



MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™  
**INTERPRETIVE REPORT**

Prepared for  
**MARK SAMPLE**

September 21, 2018

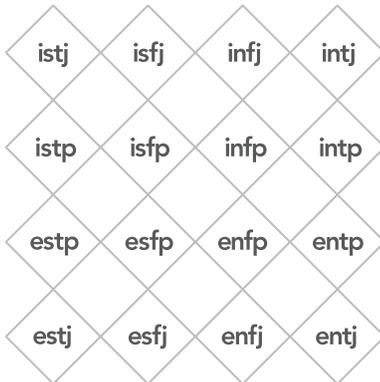
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## About Your Report

**Your Myers-Briggs® Step II™ Interpretive Report is an in-depth, personalized description of your personality preferences, derived from your answers to the MBTI® assessment. It includes your Step I™ results and your four-letter type, along with your Step II results, which show some of the unique ways you express your Step I type.**

The MBTI assessment was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung’s theory of personality types. This theory suggests that we have opposite ways of directing and receiving energy (Extraversion or Introversion), taking in information (Sensing or Intuition), deciding or coming to conclusions about that information (Thinking or Feeling), and approaching the outside world (Judging or Perceiving).

Everyone can and does use each of these eight parts of personality at least some of the time but prefers one in each pair over the other, just as most people have a natural preference for using one hand rather than the other. No preference in a pair is better or more desirable than its opposite.

The MBTI assessment does not measure your skills or abilities in any area. Rather, it is a tool 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™ Results
- Your Step II™ Facet Results
- Applying Step II™ Results to Communicating
- Applying Step II™ Results to Managing Conflict
- Applying Step II™ Results to Dealing with Change
- Applying Step II™ Results to Making Decisions
- How the Parts of Your Personality Work Together
- Integrating Step I™ and Step II™ Information
- Using Type to Gain Understanding
- Overview of Your Results

### Extraversion

You focus on the outside world and direct and receive energy by actively engaging with people and things.



### Introversion

You focus on the inner world and direct and receive energy by reflecting on ideas, memories, and experiences.

### Sensing

You notice and trust facts, details, and present realities.



### Intuition

You attend to and trust interrelationships, theories, and future possibilities.

### Thinking

You make decisions using logical analysis to achieve objectivity.



### Feeling

You make decisions using person-centered values to achieve harmony.

### Judging

You tend to be organized and orderly and to make decisions quickly.



### Perceiving

You tend to be flexible and adaptable and to keep your options open as long as possible.



## Your Step I™ Results

Your reported Myers-Briggs personality type

**ESTJ**

Your preferences

**Extraversion | Sensing | Thinking | Judging**

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 their plans and decisions are based on solid fact.

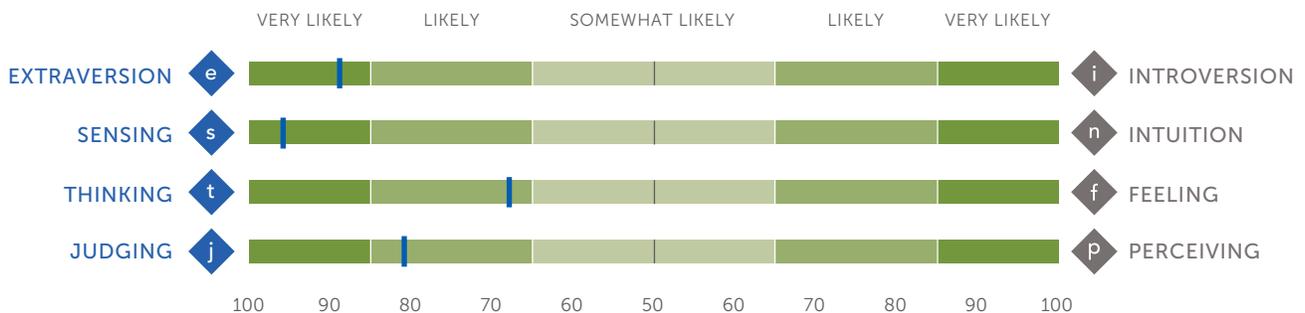
They like having definite guidelines to govern the way they do things. If they are to change their way of doing something, they need to change their reasons for doing it. Logical and consistent, ESTJs make quick decisions. Their focus is on the immediate, visible, and tangible. They like to solve problems and organize things and then move on. They have little patience for confusion or inefficiency. With their focus on getting the task done, they may proceed without consulting others.

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.

### Does This Type Fit You?

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

### PROBABILITY INDEX FOR EACH OF YOUR MBTI® PREFERENCES



**PROBABILITY:**    EXTRAVERSION | 89    SENSING | 96    THINKING | 68    JUDGING | 81

The graph shows how likely it is that your reported preferences really do fit you, indicated by the probability index shown for each of your preferences. The closer the blue marker is to a preference, the greater the probability that the preference describes you well. The probability index does not measure how much of a preference you have or how well you use that preference. It simply shows how likely it is that the preference you reported is accurate for you.

## STEP II™ FACETS



### Extraversion    Introversion

Initiating	Receiving
Expressive	Contained
Gregarious	Intimate
Active	Reflective
Enthusiastic	Quiet



### Sensing    Intuition

Concrete	Abstract
Realistic	Imaginative
Practical	Conceptual
Experiential	Theoretical
Traditional	Original



### Thinking    Feeling

Logical	Empathetic
Reasonable	Compassionate
Questioning	Accommodating
Critical	Accepting
Tough	Tender



### Judging    Perceiving

Systematic	Casual
Planful	Open-Ended
Early Starting	Pressure-Prompted
Scheduled	Spontaneous
Methodical	Emergent

## Your Step II™ Facet Results

The MBTI Step II assessment indicates some of the complexity of your personality by showing your results on five different parts, called *facets*, for each of the Step I preference pairs, as shown on the left. Knowing your results on these 20 facets can help you better understand your unique way of experiencing and expressing your type.

