

European Edition: English

# Interpretive Report

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Report prepared for

**Manager X**

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## The MBTI® Personality Assessment

This Step II report is an in-depth, personalised description of your personality preferences, derived from your answers to the Myers-Briggs Type Indicator® Step II European Edition. 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-centred values.</li> </ul>
<ul style="list-style-type: none"> <li>▪ <b>If you prefer Judging,</b> you tend to be organised 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.

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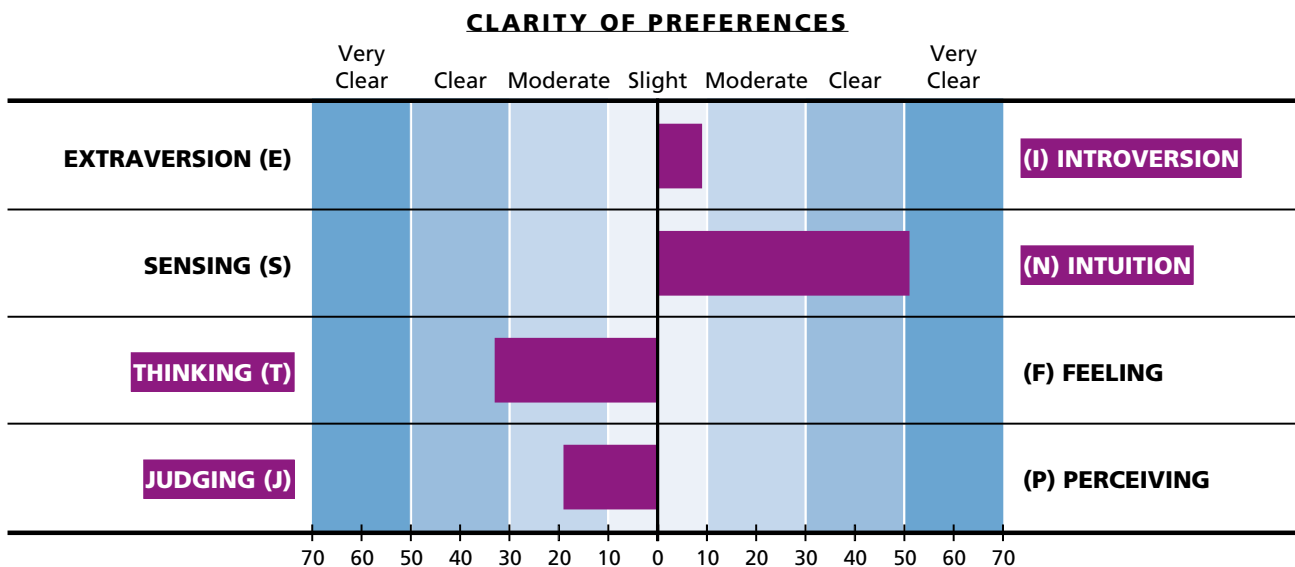
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## Your Step I Results

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**  
**INTJ**  
**(Introversion, Intuition, Thinking, Judging)**

INTJs are typically innovators in their fields. They trust their inner vision of how things fit together and relentlessly move their ideas to action. They would rather spend time on what they believe is important than on what's popular with others.

INTJs are independent and individualistic, and others may see them as stubborn at times. They move ahead with or without the support of others, and they have a single-minded concentration.

They like using logic to solve complex, challenging problems. Routine, everyday tasks bore them. They analyse and attempt to fit pieces together into a coherent whole.

Although INTJs are usually organised and follow through, they may sometimes ignore details that do not fit with their vision of the future. If these details are important, their ideas may not work as well as they would like.

INTJs are likely to be most satisfied in a work environment that values their insights and ideas and lets them work independently. People can count on them for their vision and innovative solutions to problems in their field.

