Pare down your presentation and practice the "30-second sell" by communicating only essential points, not all the complexities
May delay making a decision as you continue to think things through	Set and publicly commit to a deadline for making a decision; determine what information is most important to pursue
May not consider how your ideas might affect important stakeholders	Identify stakeholders from different areas and meet with them or interview them individually to discuss your ideas and their impact
May move on as soon as you have conceptualized a solution to a problem, without concern for implementation	Ask team members what has to happen and what resources are needed in order to implement your idea
May not establish broad networks of colleagues who can provide support and resources for your projects	Set a goal to meet and have a conversation with a certain number of new people over the next six months
May have difficulty negotiating win-win solutions	Take a course on negotiation so that you can broaden your negotiating style

Additional Suggestions for Developing Your Team Contributions

- Determine which of the blind spots in the chart describe your behavior when working as part of a team.
- Ask yourself whether any of these behaviors are hindering team performance. If yes, try the suggested remedies and ask a team member you trust for feedback to chart your progress.



Your Decision-Making Style

The information below is intended to help you see the impact of your personality preferences on your decision-making style. It is important to remember that all personality types and decision-making styles are equally valuable and that no one type can be characterized as the best decision maker. Use this information to learn about and appreciate your natural style and acquire strategies to make both your individual and group decision making more successful and comprehensive.

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

INTP Decision-Making Style Highlights

Analytical, intellectual, and ingenious, INTPs work well when they can operate independently, search for truth, and use rational approaches to solve complex problems. Their curiosity leads them to research theories, contemplate what makes things work, and discover the long-term consequences of any given strategy or plan. During decision making INTPs typically want to know, "What is the most logical choice?"*

Your Decision-Making Strengths

- Demonstrating curiosity and open-mindedness when investigating an issue
- Working to unearth untested assumptions and find flaws in logic
- Making space for independent and autonomous action
- Exploring the potential of each decision option, no matter how unusual the source or the idea
- Using objective criteria that promote a rational choice among decision options
- Striving to align decisions with your internal framework and principles
- Examining the consequences of a decision before proceeding
- Using logic to persuade others to support and act on a decision
- Seeing every decision as an opportunity for new learning
- Being willing to explore your role in the success or failure of a decision



Potential Challenges During Decision Making

- Being so focused on the search for truth that you get trapped in overanalysis
- Appearing confrontational when requesting clarification from others
- Failing to involve others in the brainstorming process
- Getting caught up in tangents or logical hairsplitting
- Overlooking how a decision would make you and others feel
- Being unwilling to yield to external demands or others' needs
- Worrying too much about logical but unlikely contingencies
- Neglecting interpersonal niceties as a decision is being carried out
- Continuing to search for what went wrong when chance was the key factor
- Being overly concerned with minor inconsistencies or inefficiencies

Suggestions for Developing Your Decision-Making Style

- Remember that the best approach will work both in theory and in practice
- Share areas of agreement before raising questions
- Realize that seeking collaboration is not a sign of incompetence
- Take the time to dig deeply on only the most compelling options
- Understand that there is a subjective component to any sound decision-making process
- Realize that good decisions respect the environmental constraints and the people affected
- Recognize that sometimes it makes more sense to risk being derailed than to postpone action
- Consider that many people need a personal motivation to get going
- Appreciate that some things in life are illogical and have no rational explanation
- Remember to check whether a mistake had any real effect on the outcome



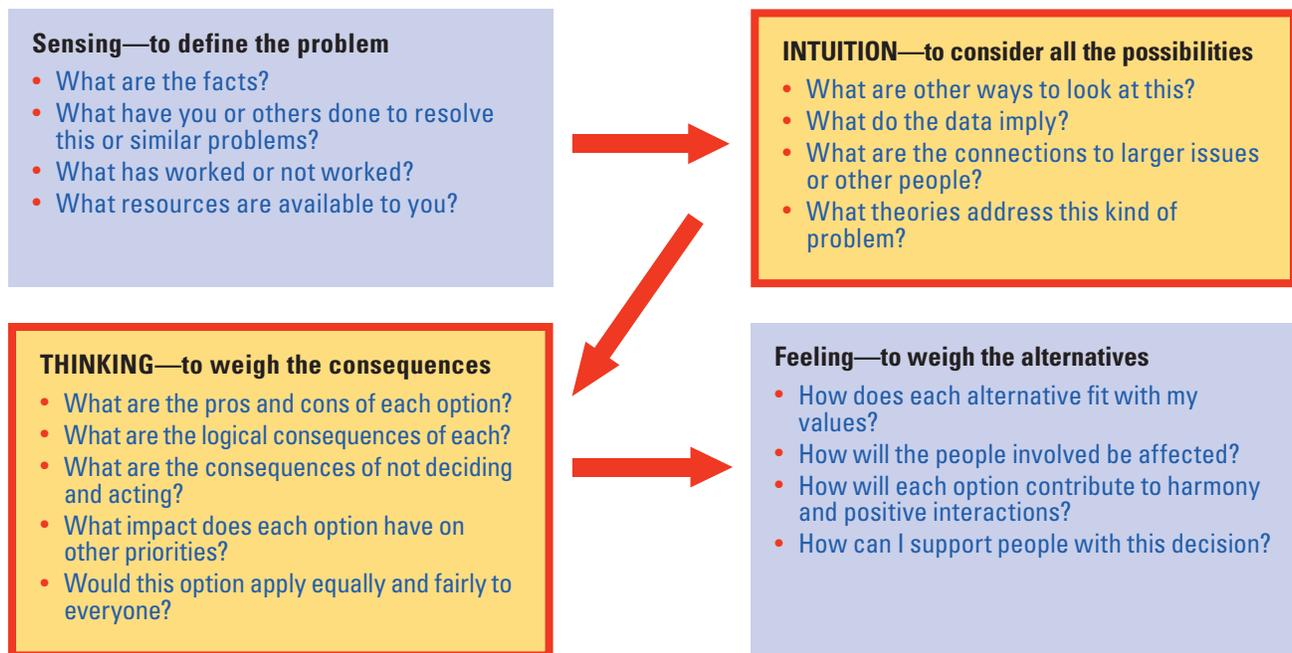
Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. By using *both* preferences for taking in information, Sensing and Intuition, and *both* preferences for making judgments or decisions about that information, Thinking and Feeling, when coming to a decision or solving a problem, you can ensure that all factors will be considered. Without this balanced approach, you will naturally tend to focus on your own preferences and may lose the benefits and positive contributions of the other preferences.