### Facts About the Facets

- The five facets within a preference do not cover or explain the full meaning of the preference.
- Each facet has a theme, such as “Ways to connect with others.”
- Each facet has two opposite poles (e.g., Initiating and Receiving).
- The facets are scored differently than are the preferences, so your five facet scores don’t add up to your Step I preference score.

### How to Read Your Step II™ Results

The next few pages show graphs of your facet results. Each graph includes

- Brief descriptions of two opposite MBTI Step I preferences.
- The names of the five facet poles associated with each Step I preference and three descriptive words or phrases for each pole.
- Five vertical markers, one per facet.
  - A vertical marker on a blue background, indicating a score of 2–5, is an *in-preference* result, meaning you favor the facet pole on the same side as your Step I preference. For example, if you prefer Extraversion, you are likely to favor the Initiating pole, and if you prefer Introversion, you are likely to favor the Receiving pole.
  - A vertical marker on a dark green background, indicating a score of 2–5, is an *out-of-preference* result, meaning you favor the facet pole that is opposite to your Step I preference.
  - A vertical marker on a light green background, indicating a score of 0 or 1, is a *midzone* result, meaning you show no clear preference for either facet pole.

Below each graph is a chart describing your facet results. The left column lists the facet theme (e.g., “Ways to connect with others”), your facet result, and its category (in-preference, out-of-preference, or midzone). The middle and right columns list ways people with your facet results are typically described. If a set of statements in the chart doesn’t seem to fit, perhaps you would be better described by the opposite pole or the midzone.

## EXTRAVERSION

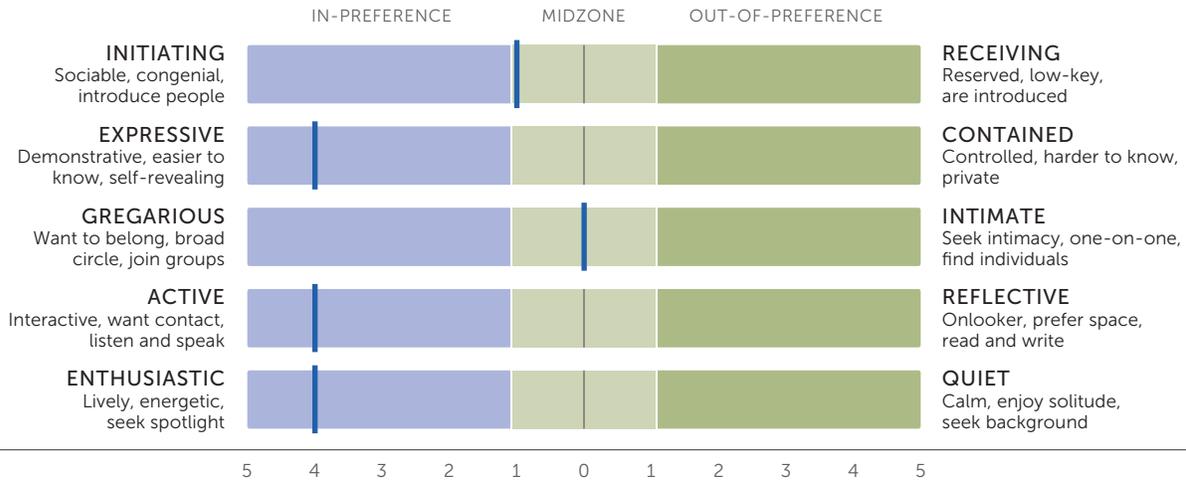


Directing energy toward the outer world of people, objects, and activities

## INTROVERSION



Directing energy toward the inner world of ideas, memories, and experiences



### Ways to connect with others

#### INITIATING-RECEIVING midzone

Will initiate conversations in social situations with people you already know or if your role calls for this.

Are at ease socially in familiar situations, less at ease in large social gatherings.

Are comfortable talking to strangers at large gatherings when there is a shared interest.

Are willing to introduce people to each other if no one else does so and introductions are necessary.

Whether you initiate or receive depends on how much socializing or alone-time you've experienced that day.

### Communicating feelings, thoughts, interests

#### EXPRESSIVE in-preference

Talk a lot!

Find it easy to express your feelings and interests to others.

Are seen by others as cheerful and warm.

Are easy to get to know.

Want to talk about conflicts as soon as possible with anyone who will listen.

May sometimes wonder whether you've talked too much or said inappropriate or perhaps embarrassing things.

### Breadth and depth of relationships

#### GREGARIOUS-INTIMATE midzone

Like large group activities or one-on-one conversations at different times.

Find that your degree of comfort with strangers depends on the situation.

Appear outgoing at times and reserved at other times.

May not want many intense intimate relationships.

Are moderately comfortable relating to casual acquaintances.

### Ways to communicate, socialize, learn

#### ACTIVE in-preference

Prefer active participation rather than passive observation.

Enjoy interacting with people and getting to know them.

Learn better by doing, hearing, and asking questions than by reading and writing.

Want to talk things over with someone before taking action.

