



Myers-Briggs Type Indicator® Decision-Making Style Report

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European Edition

Report prepared for
EUROSTEPONE ENFJ

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Introduction

This report is an informative guide to help you become aware of the impact of your personality preferences on your decision-making style. It is based on your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment, a self-awareness tool built on the theories of Swiss psychologist Carl Gustav Jung by an American mother-and-daughter team, Katharine Cook Briggs and Isabel Briggs Myers. With more than 60 years of research and development supporting its reliability and validity, the MBTI tool has helped millions worldwide develop a deeper understanding of themselves and others through an investigation of what they prefer, or their personality preferences.

This Report Can Help You

- **Understand your results on the MBTI assessment**
- **Discover how your personality preferences influence your decision-making style**
- **Learn about and appreciate your natural decision-making style**
- **Acquire strategies to make both your individual and group decision making more successful**

It is important to remember that all personality types and decision-making styles are equally valuable. No one type can be characterized as the best decision maker. Type is about what you prefer, not what your capabilities are, and therefore it should not be used to label or limit your decision-making potential. Indeed, it is meant to open up opportunities for growth and development. The MBTI tool can help you better understand yourself and those around you, but it should not be used to explain, excuse, or interpret every aspect of personality or decision making. During decision making you and others may be influenced by issues unrelated to type or preferences—issues concerning family, work environment, or cultural identity, among others. Approach the material in this report with this knowledge in mind.

How Your MBTI® Decision-Making Style Report Is Organized

- **Summary of Your MBTI® Results**
- **Your Preferences and Decision Making**
- **Your Decision-Making Style**
- **Type Dynamics and Decision Making**
- **Decision Making Through Four Type Lenses**
- **Tips and Action Steps**

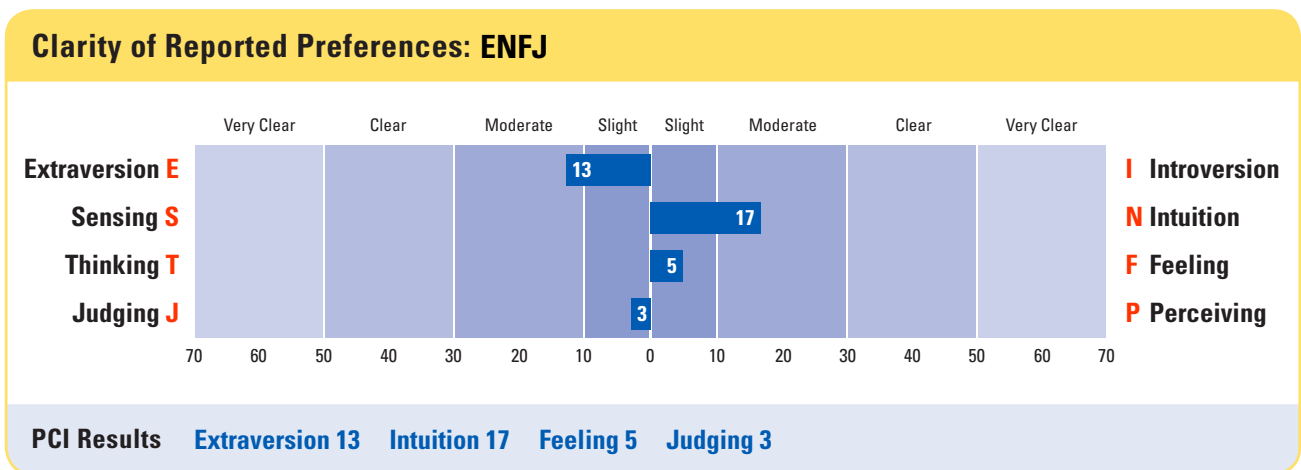


Summary of Your MBTI® Results

The MBTI instrument assesses preferences for how you tend to focus your attention, take in and process information, evaluate information, and deal with the outer world. The preferences combine and interact to form your MBTI type. The chart below summarizes these preferences and highlights your results on each preference pair.

| Reported Type: ENFJ | | | |
|--|---|--|--|
| 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 the 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 evaluate information | T Thinking People who prefer Thinking tend to evaluate information based primarily on logic and on objective analysis of cause and effect. | F Feeling People who prefer Feeling tend to evaluate information 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. | |

Your preference clarity index (pci) for each preference pair, which indicates how consistently you chose one preference over its opposite when responding to the MBTI assessment, is shown below.



Remember, you are in the best position to assess the fit of your reported MBTI type. If your results do not seem right for you, work with your type professional to determine the MBTI type that fits you best.



