

# MYERS-BRIGGS TYPE INDICATOR® STEP II

---

## Interpretive Report

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



report prepared for

**MIKE JAY**

July 14, 2001



Published by Consulting Psychologists Press, Inc.



## THE MBTI® Personality Assessment

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

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

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

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.

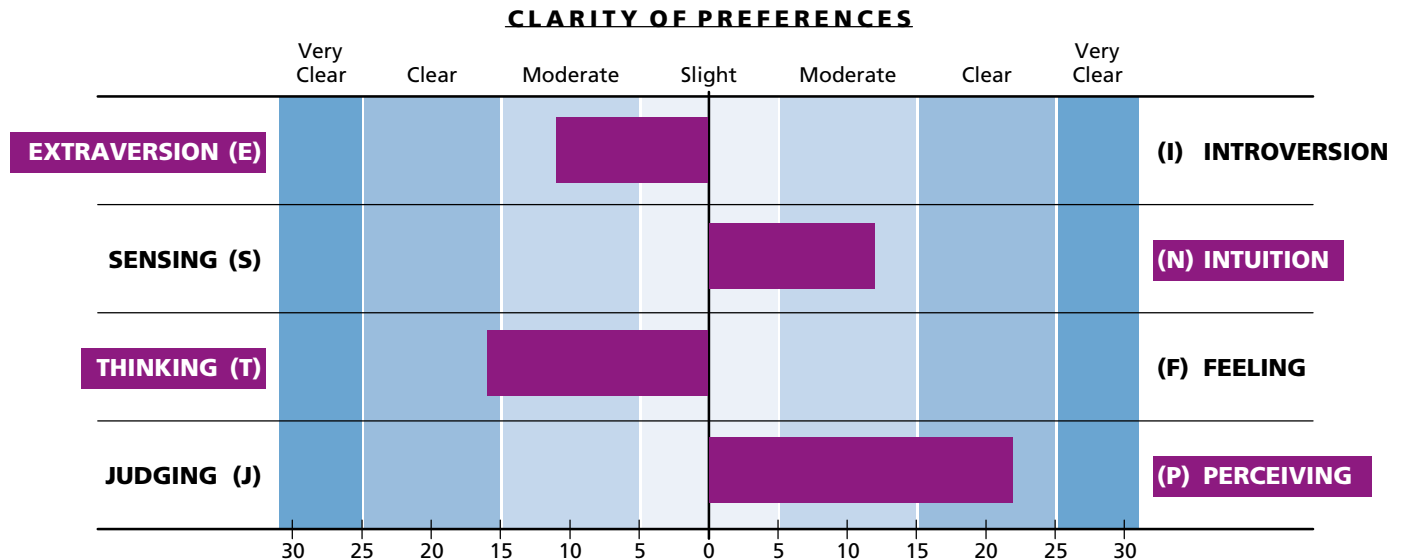
### YOUR REPORT CONTAINS:

Your Step I Results	3
Your Step II Facets	4–8
Applying Step II to Communicating	9
Applying Step II to Making Decisions	10
Applying Step II to Managing Change	11
Applying Step II to Managing Conflict	12
How the Parts of Your Personality Work Together	13–14
Integrating Step I and Step II	15
Using Type to Gain Understanding	15
Overview of Your Results	16
Further Reading	17



## Your Step I 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.



Your type came out to be  
**ENTP**  
 (Extraversion, Intuition, Thinking, Perceiving)

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 description above 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 Facet Results

