

MYERS-BRIGGS TYPE INDICATOR® | STEP I™

PERSONAL IMPACT REPORT

Prepared for
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About Your Report

Your MBTI® Personal Impact Report is designed to help you make use of your MBTI results so that you can better understand yourself and others and improve the interactions in your daily life and work.

The MBTI assessment is based on the work of Carl Jung and was developed by Isabel Briggs Myers and Katharine Briggs to identify 16 different personality types that help explain differences in how people take in information and make decisions about it. Your report will show you how your personality type is distinct from other types and how it influences the way you perceive, communicate, and interact.

This Report Can Help You

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

As you read your report, bear in mind that personality type is a nonjudgmental system that looks at the strengths and gifts of individuals. All preferences and personality types are equally valuable and useful. Based on decades of research and development, the MBTI assessment is the world's most widely and universally used tool for understanding normal, healthy personality differences among people everywhere, opening up opportunities for growth and development.



Your Myers-Briggs® Personality Type

The questions on the MBTI assessment are designed to show which preference in each of the four pairs of opposites you favor. The type you identified as fitting you best is shown below.

Your best-fit Myers-Briggs personality type
ESFP
 Your preferences
Extraversion | Sensing | Feeling | Perceiving

THE WAY YOU DIRECT AND RECEIVE ENERGY

Extraversion

People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.



Introversion

People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

THE WAY YOU TAKE IN INFORMATION

Sensing

People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.



Intuition

People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

THE WAY YOU DECIDE AND COME TO CONCLUSIONS

Thinking

People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.



Feeling

People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

THE WAY YOU APPROACH THE OUTSIDE WORLD

Judging

People who prefer Judging typically come to conclusions quickly and want to move on, and take an organized, planned approach to the world.



Perceiving

People who prefer Perceiving typically look for more information before coming to conclusions and take a spontaneous, flexible approach to the world.



Your Work Style

The descriptions presented below for your type relate to your work preferences and behaviors.

When reviewing this information, keep in mind that the MBTI assessment identifies preferences, not abilities or skills. There are no “good” or “bad” types for any role in an organization. Each person has something to offer and learn that enhances his or her contribution.

ESFP WORK STYLE HIGHLIGHTS

| | | | | | | | | | | | | | | | | |
|--------------------|---------------------|------------------|------|--|------------------|---------------------|------------------|---------------|-----------------|-----------------|--------------------|-----------------|------------------|------------------|----------------|-----------------|
| istj | isfj | infj | intj | <p>ESFPs are friendly, outgoing, fun-loving, and likable individuals who are naturally drawn toward others. They like working in groups with other lively, fast-paced people, and they enjoy offering alternatives based on common sense.</p> <table border="0"> <tr> <td>Adaptable</td> <td>Enthusiastic</td> <td>Practical</td> </tr> <tr> <td>Casual</td> <td>Friendly</td> <td>Sociable</td> </tr> <tr> <td>Cooperative</td> <td>Outgoing</td> <td>Talkative</td> </tr> <tr> <td>Easygoing</td> <td>Playful</td> <td>Tolerant</td> </tr> </table> | Adaptable | Enthusiastic | Practical | Casual | Friendly | Sociable | Cooperative | Outgoing | Talkative | Easygoing | Playful | Tolerant |
| Adaptable | Enthusiastic | Practical | | | | | | | | | | | | | | |
| Casual | Friendly | Sociable | | | | | | | | | | | | | | |
| Cooperative | Outgoing | Talkative | | | | | | | | | | | | | | |
| Easygoing | Playful | Tolerant | | | | | | | | | | | | | | |
| istp | isfp | infp | intp | | | | | | | | | | | | | |
| estp | esfp | enfp | entp | | | | | | | | | | | | | |
| estj | esfj | enfj | entj | | | | | | | | | | | | | |

Contributions to the Organization

- Bring energy, enthusiasm, and a spirit of cooperation
- Present a positive image of the organization
- Offer action, excitement, and fun
- Link people, information, and resources
- Accept and deal with others as they are, even treating them generously

Problem-Solving Approach

- Want to make a realistic and concrete assessment of the situation, especially about people
- May need to add objectivity and a long-range vision of what else might be for optimal results