Like to communicate in person, either face-to-face or voice-to-voice.

Would rather talk about than write about a topic.

### Level and kind of energy

#### ENTHUSIASTIC in-preference

Like being where the action is.

Look for the source of noises around you, hoping that something interesting is going on.

Often seek to be the center of attention.

Show wit and humor when talking.

Feel that life is meant to be exciting and try to make it so.

Catch others up in your enthusiasms.

Get bored without activity, so you make things happen and often get others to join.



# INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

MARK SAMPLE

ESTJ | 6

## SENSING



Focusing on what can be perceived using the five senses

## INTUITION



Focusing on perceiving patterns and interrelationships



<p><b>Focus of attention</b> <b>CONCRETE-ABSTRACT</b> midzone</p>	<p>Start with the facts but move on to their meanings. Like to know the details but can move ahead if a few details are missing. Need facts to stay comfortably grounded.</p>	<p>May serve as a "translator" for those at the two opposite ends. May get stuck on a fact when under pressure or when you have difficulty seeing the larger context.</p>
<p><b>How information is used</b> <b>REALISTIC</b> in-preference</p>	<p>Take pride in your common sense and ability to realistically appraise situations. Value efficiency, practicality, and cost-effectiveness. Are seen as matter-of-fact and sensible. Appreciate experiences and tangible results.</p>	<p>Believe that good techniques lead to good results. Like to acquire and make use of factual knowledge and experience. Seek to maintain stability in your life.</p>
<p><b>How ideas are used</b> <b>PRACTICAL</b> in-preference</p>	<p>Find that applying ideas is more appealing than the ideas themselves. Need to see an idea's application to understand it and use it. Are impatient listening to ideas if a practical use isn't the end result.</p>	<p>Favor practical utility over intellectual curiosity. Like to use tried-and-true materials and methods.</p>
<p><b>Kind of knowledge trusted</b> <b>EXPERIENTIAL</b> in-preference</p>	<p>Learn best from direct, hands-on experience and rely on it to guide you. Are careful not to generalize too much. Concentrate on what is happening now rather than thinking about the big picture.</p>	<p>Yearn for practical examples when others are presenting theories. Are likely to express impatience with theories that are disconnected from experience. May sometimes get stuck on details at the expense of larger considerations.</p>
<p><b>Approach to traditions</b> <b>TRADITIONAL-ORIGINAL</b> midzone</p>	<p>Are comfortable following established and proven methods. Are eager to change procedures that don't work. Value some but not all traditions in family and work activities.</p>	<p>Prefer a conventional approach but are willing to consider an innovative one. Enjoy novelty when it doesn't conflict with your traditional values. May help people reluctant to change see the value in doing so.</p>