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

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

In reviewing your results, keep in mind that

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

### HOW TO READ YOUR STEP II RESULTS

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

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

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

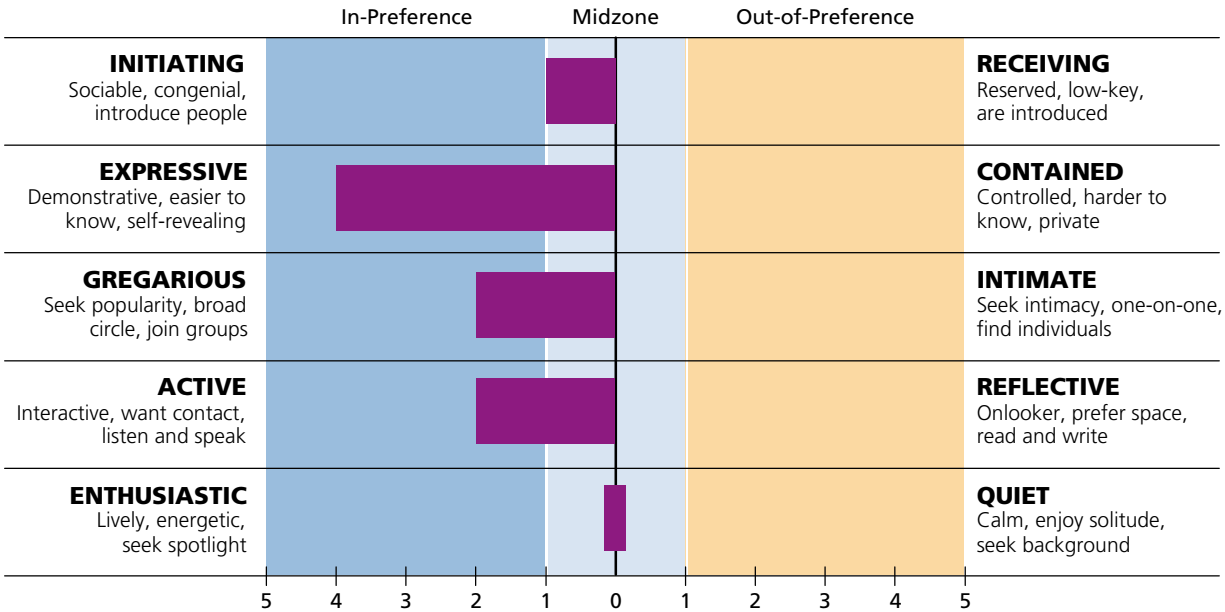


**EXTRAVERSION (E)**

Directing energy toward the outer world of people and objects

**(I) INTROVERSION**

Directing energy toward the inner world of experience and ideas



**Initiating–Receiving (midzone)**

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

**Expressive (in-preference)**

- Talk a lot!
- Find it easy to express your feelings and interests to others.
- Are seen by others as cheerful, warm, and humorous.
- Are easy to get to know.
- May sometimes wonder whether you've talked too much or said inappropriate or perhaps embarrassing things.

**Gregarious (in-preference)**

- Enjoy being with others and dislike being alone.
- Are socially poised with both strangers and friends.
- Make few distinctions between friends and acquaintances.
- Join groups to enjoy the sense of belonging.
- Feel that being popular and accepted is important.
- Want to be asked to participate in activities, even if you're not really interested in them.
- Have many acquaintances.