Preferred Work Environments

- Contain energetic and easygoing people focused on present realities
- Are lively and action oriented
- Foster a fast pace
- Include people who are adaptable and spontaneous
- Emphasize being harmonious, friendly, and appreciative
- Are upbeat and social
- Look attractive and colorful

Preferred Learning Style

- Interactive, with ample time to talk through new information
- Practical, with content you can experiment with and use

Potential Pitfalls

- Overemphasizing subjective data in an effort to maintain harmony
- Jumping into things without first reflecting on what is at hand
- Spending too much time socializing and neglect tasks
- Not always finishing what you start

Suggestions for Developing Your Work Style

- May need to include logical implications in your decision making in order to depersonalize conflict
- May need to plan ahead when managing work
- May need to balance task and socializing time
- May need to work on project and time management skills



Your Communication Style

The information presented below for your type relates to how you generally tend to communicate.

It is designed to help raise your awareness of your natural communication style and its impact on others so that you can develop strategies for communicating more effectively in your business and personal interactions.

Communication Highlights

- Are friendly, outgoing, tactful, positive, energetic, collaborative, and dynamic
- Are kind, considerate, and quick to offer assistance to others
- Observe and tune in to people's needs and feelings; are able to develop rapport
- Are a thoughtful, realistic troubleshooter who takes action to help people
- Live in and experience the moment with a lighthearted, optimistic attitude

At First Glance

- Adopt an easygoing, tolerant, pleasure-loving, casual approach
- Are observant of, interested in, and in tune with people and their immediate needs
- Consider practical options to solve immediate problems; use common sense
- Are highly sociable and active; enjoy meeting and developing rapport with people
- Flexibly meet others' needs without getting caught up in rules and procedures

What You Want to Hear

- Support and encouragement that shows an interest in what you are doing
- Minimal direction; rules and structure limit your ability to resourcefully improvise
- Practical information enabling you to take immediate action with a minimum of discussion and planning
- Relevant and interesting personal stories and experiences
- Options for doing things together collaboratively

When Expressing Yourself

- Want to laugh and have fun; love distractions and diversions
- Help others come to consensus through cooperation, negotiation, and compromise
- Will get people up and moving; would rather act than talk
- Enjoy shared activities and experiences that build strong connections
- Engage in conversations easily; may spend too much time socializing



Giving and Receiving Feedback

- Generously offer positive feedback and compliment others
- Express appreciation with tangible rewards such as gifts or offers of help
- Can take criticism personally
- Will disengage from a conversation if it becomes too logical or critical
- Give more positive than corrective feedback; may avoid giving corrective feedback

| Potential Blind Spots | Suggested Remedies |
|--|---|
| Others may misunderstand your desire to be in a fun and adaptable work environment. | Accommodate others by making concrete goals and plans and then sticking to them. By attending to project completion, you will be able to enhance your contribution and gain supporters. |
| Although you may enjoy many and varied interactions, others may not. | Respect people’s need for quiet time alone to reflect and regroup. |
| When you act quickly without a lot of explaining it may come across as disrespectful and a challenge to rules and authority. | Help others understand the practical and flexible side of problem solving. Curb any tendency to take a maverick approach. |
| You seek interaction and may interrupt others’ work. | Some people can be disconcerted when their concentration is disrupted. Make an appointment or ask if it’s a good time to discuss something. |
| Your casual, fun approach may be frustrating to others when they are seeking a serious discussion. | Try not to deflect or avoid interactions that involve serious matters. Focus on the long term instead of on immediate gratification. |
| Your desire for harmony may leave you feeling that it’s best to avoid dealing with unpleasant ongoing interpersonal conflicts. | Collaborate with others to address concerns. Be willing to deal with causes of problems to resolve more complex issues. |
| You may feel hurt when others give you feedback that is meant to be constructive. | Develop objectivity and take time to hear and understand the feedback. Be careful not to interpret feedback as personal criticism. |

Suggestions for Developing Your Communication Style

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



Your Team Style

Your MBTI results can help you better understand how you tend to work on a team and improve the quality of your team interactions.

Use this information to gain insight into your strengths as a team member, your potential challenges, and how you might enhance your contributions to teams in various areas of your work and life.