### 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 Facets

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) ↔ (I) INTROVERSION</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Initiating</td> <td style="width: 50%;">Receiving</td> </tr> <tr> <td>Expressive</td> <td>Contained</td> </tr> <tr> <td>Gregarious</td> <td>Intimate</td> </tr> <tr> <td>Active</td> <td>Reflective</td> </tr> <tr> <td>Enthusiastic</td> <td>Quiet</td> </tr> </table>	Initiating	Receiving	Expressive	Contained	Gregarious	Intimate	Active	Reflective	Enthusiastic	Quiet	<p><b>SENSING (S) ↔ (N) INTUITION</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Concrete</td> <td style="width: 50%;">Abstract</td> </tr> <tr> <td>Realistic</td> <td>Imaginative</td> </tr> <tr> <td>Practical</td> <td>Conceptual</td> </tr> <tr> <td>Experiential</td> <td>Theoretical</td> </tr> <tr> <td>Traditional</td> <td>Original</td> </tr> </table>	Concrete	Abstract	Realistic	Imaginative	Practical	Conceptual	Experiential	Theoretical	Traditional	Original
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<p><b>THINKING (T) ↔ (F) FEELING</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Logical</td> <td style="width: 50%;">Empathetic</td> </tr> <tr> <td>Reasonable</td> <td>Compassionate</td> </tr> <tr> <td>Questioning</td> <td>Accommodating</td> </tr> <tr> <td>Critical</td> <td>Accepting</td> </tr> <tr> <td>Tough</td> <td>Tender</td> </tr> </table>	Logical	Empathetic	Reasonable	Compassionate	Questioning	Accommodating	Critical	Accepting	Tough	Tender	<p><b>JUDGING (J) ↔ (P) PERCEIVING</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Systematic</td> <td style="width: 50%;">Casual</td> </tr> <tr> <td>Planful</td> <td>Open-Ended</td> </tr> <tr> <td>Early Starting</td> <td>Pressure-Prompted</td> </tr> <tr> <td>Scheduled</td> <td>Spontaneous</td> </tr> <tr> <td>Methodical</td> <td>Emergent</td> </tr> </table>	Systematic	Casual	Planful	Open-Ended	Early Starting	Pressure-Prompted	Scheduled	Spontaneous	Methodical	Emergent
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Scheduled	Spontaneous																				
Methodical	Emergent																				

In reviewing your results, keep in mind that:

- Each facet has two opposite poles. You are more likely to favour 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 favour 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 5 pages (6-10) 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).

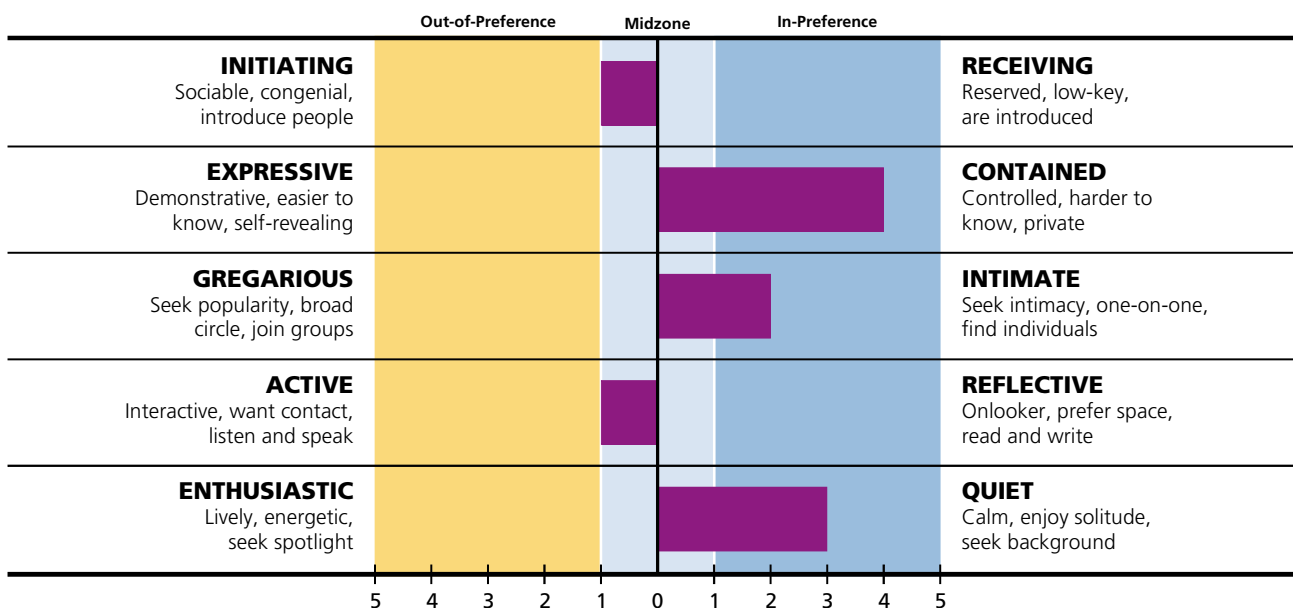
Below the graph are statements that describe the characteristics of each in-preference, out-of-preference, or Midzone result. To contrast your results, look at the three words or phrases that describe the opposite facet pole on the graph at the top of the page. If a set of statements does not seem to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