**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–Quiet (midzone)**

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

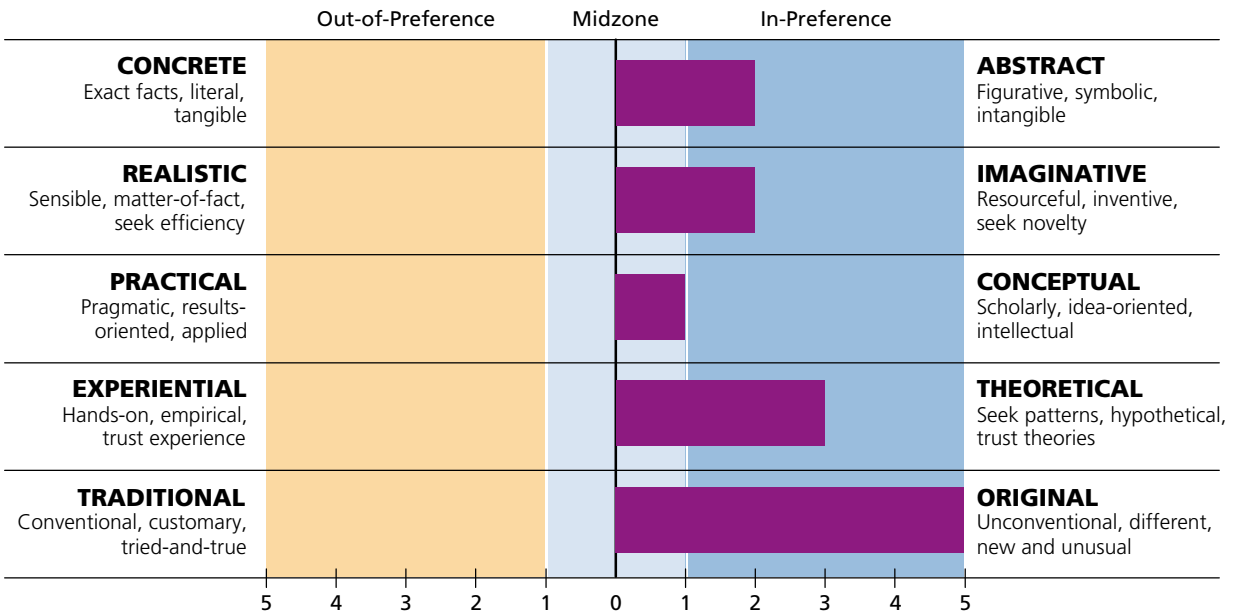


**SENSING (S)**

Focusing on what can be perceived by the five senses

**(N) INTUITION**

Focusing on perceiving patterns and interrelationships



**Abstract (in-preference)**

- Like to go beyond the surface and read between the lines.
- May use metaphors to explain your views.
- Consider context and interrelationships important.
- Make mental leaps and enjoy brainstorming.
- May find it hard to identify the evidence for your ideas.
- May find it hard to disengage from the tangents you've followed.

**Imaginative (in-preference)**

- Like ingenuity for its own sake.
- Want to experience what is innovative and different.
- Are resourceful in dealing with new and unusual experiences.
- Prefer not to do things the same way twice.
- Readily envision what is needed for the future and enjoy strategic planning.
- May enjoy humor and word games based on nuance.

**Practical-Conceptual (midzone)**

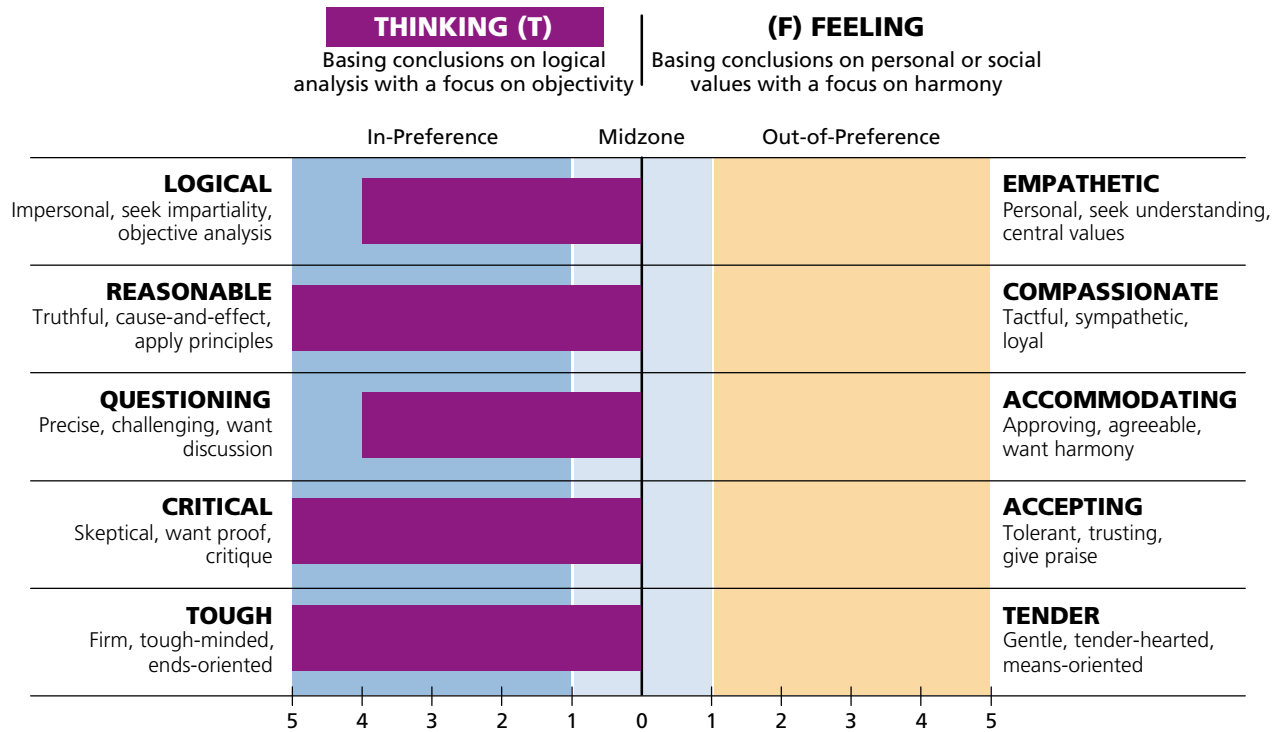
- Blend pragmatism and curiosity.
- Enjoy alternating back and forth between ideas and their applications.
- Search out new ideas and meanings.
- Want to see your best ideas used, not just thought about.