Your Team Member Strengths

- Considering the impact of team decisions on team members and others
- Finding ways to agree with others
- Making sure all relevant facts have been identified and presented
- Making decisions based on personal values
- Reminding team members of common values
- Being sensitive to others' needs
- Adding a sense of humor to team meetings
- Demonstrating that work can be fun
- Negotiating win-win solutions
- Seeing other people's viewpoints
- Being flexible and spontaneous in responding to problems
- Bringing common sense and a realistic, practical approach to problem solving

Suggestions for Developing Your Team Contributions

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



| Potential Blind Spots | Suggested Remedies |
|--|--|
| May engage in crisis management that treats symptoms but neglects the causes of problems | Analyze the problem to identify its cause so that you don't just treat the symptoms |
| May get distracted from the task by socializing excessively | Set aside a regular time for socializing or informal networking so that you can look forward to it |
| May focus only on the immediate problem and neglect long-range issues | Think about how current problems and decisions might affect what the team does one to three years in the future |
| May jump into action prematurely | Ask team members if there is anything more that needs to be considered before taking action |
| May not develop a plan for how goals are to be accomplished | Realize that some members of your team may need a plan first; give them at least a rough outline of what steps you will take |
| May not think through the logical consequences of decisions | Make a list of the pros and cons of <i>all</i> the alternatives and develop best- and worst-case scenarios |

Additional Suggestions for Developing Your Team Contributions

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

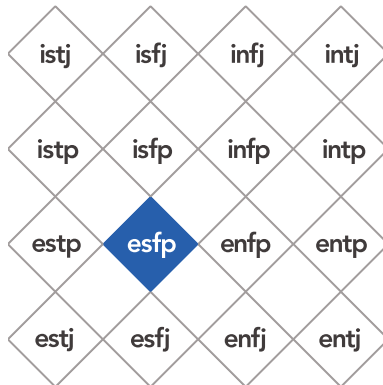


Your Decision-Making Style

The information below is intended to help you see the impact of your personality preferences on your decision-making style.

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

ESFP DECISION-MAKING STYLE HIGHLIGHTS



Friendly, outgoing, and enthusiastic, ESFPs work well when they can use their vitality and humor to make things happen. They make collaborative efforts enjoyable by applying common sense and a flexible and spontaneous approach to meeting challenges. They like to use their warmth and generosity to help people. During decision making ESFPs typically want to know, "What is the most enjoyable choice?"*

Your Decision-Making Strengths

- Examining what is already working in order to change only those things that need changing
- Seeking input from people who have provided good advice in the past
- Considering a variety of data sources in an open-minded and flexible manner
- Proposing options that would directly and immediately benefit people
- Crafting decisions that are grounded in common sense
- Assessing quickly and accurately what is enjoyable, easy, and fun
- Getting going with implementation in an upbeat, no-nonsense manner
- Attending to the practical needs of others with care and warmth
- Appreciating everyone's contribution and celebrating what went well
- Zeroing in on what happened and how it can be applied in similar situations



Potential Challenges During Decision Making

- Focusing too much on what is simple or expedient, overlooking long-range implications
- Failing to consider your own thoughts and feelings before adopting others' opinions
- Getting off track, becoming distracted by each new piece of information
- Focusing on options that protect harmony at the expense of the truth
- Shying away from decision options that seem complicated or challenging
- Rushing to select decision options in order to move to action
- Overlooking quiet, subtle, or nuanced resistance
- Failing to see the logical consequences of actions
- Avoiding reflecting on sad, confusing, or difficult circumstances
- Failing to use or trust your insights about what occurred

Suggestions for Developing Your Decision-Making Style

- Recognize that careful preparation may save time and result in superior outcomes
- Remember to look inside for answers as well as seek the counsel of others
- Revisit the core issue to ensure that brainstorming is focused
- Recognize that a candid appraisal of difficulties may make things better for people in the long term
- Realize that what seems difficult to evaluate may yield valuable information
- Understand that careful effort now may allow more time later for pleasurable pursuits
- Take time to listen carefully to ensure everyone's satisfaction and cooperation
- Keep in mind that any plan of action should take into account the costs as well as the benefits
- Remember that reviewing what is hurtful may provide insights on how to avoid further pain
- Realize that following inspiration can lead to exciting and worthwhile experiences