Your Preferences and Decision Making

Each preference within your personality type has an effect on your decision-making style. The chart below highlights your preferences—E, N, F, and J—and will help you better understand your decision-making style, preference by preference, as well as appreciate how your style may differ from that of others.

MBTI® Preferences and Your Decision-Making Style

People who prefer **EXTRAVERSION** are more likely to

- Want to talk it through first
- Respond in an energetic way
- Start with external data
- Crave breadth
- Consider impact on environment first
- Share thoughts and feelings freely

People who prefer **Introversion** are more likely to

- Want to think it through first
- Respond in a measured way
- Start with internal data
- Crave depth
- Consider impact on self first
- Share thoughts and feelings carefully

People who prefer **Sensing** are more likely to

- Want to consider reality first
- Desire concrete data
- Look for facts and details
- Value past precedents
- Focus on the present
- Consider information sequentially

People who prefer **INTUITION** are more likely to

- Want to consider possibilities first
- Desire conceptual data
- Look for meanings and associations
- Value novelty
- Anticipate the future
- Jump from idea to idea

People who prefer **Thinking** are more likely to

- Want an explanation
- Start with logic
- Examine consequences for structures and principles
- Seek to be just
- Respond objectively
- Challenge first

People who prefer **FEELING** are more likely to

- Want a motivation
- Start with values
- Examine consequences for relationships and people
- Seek to be caring
- Respond personally
- Accept first

People who prefer **JUDGING** are more likely to

- Want a decision now
- Expect to make progress
- Invite closure
- Demonstrate commitment to the agreed-on solution
- Feel discomfort until a decision is made
- Desire certainty

People who prefer **Perceiving** are more likely to

- Want to postpone a decision
- Expect time to process
- Invite new information
- Stay open to changing the solution
- Feel discomfort rejecting decision options
- Desire flexibility



Your Decision-Making Style: ENFJ

ENFJ Snapshot

Warm, supportive, and friendly, ENFJs work well when they can focus on people's aspirations, develop organized plans to meet goals, and maintain integrity as they work. They tune into others—easily getting to know their hopes and dreams—foster collaboration, and strive for the common good.*

During decision making ENFJs typically want to know, "What is the most collaborative choice?"

Your Decision-Making Strengths

- Outlining decision-making strategies in an effort to make life better for people
- Anticipating who might need to be invited into or included in the decision-making process
- Striving to generate options that empower people
- Keeping the brainstorming process on track in order to support agreed-on goals
- Crafting decisions that are caring and supportive
- Clarifying the common purpose in order to align decisions with values
- Motivating others to action with enthusiasm, warmth, and optimism
- Exhibiting perseverance and dedication despite obstacles
- Raising concerns about how the decision affected your own and others' feelings
- Exploring how outcomes served the vision and long-range goals

Potential Challenges During Decision Making

- Being impatient with detailed debate intended to define the particulars of an issue
- Assuming that everyone included needs to be actively involved
- Failing to take into account people's specific, immediate needs
- Letting your desire for progress curtail a full exploration of options
- Shying away from decisions that have the potential for conflict
- Neglecting to champion your own ideals
- Being too idealistic in terms of what can be achieved
- Overlooking important details in your desire to cross action items off the list
- Examining feelings to the exclusion of determining an outcome's efficacy
- Defining an effort as a total failure if overarching goals were not realized



Suggestions for Enhancing Your Decision Making

- Remember that it takes time to find the most caring and responsible goals
- Understand that some people may require only a peripheral role to feel satisfied
- Consider investigating what is utilitarian or practical in addition to what is possible
- Recognize that allowing more spontaneous discussion can yield new insights
- Realize that discussing differences can be a means for deepening relationships
- Practice speaking up—others may share the same concerns
- Recognize that even when things don't go exactly as desired, it doesn't mean things are going wrong
- Realize that enjoying each step in the process may yield a better result
- Consider the pros and cons of outcomes as well as the benefits for people
- Remember that achieving a vision involves missteps and temporary setbacks



Type Dynamics and Decision Making: ENFJ

You can gain a deeper understanding of how your type preferences combine and interact by exploring what is known as *type dynamics*. Type dynamics tells us that for each type, two of the four functions—Sensing, Intuition, Thinking, and Feeling—are likely to be more developed and therefore called upon more frequently. For you, these two functions are #1 Feeling and #2 Intuition and appear as the middle two letters of your type code. The two functions that are *not* in your type code, #3 Sensing and #4 Thinking, are likely to be less developed and therefore called upon less frequently. Better decisions are more likely when you engage all four functions, even your less developed functions. During decision making, consider the questions below to help you make more comprehensive decisions.