## THINKING

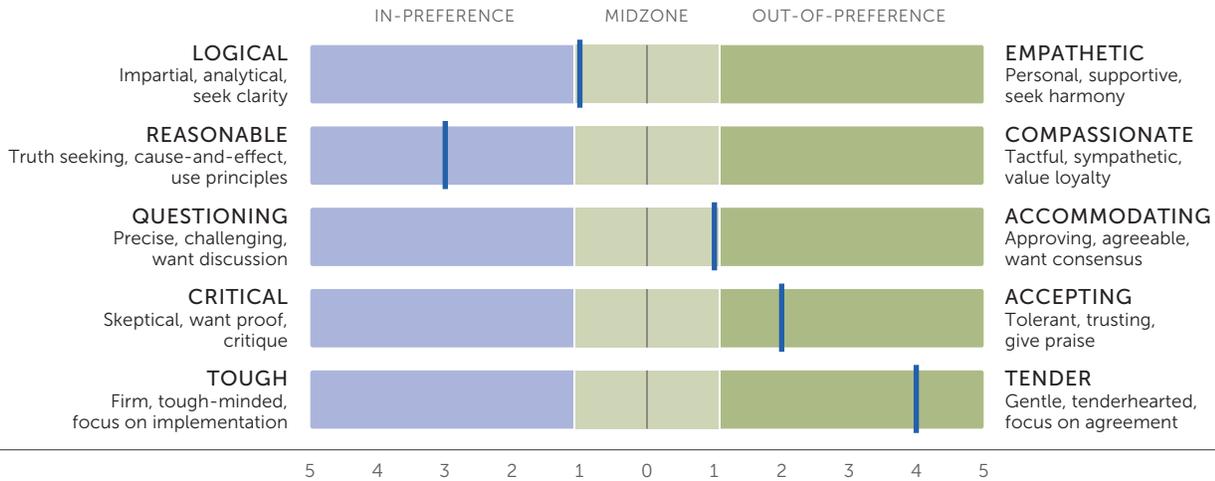


Basing conclusions on logical analysis with a focus on objectivity

## FEELING



Basing conclusions on personal or social values with a focus on harmony



<p><b>Criteria for decisions</b></p> <p><b>LOGICAL-EMPATHETIC</b> midzone</p>	<p>Believe the best way to make decisions is to consider both the logical consequences and the effects on people.</p> <p>Respect a dispassionate approach, but not in the extreme.</p>	<p>May experience some tension between an analytical and a personal approach, but generally favor objectivity.</p> <p>May help others see both sides of an issue.</p>
<p><b>Impact of decisions</b></p> <p><b>REASONABLE</b> in-preference</p>	<p>Are confident and clear about your objectives.</p> <p>Live your life logically, with premises leading to conclusions.</p> <p>Use reasoning to explain your decisions in a logical, linear way.</p>	<p>Believe that consistency, impartiality, and fairness will lead to the best outcome.</p> <p>Are likely to be firm and outspoken when communicating your decisions.</p>
<p><b>Ways to handle differences</b></p> <p><b>QUESTIONING-ACCOMMODATING</b> midzone</p>	<p>Tend to hold your questions until others have asked theirs.</p> <p>Question and disagree in a style that may sometimes be confrontational and at other times conciliatory.</p>	<p>Become more confrontational and direct when questions are dismissed or ignored.</p> <p>Ask questions in areas of interest or when an important value is involved.</p>
<p><b>Communicating about disagreements</b></p> <p><b>ACCEPTING</b> out-of-preference</p>	<p>Welcome a variety of ideas and approaches.</p> <p>Appear to accept all ideas equally, regardless of who proposes them, not imposing your thoughts on others.</p> <p>Solicit others' opinions before deciding.</p>	<p>Are modest about your own work and may be reluctant to promote it over others' ideas.</p> <p>Are seen as open and fair, though some people may be confused about what you really think.</p>
<p><b>How to carry out decisions</b></p> <p><b>TENDER</b> out-of-preference</p>	<p>Are concerned with how people will react to a decision that will hurt them.</p> <p>Prefer using gentle persuasion and warm understanding to influence others.</p>	<p>Want to handle others' feelings the "right" way.</p> <p>Think it is unfair to take advantage of people even when you are in a stronger position.</p>

**JUDGING**

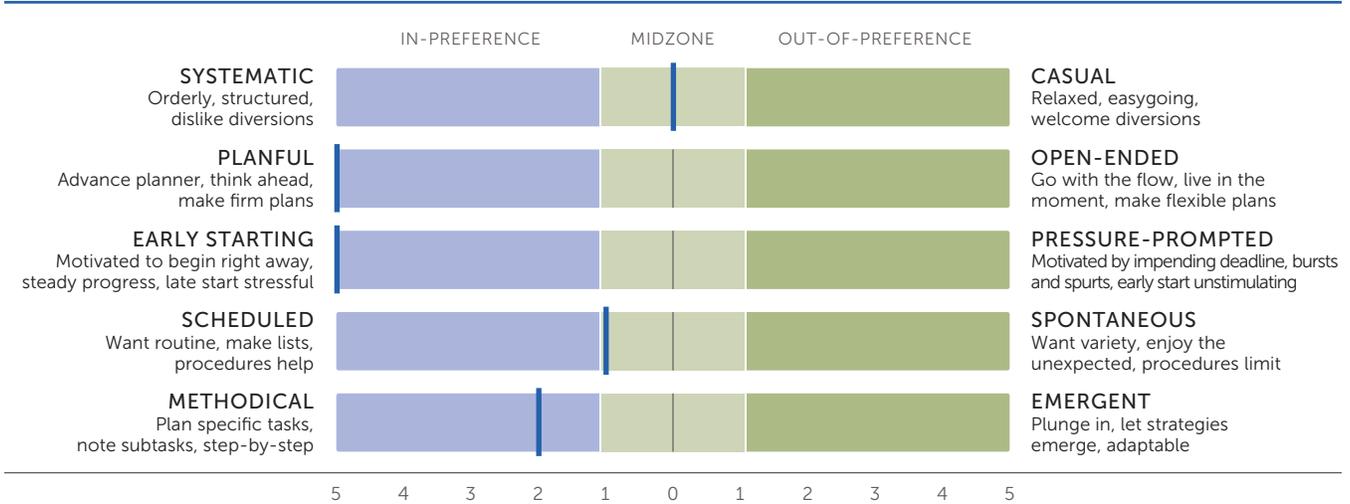


Preferring decisiveness and closure



**PERCEIVING**

Preferring flexibility and spontaneity



<p><b>General organizational style</b> <b>SYSTEMATIC-CASUAL</b> midzone</p>	<p>Like a general plan with some contingencies. Find too much detail in a plan inhibiting. Don't mind interruptions if no agenda is in place. Dislike distractions when involved in a project.</p>	<p>Find that an advance plan permits comfortable deviation because you can always return to the plan. Are likely to be successful in balancing your work and home life.</p>
<p><b>Approach to planning</b> <b>PLANFUL</b> in-preference</p>	<p>Enjoy looking ahead and making long-range plans for the future. Like to schedule leisure activities and social engagements in advance.</p>	<p>May enjoy the planning even more than the doing. Feel that advanced planning makes you more efficient and more likely to have things happen the way you want.</p>
<p><b>Ways to manage time pressures</b> <b>EARLY STARTING</b> in-preference</p>	<p>Prefer to have plenty of time to complete a task. Dislike feeling overwhelmed with too much to do. Try to arrange your world so you don't have to deal with last-minute rushes.</p>	<p>Work on multiple tasks by starting ahead of time and working on each task for short, concentrated periods of time. Can't forget incomplete tasks; feel relieved and satisfied when you complete something. Especially like finishing a task in advance of a deadline.</p>
<p><b>Use of schedules and routines</b> <b>SCHEDULED-SPONTANEOUS</b> midzone</p>	<p>Welcome a moderate amount of routine in your life. See routine as helpful in your work life but find it confining at home—or vice versa.</p>	<p>Feel that some routine provides predictability as well as freedom to respond to opportunities.</p>
<p><b>Approach to completing large tasks</b> <b>METHODICAL</b> in-preference</p>	<p>Develop detailed plans either in writing or in your head for the task at hand. Prepare in precise ways, specifying the steps needed to accomplish the goal.</p>	<p>Define the subtasks of your work, including the order in which things should happen. Are likely to deliver what you have prepared with little deviation.</p>



## Applying Step II™ Results to Communicating

All aspects of your type influence how you communicate, especially as part of a team. Eleven of the facets may be particularly relevant to communication. Your preferences for these facets along with tips for better communication appear below. Focus on those that are accurate and meaningful to you.