**EXTRAVERSION (E)**

Directing energy towards the outer world of people and objects

**(I) INTROVERSION**

Directing energy towards 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, and much less so in large social gatherings.
- Are willing to introduce people to each other if no one else does so, but would prefer not to.

**Contained (in-preference)**

- Keep your feelings and interests to yourself; when you do open up, others take notice.
- Are seen by others as hard to get to know because you process so much inside.
- Assume others will be uninterested in your thoughts.
- Feel capable of solving problems on your own and prefer doing so.
- Find it very hard to discuss what upsets you, especially when you are extremely distressed.

**Intimate (in-preference)**

- Would rather relate to a few significant others than be in a large group.
- Draw sharp distinctions between friends and acquaintances.
- Seek close, one-on-one, in-depth involvement with others.
- Respect others' individuality and want the same respect in return.
- Need to trust people before sharing much about yourself.

**Active-Reflective (Midzone)**

- Talk in person about personal information and communicate technical information in writing.
- Prefer to learn new subject matter through face-to-face contact.
- Can be at ease actively participating in events or quietly observing them, depending on circumstances.
- If familiar with the subject, prefer to learn more by reading.

**Quiet (in-preference)**

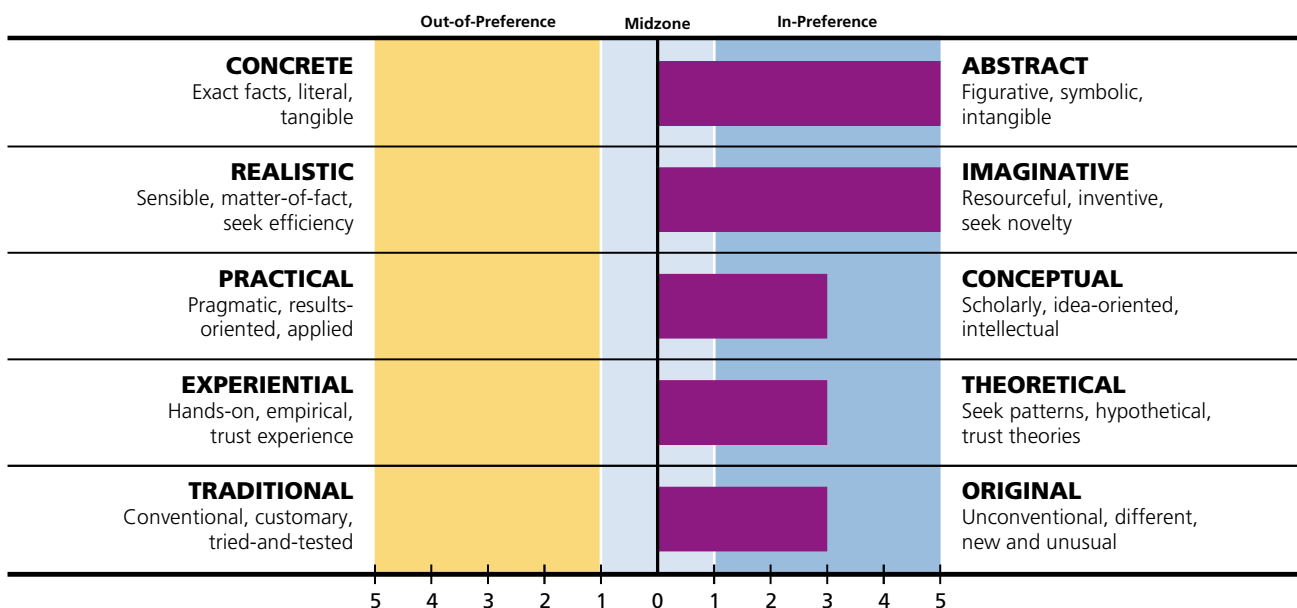
- Prefer calm, serenity, even silence.
- Are bothered by noisy circumstances and places.
- Present yourself modestly and prefer to stay in the background.
- Don't feel the need to talk in a social situation.
- Find that your contributions are easily overlooked.
- Have a calming effect on groups.
- Like being with other quiet people.