**Theoretical (in-preference)**

- Trust theory and believe it has a reality of its own.
- Enjoy dealing with the intangible.
- Like to invent new theories even more than applying your "old" ones.
- See almost everything as fitting into a pattern or theoretical context.
- Are future-oriented.

**Original (in-preference)**

- Place a high value on uniqueness.
- Need to demonstrate your own originality.
- Value cleverness and inventiveness.
- Would rather figure out your own way than read the directions.
- Will change things whether or not they work as they are.



**Logical (in-preference)**

- Believe that logical analysis is best for decision making.
- Use sequential reasoning, with premises and defined rules, to reach consistent conclusions.
- Use hard data to make your decisions.
- Focus on cause and effect.
- Like to maintain clear boundaries between issues.
- Can easily identify the pros and cons of an issue.

**Reasonable (in-preference)**

- 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.

**Critical (in-preference)**

- Are argumentative and skeptical.
- Appear almost unemotional in your interactions.
- Take nothing for granted and concede nothing.
- Like to clarify what is wrong, since nothing is perfect.
- Like to critique and feel an adversarial approach is normal.
- Engage in critique rather than criticism when at your best.

**Tough (in-preference)**

- Like to use intellectual and interpersonal pressure to get your way.
- Focus firmly on achieving your objective.
- Often assume that alternatives don't exist or don't matter.
- Are very results-oriented and comfortable focusing on the bottom line.
- Don't pay much attention to people's emotions and may be seen as cold.