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 YOUR STYLE
<b>Initiating–Receiving</b> midzone	Are willing to introduce people to one another if no one else is doing so.	Be sensitive to the situation when deciding whether to make those introductions or not.
<b>Expressive</b>	Say what is on your mind to those present.	Recognize when it's important <i>not</i> to say what's on your mind and then don't say it.
<b>Gregarious–Intimate</b> midzone	How much you participate depends on how much group interaction you've already had.	When you know that you'll need to be in a large group, try to have fewer interactions overall that day.
<b>Active</b>	Like to communicate and interact with others face-to-face.	Recognize when face-to-face communication 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.
<b>Concrete–Abstract</b> midzone	Talk about <i>some</i> of the facts and details as well as their meanings.	Be aware of when you are focusing on details and when on meanings and choose the focus that is better for the situation.
<b>Logical–Empathetic</b> midzone	May sometimes present in a straightforward manner; at other times, tactfully circle around the issue.	Decide which one is likely to be more effective in that situation.
<b>Questioning–Accommodating</b> midzone	Ask some questions comfortably as long as you believe that this won't stop the discussion.	Choose carefully when you need to agree or when you need to ask questions.
<b>Accepting</b>	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.
<b>Tender</b>	Try to win people over to your point of view.	Accept that sometimes a win-win result is not possible; someone getting hurt may be unavoidable.
<b>Methodical</b>	Identify the steps and their order before starting a task.	Be tolerant of others who plunge in without identifying steps, unless a critical piece is missing.



## Applying Step II™ Results to Managing Conflict

Conflicts are inevitable when working with others. People may differ in what they define as conflict, how they react to it, and how they reach resolution. Although perhaps unpleasant, conflicts may lead to improved situations and enhanced relationships when discussed and managed appropriately.

Part of conflict management for every type includes

- Making sure that the work gets done while maintaining your relationships with the people involved.
- Recognizing that all perspectives have something to add, but any perspective used exclusively may ultimately impede resolution of the conflict

The table below explains how your results on eight Step II facets may affect your efforts to manage conflict. If some of the statements seem contradictory, then focus on those that are most relevant to you.

YOUR FACET RESULT	CONFLICT MANAGEMENT STYLE	ENHANCING YOUR STYLE
<b>Expressive</b>	Discuss the conflict and your emotional reactions to it with whoever is available.	Be careful in selecting those with whom you talk and make sure you get help from those who can really make a difference.
<b>Gregarious–Intimate</b> midzone	Involve either many people or a few trusted others in resolving the conflict, depending on the situation.	Make sure that your approach fits the particular situation; you may need to either increase or reduce the number of people you involve.
<b>Enthusiastic</b>	Get excited, even passionate, about the conflict and how upsetting it is.	Be aware that your intensity may push people away and make the situation worse, so calm down as much as possible.
<b>Reasonable</b>	May spend too much time arguing that your solution is right, even though it may ignore the impact on people.	Stop, listen to others, and accept that a solution other than yours may be best.
<b>Questioning–Accommodating</b> midzone	Ask some questions for clarification before reaching agreement.	Be careful that your style of questioning does not come off as confrontational.
<b>Accepting</b>	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.
<b>Tender</b>	Strive for cooperation and minimize points of disagreement.	Recognize when cooperation is no longer helpful; sometimes people need to agree to disagree.
<b>Early Starting</b>	Believe some conflicts can be avoided by starting work on projects early.	Make allowances for people for whom starting early isn't comfortable or effective.



## Applying Step II™ Results to Dealing with Change

Change is 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 for others.
- Make sure that both logical reasons and personal or social values have been considered.

Many factors influence your style of managing change, including your results on the ten facets below. Review the facets and tips for enhancing your response to change. Recognize that not all of them may be relevant; focus on those that are.

YOUR FACET RESULT	CHANGE MANAGEMENT STYLE	ENHANCING YOUR STYLE
<b>Expressive</b>	Freely share your feelings about the change with others.	Be aware that some people may not want your input before they have considered the change on their own. Limit your expressiveness to those who appreciate your style and give others time to think things through on their own.
<b>Gregarious–Intimate</b> midzone	Talk to many or a few people, depending on your situation and who is available.	Make sure to pick the most appropriate people to talk to, not just those who are available.
<b>Concrete–Abstract</b> midzone	May shift from one perspective to the other, thus confusing yourself and those around you.	Identify what’s most important and appropriate and use that perspective.
<b>Realistic</b>	Focus on the commonsense aspects of the change.	Realize that commonsense outcomes may not be immediately apparent.
<b>Experiential</b>	Want to see an example of how the change will work.	Accept that the impact of some changes can’t be demonstrated in advance.
<b>Traditional–Original</b> 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.
<b>Tender</b>	Want people affected by the changes treated with kindness and consideration.	Decide how much insensitivity you can tolerate and act accordingly.
<b>Systematic–Casual</b> midzone	Anticipate some of the possible problems but also the positives that may outweigh them.	Help both sides recognize and respect the opposite perspectives.
<b>Planful</b>	Plan as far in advance as possible for the changes.	Allow for the unexpected in your long-range plan—it will happen!
<b>Methodical</b>	Want to have details of the many steps necessary to implement the changes.	Know that circumstances may require carefully developed steps to be changed in the moment.