As an ENFJ, your order of functions is: #1 Feeling #2 Intuition #3 Sensing #4 Thinking

1. When making a decision, you are most likely to consider questions related to #1 FEELING, your Dominant function:

- What is my personal appraisal?
- What are the emotional impacts?
- What values support my opinions?
- How can I take a meaningful approach?
- What is most inclusive?
- What is best for people?

2. You are then likely to consider questions related to #2 INTUITION:

- How can I generalize from what I know?
- What patterns do I see?
- What theories might be applicable?
- What new knowledge can I obtain?
- What is ideally possible?
- What is the creative and innovative approach?

3. You are less likely to consider questions related to #3 SENSING:

- How can I take advantage of what is already working?
- What do I observe in the environment?
- What direct experience do I have?
- What existing knowledge can I apply?
- What is realistically possible?
- What is the customary and commonsense approach?

4. You are least likely to consider questions related to #4 THINKING:

- What is my logical analysis?
- What are the pros and cons?
- What reasons support my opinions?
- How can I take an objective approach?
- What is most rational?
- What is the bottom line?



Decision Making Through Four Type Lenses

Just as type dynamics provides further insight into how you approach decision making, so do type lenses, which highlight different combinations of the preferences. Four type lenses in particular—the Functions Lens, the Quadrants Lens, the Temperaments Lens, and the Dominants Lens—supply useful frameworks for understanding decision making. These MBTI lenses help you see behavior patterns and offer additional insight into your decision-making style and how it differs from others.

Your Function Pair: NF—Enthusiastic and Insightful

ST Demonstrate efficiency
SF Demonstrate kindness
NF Demonstrate creativity
NT Demonstrate competence

As an NF, you are likely to

- Weigh options in terms of the aspirations of people
- Craft decisions that foster collaboration
- Want your creativity to be valued
- Communicate decisions by illuminating common purpose

Your Quadrant: EN—Energetic and Imaginative

IS Preservation is vital
IN Imagination is vital
ES Action is vital
EN Innovation is vital

As an EN, you are likely to

- Like decisions that reward novelty and innovation
- Focus on how to use the present to act in the future
- Feel stressed by decisions that call for structured follow-through
- Take the opportunity to reconsider every decision—no decision is absolutely final

Your Temperament: NF—Imaginative and Friendly

SJ Make it work
SP Make it fun
NF Make it meaningful
NT Make it logical

As an NF, you are likely to

- Be imaginative when facing a decision
- Design an ethical decision-making process to safeguard values
- Seek decisions that offer imaginative and purposeful outcomes
- Convey understanding—motivate and advocate to support a decision

Your Dominant: Feeling—Ethical and Compassionate

Sensing Dominant Give me facts
Intuitive Dominant Give me possibilities
Thinking Dominant Give me reasons
Feeling Dominant Give me purpose

As a Feeling Dominant, you are likely to

- Need to understand how a decision will affect self and others
- Seek decisions that enhance relationships
- Worry that values will not be respected
- Want to be seen as a cooperative decision maker

Tips and Action Steps: ENFJ

If you feel stuck during decision making, get back on track by asking yourself:

- If I didn't have to consider my impact on others, how would I decide?
- Am I overmanaging the feelings related to this decision? Is there a way to make room for disagreement?
- Who can help me define the logical consequences of this decision?
- Is this decision expedient as well as pleasing to others?

Others can help you during decision making by:

- Communicating the link between a careful analysis of goals and a positive outcome for people
- Participating actively or explaining why full participation is not warranted
- Encouraging a factual exploration of how options affect those involved
- Building in time to revisit goals and assumptions
- Using conflicts constructively to develop a compromise acceptable to all
- Seeing decisions as opportunities to put values into action
- Conveying positive energy to keep the process on track
- Respecting and appreciating hard work and diligence
- Discussing how to meet people's needs without sacrificing the bottom line
- Celebrating all successes, no matter what size and scope

Expand your decision-making repertoire by challenging yourself to grow and stretch. When communicating with others, practice using a frank, detached style:

- Tell me the problems you see with this . . .
- What am I missing . . .
- Could you describe how this affects the bottom line . . .

Try using these four preferences, which may be less familiar:

- I** Wait to share thoughts and feelings
- S** Look at facts and the current context
- T** Consider the logical consequences
- P** Adjust to circumstances as they unfold

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and improve how they communicate, learn, and work with others. Visit www.cpp.com to discover practical tools for lifetime learning and development.