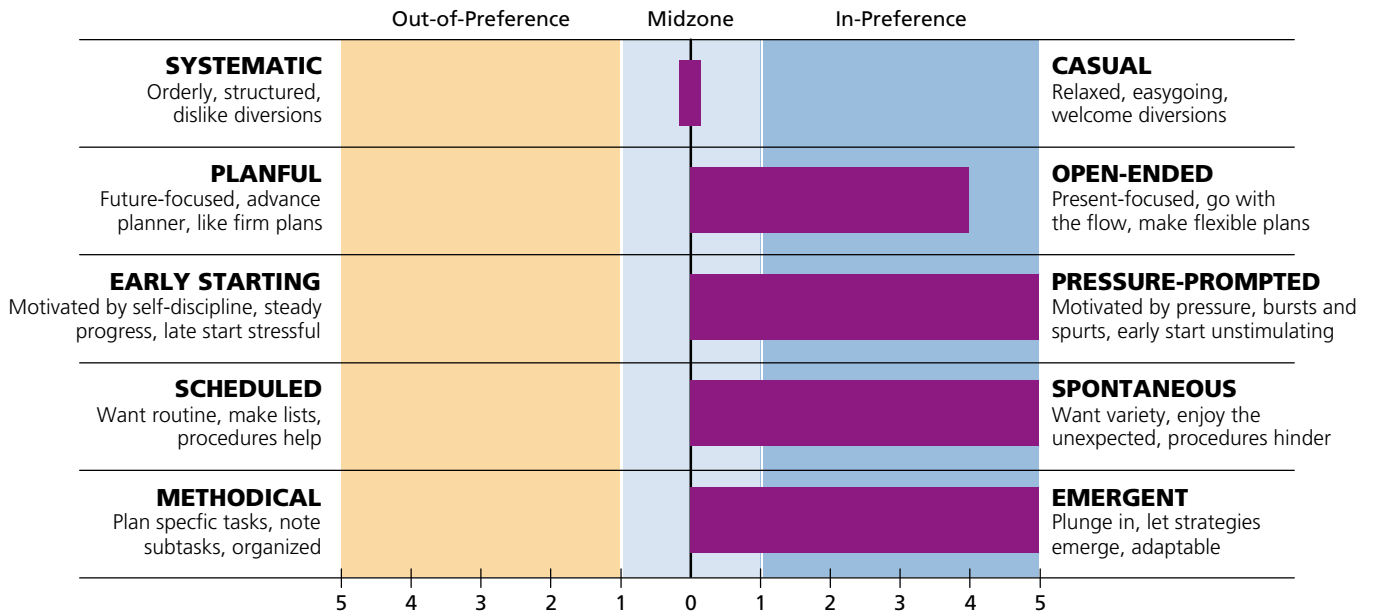


**JUDGING (J)**

Preferring decisiveness and closure

**(P) PERCEIVING**

Preferring flexibility and spontaneity



**Systematic-Casual (midzone)**

- 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.
- Find that an advance plan permits comfortable deviation because you can always return to the plan.

**Open-Ended (in-preference)**

- 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.

**Pressure-Prompted (in-preference)**

- Find that time pressures help you do better.
- Are easily bored when not doing something.
- Enjoy juggling several tasks, moving quickly from one to another.
- Feel most creative under the pressure of a deadline and like being taken by surprise.
- Find your mind is working on an assigned task even though nothing is on paper.
- Need to know just how late you can start to actually meet the deadline.
- Find that success using this approach depends on excellent timing and some planning skills.

**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.
- Feel that routine interferes with your ability to respond to unexpected opportunities.
- Don't like scheduling your creativity.

**Emergent (in-preference)**

- Take an informal approach to task completion.
- Plunge in without detailed plans.
- Operate in a nonlinear way and are able to switch positions in the middle of an argument.
- Believe a solution will emerge regardless of where you start.
- Like to wait, see what happens, and then "wing it."





## Applying Step II to Communicating

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

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

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

Your Facet Result	Communication Style	Enhancing Communication
<b>Initiating–Receiving Midzone</b>	Are willing to introduce people to one another if no one else is doing so.	Be sensitive to the situation in deciding whether to take an initiating or a receiving role.
<b>Expressive</b>	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.
<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–Quiet Midzone</b>	Show your enthusiasm or not, depending on your interest in the topic.	Be aware that people will see different sides of you (depending on the context) and may be confused.
<b>Abstract</b>	Talk about what you can infer from the here-and-now data.	Be open to the important details that you may be ignoring.
<b>Questioning</b>	Want to ask questions.	Be selective in choosing questions to ask so as not to intimidate people.
<b>Critical</b>	Naturally take a critiquing stance to just about everything.	Recognize that others may mistake your critiquing for personal criticism and be clear when this is not your intent.
<b>Tough</b>	Embody the phrase, “Let’s get on with it!”	Be aware that sometimes your way of moving ahead may be wrong for the situation.
<b>Emergent</b>	Communicate what to do next when you are in the middle of the task.	Try to accommodate those who need more pieces of the task up front.