## Applying Step II™ Results to Making Decisions

Effective decision making requires using all four Step I processes in a specific order: Sensing first to get the facts, Intuition next to identify possibilities, Thinking third to consider logical consequences, Feeling last to know what’s important. The Step II facets give us specific ways to access these processes. Below are questions associated with the relevant facets. The facet poles you prefer are in blue italic and thus are the ones you are more likely to consider. If you are in the midzone, neither pole is highlighted.

SENSING 	INTUITION 
Concrete: What do we know? How do we know it?	Abstract: What else could this mean?
<i>Realistic: What are the real costs?</i>	Imaginative: What else can we come up with?
<i>Practical: Will it work?</i>	Conceptual: Are there other interesting ideas?
<i>Experiential: Can you show me how it works?</i>	Theoretical: How is it all interconnected?
Traditional: Does anything really need changing?	Original: What’s a different way to do this?
THINKING 	FEELING 
Logical: What are the pros and cons?	Empathetic: What’s really important?
<i>Reasonable: What are the logical consequences?</i>	Compassionate: What impact will this have on people?
Questioning: But what about...?	Accommodating: How can we get more people to agree?
Critical: What’s wrong with this?	<i>Accepting: What’s right with this?</i>
Tough: Why aren’t we following through now?	<i>Tender: What about the people who will be hurt?</i>

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

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

- Trust your Thinking preference and readily make decisions based on logical analysis of data.
- 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.
- See some conflicts as “win-lose” situations and then become competitive.

### TIPS

In individual problem solving, start by asking *all* the questions (in S-N-T-F order) in the chart above.

- Pay careful attention to the answers. The questions that are not in blue may be key since they represent perspectives you are less likely to consider.
- Asking the questions associated with the less preferred parts of your personality may help balance your decision-making style.

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.

## How the Parts of Your Personality Work Together

The way people take in information (Sensing or Intuition) and make decisions (Thinking or Feeling) is at the core of personality type. The middle letters of your ESTJ type, Sensing (S) and Thinking (T), show your favorite ways of doing these two things.

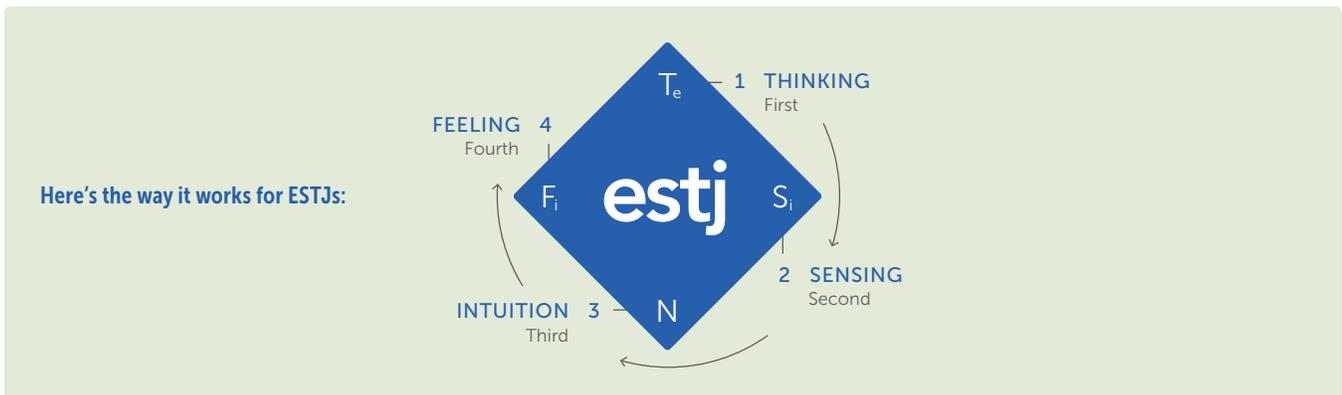
The first letter of your type, E or I, shows *where* you like to use your favorite processes—in the outer, extraverted world of people and things (e) or the inner, introverted world of ideas and impressions (i). Extraverts like to use their favorite (first) process mostly in the outer (e) world and for balance use their second process in their inner (i) world. Introverts use their favorite (first) process in their inner (i) world and for balance use their second process in the outer (e) world.

### The Favorite Processes of an ESTJ

- Thinking (T) is your favorite process and is used mostly in the extraverted (e) world to communicate analyses and logical decisions. This is shown in the graphic below as **T<sub>e</sub>**.
- Sensing (S) is your second process. To provide balance, it is used mostly in the introverted (i) world to consider the facts and details you have found, shown in the graphic as **S<sub>i</sub>**.

### Your Less Favored Processes

Your fourth, least favored process, Feeling (F), is opposite to your favorite process, Thinking, and is used mostly in the opposite, introverted (i) world, shown in the graphic as **F<sub>i</sub>**. Your third process, Intuition (N), is used in either world, so no “e” or “i” is attached to it in the graphic. Particular situations may require you to use these less preferred processes, but doing so may make you feel awkward, tired, and/or frustrated.



### Stress and Your Processes

Each type tends to experience and react to stress in predictable ways. As an ESTJ, you may first exaggerate your favorite process, Thinking, by becoming overly controlling and critical. Then as your stress continues or increases, negative versions of your least favored process, Feeling, may take over, so that you feel unappreciated, emotional, and despairing.