**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 symbols and 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 humour and word games based on nuance.

**Conceptual (in-preference)**

- Enjoy the role of scholar and thinker.
- Like acquiring new knowledge and skills for their own sake.
- Value mental virtuosity.
- Focus on the concept, not its application.
- Prefer starting with an idea.
- Find that practical uses for your ideas may come as afterthoughts.

**Theoretical (in-preference)**

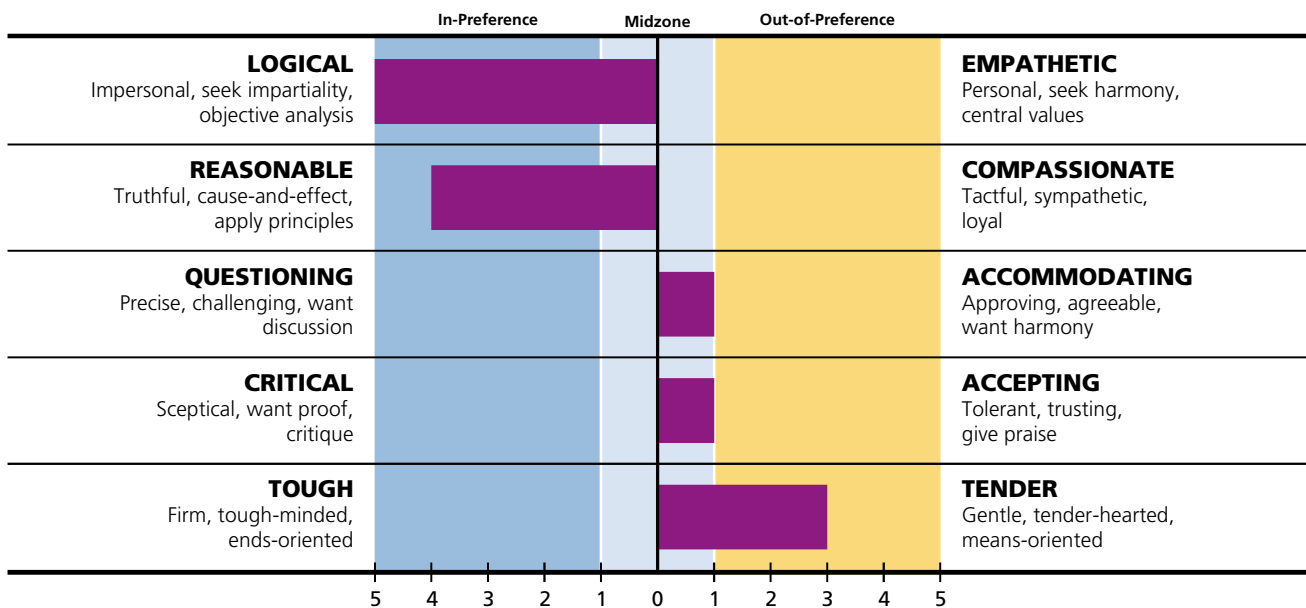
- Trust theory and believe it has a reality of its own.
- Enjoy dealing with the intangible.
- Like to invent new theories even more than applying your "old" ones.
- See almost everything as fitting into a pattern or theoretical context.
- Are future-oriented.

**Original (in-preference)**

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

**THINKING (T)**  
 Basing conclusions on logical analysis with a focus on objectivity

**(F) FEELING**  
 Basing conclusions on personal or social values with a focus on harmony



**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-Accommodating (Midzone)**

- Ask questions only in areas of interest.
- Question and disagree in a style that is neither confrontational nor conciliatory.
- Hold questions until others have had a chance.
- Become more confrontational and direct when an important value is threatened.