## Applying Step II to Making Decisions

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

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

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

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

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

### TIPS

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

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

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

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

## Applying Step II to Managing Change

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

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

To help others deal with change,

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

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

Your Facet Result	Change Management Style	Enhancing Change Management
<b>Expressive</b>	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.
<b>Gregarious</b>	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.
<b>Abstract</b>	May make unwarranted inferences about the meaning of the change.	Check out your inferences with some facts and data.
<b>Imaginative</b>	Enjoy the novel aspects of the change and the resourcefulness it requires.	Recognize that there are real costs involved in pursuing novelty.
<b>Theoretical</b>	Put the change into a theoretical system.	Recognize that people's experiences may not be explained adequately by your theory.
<b>Original</b>	Embrace change for the sake of change.	Be selective about what changes are really worth pursuing.
<b>Tough</b>	Will actively embrace or resist change, depending on whether you agree with it.	Step back and consider whether your stance will really get you what you want in the long run.
<b>Open-Ended</b>	Let the changes unfold as they may.	Be aware that others may be uneasy with your unfolding approach; fill them in whenever you can.
<b>Emergent</b>	Decide what is best to do next in the moment; resist planning.	Remember—planning some steps now may prevent problems in the future.

## Applying Step II to Managing Conflict

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

Part of conflict management for every type includes

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

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

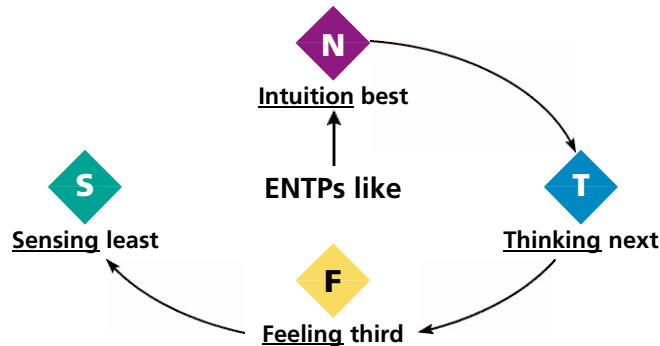
Your Facet Result	Conflict Management Style	Enhancing Conflict Management
<b>Expressive</b>	Discuss the conflict and your emotional reactions to it immediately.	Be aware that even though others may not speak up immediately, they may feel strongly about the issue.
<b>Gregarious</b>	Involve all relevant 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.
<b>Questioning</b>	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.
<b>Critical</b>	Point out everything that is still wrong and needs correcting.	Realize that your style may upset others and try to pull back and be more accepting.
<b>Tough</b>	Push to resolve the conflict immediately so that progress can be made.	Recognize that delays in implementation may be necessary to reach the goal.
<b>Pressure-Prompted</b>	Feed off the pressure of working at the last minute so do not recognize that conflict can emerge from this style itself.	Use your style when working alone but set earlier deadlines for yourself when others depend on your completing tasks.

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

## How the Parts of Your Personality Work Together

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

Here's the way it works for 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.

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 and Step II

When you combine your Step I reported type and your Step II facet results, your individualized type description is

### In-Preference ENTP

You either favored all of the facet poles associated with your MBTI preferences or had some facets with midzone results. If your Step I reported type (as described on page 3) fits you and your Step II facet results (pages 5–8) fit also, then you seem to have most of the characteristics of your type, ENTP. Thus your uniqueness within your type is likely based on characteristics not covered by these Step II results.

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 on any pair of preferences on which you had midzone facet results.
- Read the type description for the type you would be if the letter or letters you question were the opposite preference. (See the reading list on page 17.)
- Consult your MBTI interpreter for suggestions.
- Observe yourself and ask others how they see you.