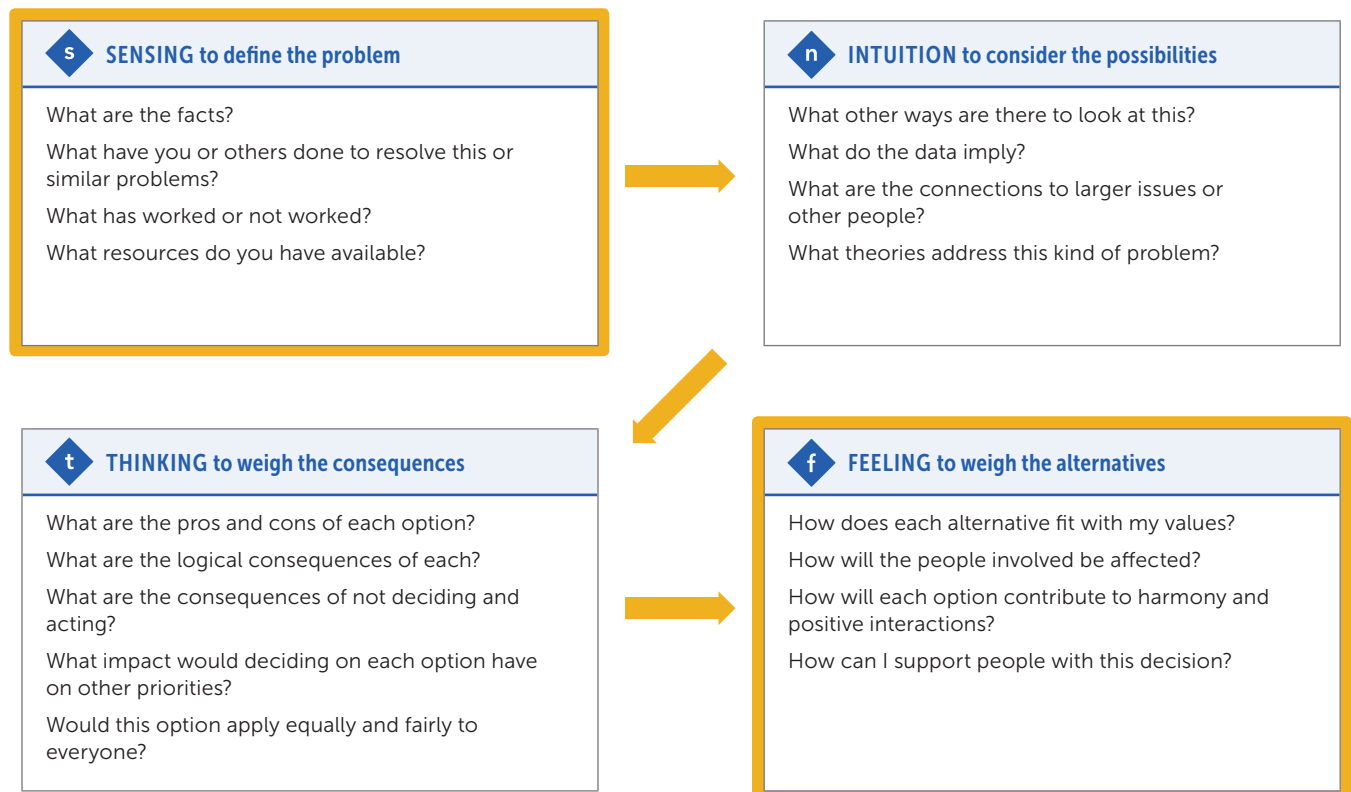
Enhancing Your Decision-Making Capability

Understanding and applying personality type concepts can help you make better decisions. Sound decisions use both kinds of perception—Sensing and Intuition—in order to gather all useful information and both kinds of judgment—Thinking and Feeling—to ensure that all factors have been weighed. Because we naturally prefer one particular kind of perception and one kind of judgment, we are likely to focus on our preferred ways and overlook the positive contributions of our nonpreferred ways.

Isabel Briggs Myers believed that the best way to make a decision is to use all four of these preferences deliberately and in a specific order. This decision-making sequence is shown below.

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

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





Your Leadership Style

The type information below is designed to help you see the impact of your personality preferences on your leadership style.

Assets and challenges characteristic of your MBTI type are presented, as well as suggestions you can use to stretch your development.