To bring back some balance and return to being yourself, try the following:

- Stop what you are doing and take a break from the activity or situation that is stressful.
- Recall similar past experiences and what helped bring you back to your usual self.
- Look for additional information to help you see possibilities and facts you hadn't considered before.



## 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 neglect to compliment people when you should and fail to notice 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 lifetime. As you get older, you may become interested in using the less familiar parts of your personality. In midlife or later, you may find yourself devoting more time to things that were not very appealing when you were younger. For example, you may find 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 way of taking in information (Sensing) may not be appropriate, try using your midzone approach on Concrete–Abstract to consider which pole would provide the best information in the present situation—focusing on the facts themselves (Concrete) or looking at the possible meaning of those facts (Abstract).
- If you are in a situation where you might need to adapt your way of getting things done (Judging), try using your midzone approach on Scheduled–Spontaneous by asking yourself if this situation calls for maintaining a routine (Scheduled) or whether staying open to the unexpected (Spontaneous) might lead to better results.

YOUR STEP II™  
INDIVIDUALIZED TYPE

Accepting  
Tender

estj

## Integrating Step I™ and Step II™ Information

Your Step II individualized type combines your four-letter Step I type and your Step II facet results as shown on the left. If you have one or more facet poles that are out-of-preference, their names will appear before your four-letter type. If you have no facets that are out-of-preference, you will be described as an “in-preference” type. Midzone results are not included in your individualized type name; however, they are helpful in identifying ways in which you are unique for your four-letter type.

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 type,

- Focus on any type letters you thought were incorrect or any preference pairs on which you had some midzone or out-of-preference 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 Further 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 challenges 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 validity 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 enhance your understanding of personality differences and encourage constructive use of those differences.

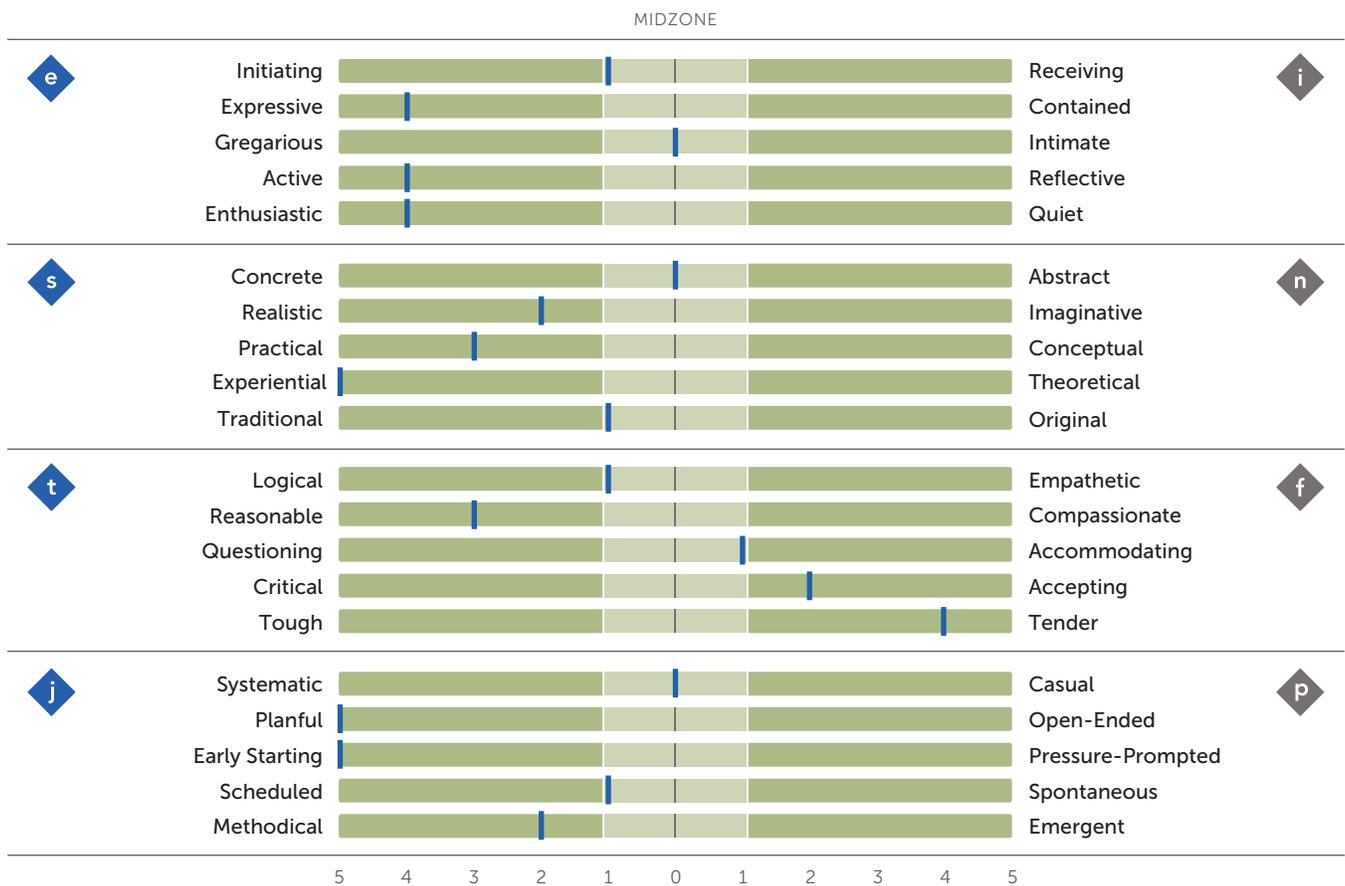


## Overview of Your Results

### Your Four-Letter Type from the Step I™ Assessment: ESTJ

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 on people. ESTJs are primarily interested in how things can be done effectively.