Isabel Briggs Myers believed that the best way to make a decision is to use all four of these preferences deliberately and in a specific order:

- #1 Use Sensing to define the problem
- #2 Use Intuition to consider all the possibilities
- #3 Use Thinking to weigh the consequences of each course of action
- #4 Use Feeling to weigh the alternatives

This decision-making sequence is shown below. Your preferences are highlighted in the graphic. Follow the steps, noting the important questions to ask at each stage. After completing the process, you should be able to make and act on a final decision. At an appropriate point after implementation, be sure to evaluate the results by reviewing your consideration of the facts, possibilities, impacts, and consequences.





Your Leadership Style

The type information below is designed to help you see the impact of your personality preferences on your leadership style. Assets and challenges characteristic of your MBTI type are presented, as well as suggestions you can use to stretch your development.

Setting Direction

Assets

- Conceiving a vision for the future that is based on clear understanding of the underlying system
- Liking to explore and analyze alternative choices
- Thinking conceptually, evoking a systemic picture of the desired direction
- Integrating information and finding the root causes of issues

Challenges

- Having a highly theoretical understanding of ideas, which may pose a challenge as you try to explain them in common language
- Sometimes suffer analysis paralysis as a result of your sheer joy of deeply understanding both sides of a situation
- Overlooking practical constraints in your search for an elegant solution
- Failing sometimes to adequately articulate for others the right direction once they've had the internally satisfying experience of discovering it

Inspiring Others to Follow

Assets

- Working better one-on-one with others rather than in groups
- Being inspired by the elegance of an idea, often attracting others who are similarly motivated
- Being collegial and egalitarian (not hierarchical) with those you consider equals
- Being very committed and loyal to those who are important to you, though not demonstratively

Challenges

- Neglecting to frame the direction to inspire and engage others due to your high level of self-motivation
- Seeming aloof and uninterested in others or in building relationships
- Being very critical of people whom you judge to be incapable or incompetent in their work
- Failing to give adequate thought to, or even notice, political nuances and other people's motivators

Mobilizing Accomplishment of Goals

Assets

- Being open to process innovations, not usually tied to just one way of doing something
- Welcoming diverse views and perspectives
- Having a strong focus on the task, encouraging others to work steadily as well
- Ignoring hierarchy and politics and instead searching out the most capable individuals to get the job done

Challenges

- Spending so much time thinking that you procrastinate doing
- Overcomplicating issues, reaching for too broad a system
- Becoming defensive about your ideas, especially when under stress; sometimes seeming arrogant about your own perfect solution and others' inability to get there effectively
- Lacking the patience to see the process through to completion



Suggestions for Developing Your Leadership Style

- **Reality-based planning.** Use action plans to get your ideas into play, rather than leaving them in your head. While the thought may be more important to you than the action, others can assess only the action.
- **Meeting skills.** Lead meetings that accomplish work and don't waste your or others' time. Try getting input on agenda items, managing both time and topics, balancing participation, and conducting meetings standing up. Include on the agenda things others find valuable, too, so they will attend when you need them to be there.



Your Conflict Style

Your MBTI results shed light on how you typically approach and deal with conflict. Incorporating type awareness and an understanding of your natural style can help you be better prepared to more effectively and sensitively approach, communicate during, and resolve conflict situations.