SETTING DIRECTION

| Assets | Challenges |
|---|---|
| <ul style="list-style-type: none"> Generating options that will benefit individuals; favoring choices that resonate with your values Being quick to see "what is" and what's needed next Being comfortable operating spontaneously in fast-paced, energetic environments Seeking straightforward, practical solutions | <ul style="list-style-type: none"> Avoiding visioning and strategic planning, finding these activities to be draining Focusing on quick, practical solutions, sometimes overlooking root causes Getting easily distracted by new data, slowing the decision-making process Feeling discomfort with conflicting views, making it hard to pick a direction that displeases others |

INSPIRING OTHERS TO FOLLOW

| Assets | Challenges |
|--|---|
| <ul style="list-style-type: none"> Having a friendly, outgoing style and an optimistic outlook, creating rapport and inspiring followers Seeking and valuing input from others and using input to reach consensus Easily understanding others' needs Cultivating long-term relationships that contribute to your advancement | <ul style="list-style-type: none"> Having a fun-loving style that is not effective with everyone; must cultivate a way to engage the more serious people, too Being drawn to people who are outgoing, thereby risking undervaluing or overlooking quieter people Losing interest in and trying to avoid the mundane or repetitive activities of an organization Being critical of those who rely on their intuition |

MOBILIZING ACCOMPLISHMENT OF GOALS

| Assets | Challenges |
|---|---|
| <ul style="list-style-type: none"> Knowing how to replicate success by recognizing and repeating a good process Stimulating others to take action Being hands-on and spontaneous and enjoying coaching others to success Rewarding and celebrating the completion of milestone tasks to keep the team motivated | <ul style="list-style-type: none"> Having underdeveloped organizational skills, meaning resources are not marshaled and execution suffers Missing important deadlines because you are too flexible and lose focus on the critical path Being seen sometimes as playing favorites when evaluating performance and providing opportunities to others Being not very self-reflective, which may make you unreceptive to feedback from others |



Suggestions for Developing Your Leadership Style

- **Strategic decision making.** Discover how to focus less on the present in your decision making and instead look more overtly at the long-term, logical consequences of the options.
- **Clarification of values.** Take time to reflect deeply on your values and goals. Knowing what matters most to you and slowing down momentarily to ask yourself about the pros and cons of a choice will help improve the decisions you make under stress.

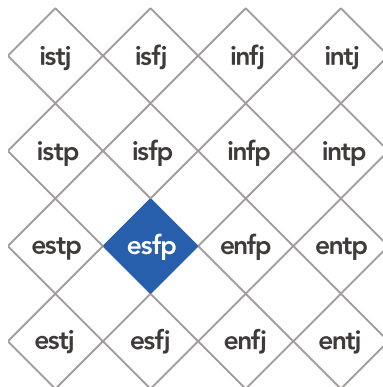


Your Conflict Style

Your MBTI results shed light on how you typically approach and deal with conflict.

Incorporating type awareness and an understanding of your natural style can help you be better prepared to more effectively and sensitively approach, communicate during, and resolve conflict situations.

ESFP CONFLICT STYLE HIGHLIGHTS



ESFPs typically view conflict as a natural, albeit at times unwelcome, part of life. It is important to them that everyone be listened to and included in the exploration of conflict. While they naturally tend to find enjoyment wherever they go, they can be drawn into conflict if a core value has been transgressed or if it involves someone they care about.

Your Strengths in Managing Conflict

- Maintaining your joie de vivre in most situations
- Comfortably taking on the role of peacemaker, being lighthearted when appropriate and encouraging others to overcome their differences
- Living in the present, which ensures that you pay attention to how people are doing at all times and allows you to accept others, flaws and all

What You Need from Others

- Freedom to live life to the fullest; acceptance of your positive demeanor even when things look gloomy
- A safe environment in which people are not judged for what they might say and no one is overly aggressive
- Permission to bend (or, more likely, forgiveness for bending) the rules a little



How Others Tend to See You

- Generally exuberant in how you lead your life and caring and understanding in your dealings with others
- At times impulsive and impatient, not planning ahead; this can lead to the perception that you shun difficult situations for more exciting options
- When you are under stress: hyperactive, talking too much, and jumping from one thing to the next; blunt and uncharacteristically allowing all options to be seen as negative

Suggestions for Developing Your Conflict Style

- Be careful when using humor, which others may regard as flippant and disrespectful
- Be wary of unintentionally aggravating the situation by jumping in hastily and then saying something inappropriate
- Be prepared to sometimes take a stern stance to move things along
- Understand that your trial-and-error approach may be seen by some as a lack of preparation and by others as an indication that they can easily outmaneuver you



How Stress Impacts You

Use the information below to learn about how your MBTI preferences impact how you tend to experience and react to stress.