### YOUR RESULTS ON THE 20 FACETS FROM THE STEP II™ ASSESSMENT



### YOUR STEP II™ INDIVIDUALIZED TYPE

**Accepting, Tender**  
**ESTJ**



## Interpreter's Summary Based on Reported Type

REPORTED TYPE: ESTJ

PROBABILITY FOR EACH REPORTED PREFERENCE

Extraversion: Very Likely (89)

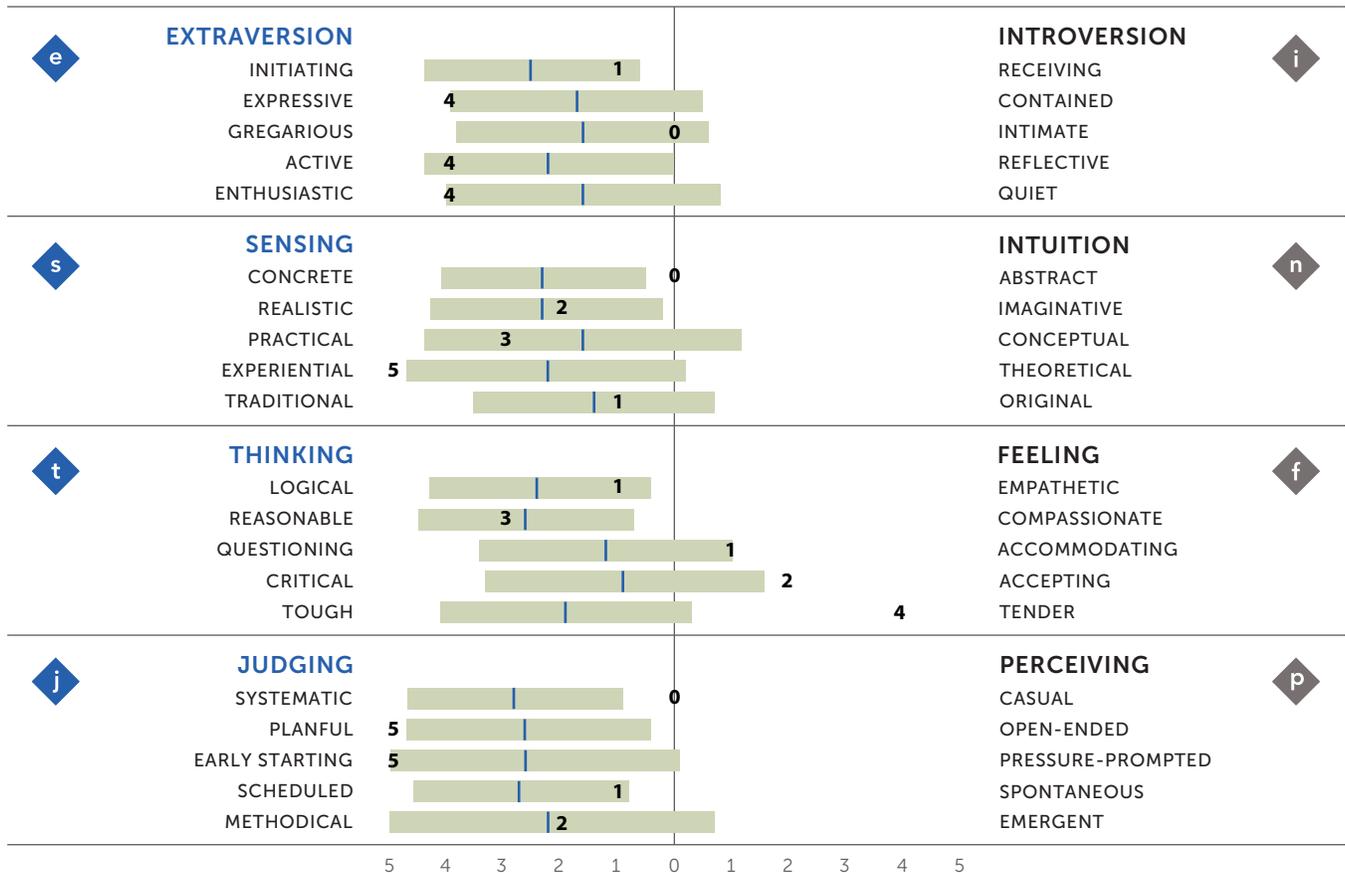
Sensing: Very Likely (96)

Thinking: Likely (68)

Judging: Likely (81)

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

The bars on the graph below show the average range of scores that occurred for the ESTJs in the global sample. The bars show scores that are 1 standard deviation above and below the mean. The vertical line in each bar shows the mean score for ESTJs. The bold numbers show the respondent's scores.



### Polarity Index: 59

The polarity index, which ranges from 0 to 100, shows the consistency with which a respondent scores toward the poles of the 20 facets, regardless of which pole it is. Most adults score between 50 and 65, although higher indexes are common. An index below 45 means that the respondent has many scores in or near the midzone. This may be due to mature situational use, answering the questions randomly, or lack of self-knowledge. Some such profiles may be invalid.

Number of Omitted Responses: 0