## Using Type to Gain Understanding

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

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

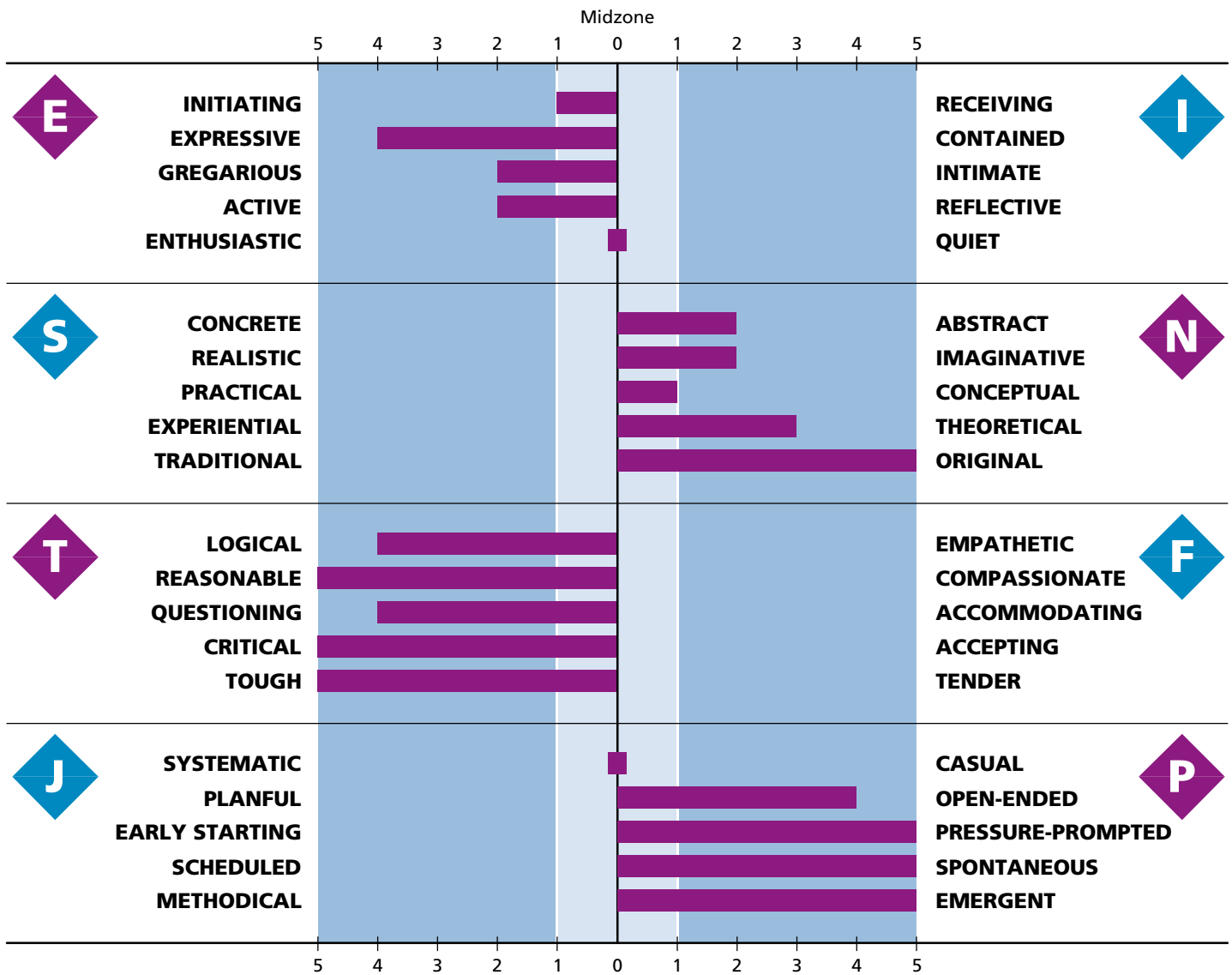
To further explore the theory and applications of type, consult the reading list on page 17. Observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.

## Overview of Your Results

### STEP I: YOUR FOUR-LETTER TYPE

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.

### STEP II: YOUR RESULTS ON THE 20 FACETS



When you combine your Step I reported type and your Step II facet results, your individualized type description is

In-Preference  
**ENTP**



## Further Reading

### GENERAL INFORMATION ON MBTI® STEP I AND STEP II INVENTORIES

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

### APPLICATIONS OF TYPE (PAGES 9–12)

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

### TYPE DYNAMICS AND DEVELOPMENT (PAGES 13–14)

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



**Consulting Psychologists Press, Inc.**  
3803 East Bayshore Road, Palo Alto, CA 94303  
800-624-1765

[www.cpp-db.com](http://www.cpp-db.com)

# Interpreter's Summary

## PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: ENTP

Extraversion: Moderate (11)