This understanding can support your ability to manage productively and effectively the stresses that come with everyday work and life.

Stressors

- Being forced to make commitments that close off options
- Being asked about future plans
- Getting confusing instructions, not knowing what is expected
- Dealing with overwhelming demands, deadlines
- Being in rigid, rule-bound environments that allow no freedom of choice
- Coping with conflicts, threats to important relationships
- Dealing with concerns about other people’s welfare

Signs of Stress

- Reading between the lines, seeing connections among random, trivial events
- Being overwhelmed by confusing, unfamiliar thoughts and ideas
- Feeling trapped, imagining never-ending doom and gloom
- Feeling nervous and anxious, expecting the worst
- Behaving in a snappy, angry, intolerant, abrupt manner
- Becoming hypersensitive, getting your feelings hurt easily
- Becoming quiet, introspective; withdrawing, wanting to be left alone

MANAGING STRESS

| Best ways to manage your stress | Worst ways for you to respond to stress |
|---|--|
| <p>Get away from the stressful situation</p> <p>Do something enjoyable and distracting, focus on something pleasant</p> <p>Ask for help and support from many people</p> <p>Use positive self-talk</p> <p>Talk to a rational friend about it to get grounded</p> <p>Ask someone to help you make contingency plans in case your worst fears are realized</p> <p>Let enough time pass for the stress to go away on its own</p> | <p>Cut yourself off from people, withdraw even further</p> <p>Resolve to become more like other people, such as by making long-range plans, not living in the moment, and doing routine activities</p> <p>Avoid asking for help for fear you’ll be judged inadequate</p> <p>Engage in negative self-talk, stay stuck in your mood, convinced that all is hopeless</p> <p>Judge yourself harshly for not coping the way you think others would cope</p> |



Your Approach to Change

The charts below help you more fully understand the impact of your MBTI type on how you tend to react and respond during times of change and transition.

Awareness of needs, typical reactions, and contributions can help you develop the resiliency and flexibility needed to feel and be more effective as you both experience and manage change.

IN TIMES OF CHANGE

| Needs during change | Reactions when needs are not met |
|---|---|
| To get moving | Get caught up in the present, can lose perspective |
| To be involved and get others involved | Avoid responsibility and rules |
| An opportunity to enjoy the process and add your enthusiasm | Involve others in unproductive activities, may create turmoil |
| Chances to talk, to tell others about your experience and ideas | Talk a lot |
| Appreciation for bringing humor and fun | |

WHEN DEALING WITH LOSSES

| Contribute by | Have difficulty with |
|--|---|
| Accepting changes willingly | Dealing with consequences, especially negative ones |
| Taking care of others | Loss of relationships |
| Accepting and including new people | Seeing the big picture that may explain the losses |
| Talking about and processing what is happening | The negative impacts on people |
| Initiating celebrations | |

DURING THE TRANSITION PERIOD

| Typical reactions | Tend to focus on |
|--|---|
| Lack direction, uncertain about where things are going | Gathering information |
| Impatient, want to move on | Getting people together, moving everyone along |
| Want to know, "what is the end product, specifically?" | Tending to immediate projects you can do step-by-step |
| Frustrated by inaction, spinning wheels | Talking, processing information and decisions |

DURING THE START-UP PHASE

| Obstacles to starting | Contribute by |
|---|---|
| Not having enough experience and information | Including everyone |
| Being expected to have everything carefully planned out | Energizing others |
| Dealing with people's negative feelings, people who are feeling stuck | Making work fun |
| Learning new technical requirements | Adapting to midcourse changes in the plans |
| Having to go at a slow pace—you want to speed it up! | Celebrating |
| | Verbalizing and processing what's happening |



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

The report was derived from the following sources:

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