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INTP Conflict Style Highlights

INTPs typically are engaged in conflict when either their principles are out of sync or their expertise is being challenged. They naturally ask difficult questions to try to gain a better understanding of underlying problems; however, as this questioning is often done in an objective manner, others may view it as criticism. INTPs' sense of fairness helps them find the right way to approach a conflict situation.

Your Strengths in Managing Conflict

- Searching for truth, justice, and what is right
- In your dogged pursuit of clarity, being willing to revisit a situation in order to try to break an impasse
- Remaining detached, enabling you to offer objectivity

What You Need from Others

- Willingness to think creatively and to go farther than they might have thought
- Acceptance of your need for privacy and time to comprehend all that is happening
- Willingness to discuss things in a logical manner rather than having emotion-filled outbursts

How Others Tend to See You

- A detached observer who readily discovers what is wrong
- Someone who enjoys debating the pros and cons rather than engaging in personal attacks
- When you are under stress: a person who disengages for long periods and has little connection to everyday issues

Suggestions for Developing Your Conflict Style

- Accept that there are other gifts as important as intelligence
- Realize that what is a debate for you may be perceived by others as all-out war
- Don't knock small talk; it is part of relationship building, and relationship building is ultimately a key to conflict resolution
- Remember that abstract analytical thoughts may have less currency in a heated emotional conflict exchange than in an objective debate



How Stress Impacts You

Use the information below to learn about how your MBTI preferences impact how you tend to experience and react to stress. This understanding can support your ability to manage productively and effectively the stresses that come with everyday work and life.

Stressors

- Being criticized unjustly, especially by someone who can have a negative impact on you
- Having too much to do and not enough time to do things right
- Feeling misunderstood, people “not getting it”
- Being expected to participate in or be around small talk
- Having to take a leadership role for too long
- Having too much structure; functioning in an authoritarian setting
- Being asked how you feel; having someone try to get you to “open up”

Signs of Stress in INTPs

- Becoming emotional, touchy, sentimental, easily upset
- Worrying about relationships and about being liked or disliked
- Taking things personally; feeling picked on, taken advantage of
- Being suspicious of others’ motives, seeing others as conspiring against them
- Behaving in an angry, negative manner; lashing out at others
- Having tunnel vision, focusing on a minute detail or a trivial event
- Being hypersensitive to criticism, taking it as a personal attack

Best Ways for INTPs to Manage Stress

- Leave the stressful situation, even if only briefly
- Spend time alone—walk, rest, sleep, listen to music
- Take time to reflect on what is happening
- Make a list and prioritize what you need to do
- Remind yourself of your past successes and recall objective assessments of your competence
- Tell your feelings to someone you trust who will just listen
- Do something you really enjoy as soon as you can

Worst Ways for INTPs to Respond to Stress

- Insist on perfection from yourself or others
- Look for “facts” to prove that others dislike you or are being critical of you
- Harshly criticize yourself for being unsociable or for inadvertently hurting someone’s feelings
- Convince yourself that you are unacceptable and unlovable
- Withdraw for a long time, avoid people
- Replay in your mind long-ago relationships or situations that you handled badly



Your Approach to Change

The charts below provide information and perspective to help you more fully understand the impact of your MBTI type on how you tend to react and respond during times of change and transition. Awareness of needs, typical reactions, and contributions can help you develop the resiliency and flexibility needed to feel and be more effective as you both experience and manage change.

In Times of Change

Needs during change

- Independence—to evaluate the situation by your own standards
- The big picture
- A great deal of information
- Open-ended time frames—not to be pushed
- To be in on the planning

Reactions when needs are not met

- Withdraw
- Procrastinate
- Find it difficult to focus or apply yourself
- Resist and resent
- Become a cynical and sarcastic critic

When Dealing with Losses

Contribute by

- Being open to losses—you can easily cut off and move on
- Flexibly adapting to changes
- Seeing losses as opportunities
- Staying detached and logical
- Providing a concise rationale

Have difficulty with

- Deciding when it's time to end—the internal processing has to come first
- Accepting the realities
- Taking care of the details
- Dealing with others' feelings and with people issues

During the Transition Period

Typical reactions

- Can become apathetic and withdrawn
- Try to figure things out, make sense of what is happening
- Become resigned and fatalistic, thinking “these things happen”

Tend to focus on

- All the possibilities (probably endless)
- Internal processing—understanding
- Seeing the present from the perspective of the past and future
- Creating the future internally

During the Start-Up Phase

Obstacles to starting

- Having to begin on someone else's schedule—you have your own timing
- Sometimes isolating yourself and/or procrastinating
- Dealing with the details
- Being required to include other people

Contribute by

- Seeing the whole picture
- Coming up with and selling the plan
- Embracing change and making changes quickly
- Leaving the past behind



About This Report

This MBTI report was selected for you by your experienced MBTI practitioner to help guide your continued development and promote your personal and professional success.

The report was derived from the following sources:

- *Introduction to Type*® (6th ed.) by Isabel Briggs Myers. Copyright 1998 Peter B. Myers and Katharine D. Myers. All rights reserved.
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