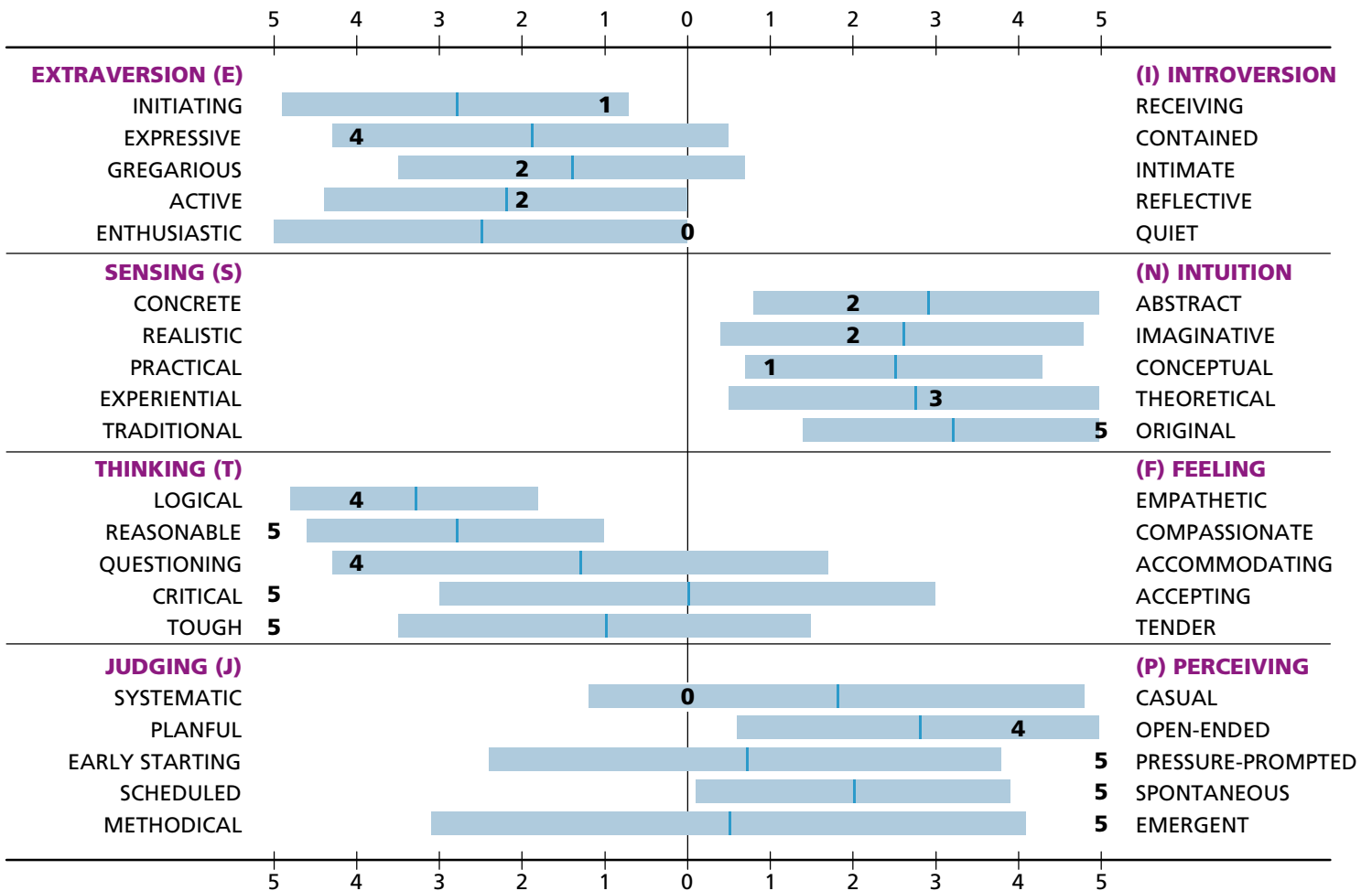
Intuition: Moderate (12)

Thinking: Clear (16)

Perceiving: Clear (22)

## 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 deviations from the mean. The vertical line in each bar shows ENTPs' mean score. The bold numbers show the respondent's scores.



### POLARITY INDEX: 72

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

Number of Omitted Responses: 0