**Critical-Accepting (Midzone)**

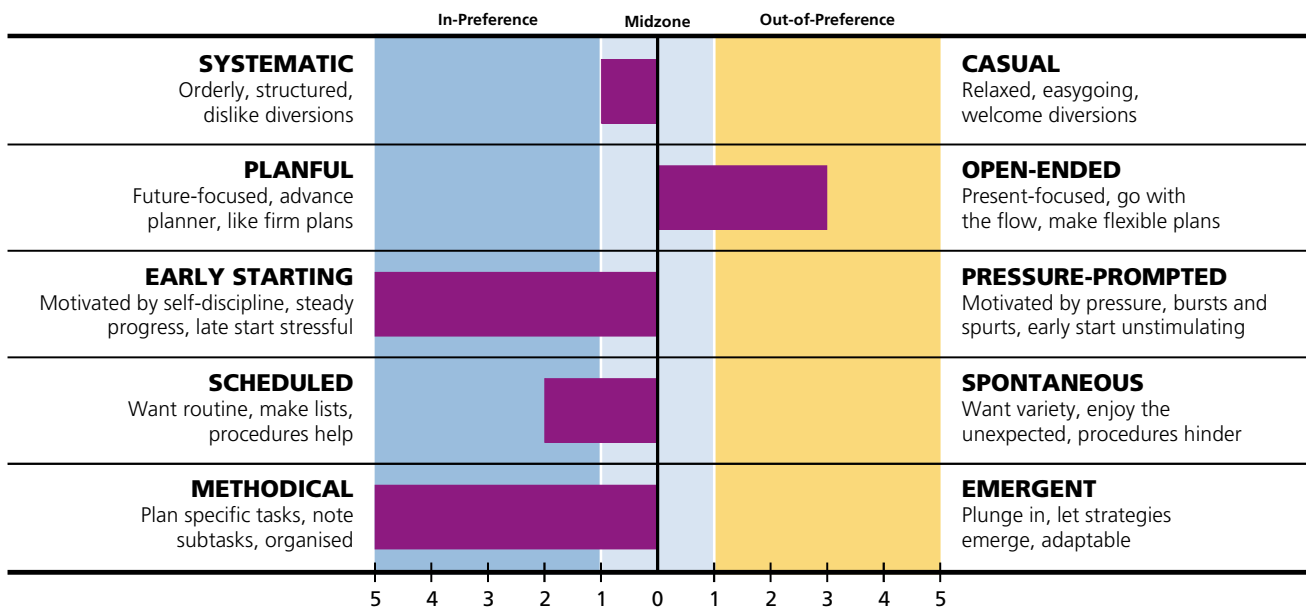
- Critique selected ideas and actions.
- Readily see flaws in arguments.
- Clarify what's wrong and what's right in a situation.
- May or may not critique out loud, depending on the circumstances.

**Tender (out-of-preference)**

- Are concerned with how people will react to a decision that will hurt them.
- Prefer using gentle persuasion and warm understanding to influence others.
- Want to handle others' feelings the "right" way.
- Think it is unfair to take advantage of people even when you are in a stronger position.

**JUDGING (J)**  
 Preferring decisiveness and closure

**(P) PERCEIVING**  
 Preferring flexibility and spontaneity



**Systematic-Casual (Midzone)**

- Like a general plan with some contingencies.
- Dislike being distracted when involved in a project.
- Find too much detail in a plan inhibiting.
- Find that an advance plan permits comfortable deviation because you can always return to the plan.
- Don't mind interruptions if no agenda is in place.

**Open-Ended (out-of-preference)**

- Are reluctant to be locked into a long-range plan, especially in your leisure activities.
- Have a sense of adventure about the unexpected.
- Try to avoid too much structure and advance social commitments.
- Like to take advantage of chance events.

**Early Starting (in-preference)**

- Allow yourself plenty of time to accomplish an activity efficiently.
- Work on multiple tasks comfortably by starting ahead of time and working on each task for short, concentrated periods of time.
- Don't like feeling overwhelmed with too much to do.
- Can't forget incomplete tasks; feel calm and satisfied when you complete something.
- Arrange your world so you don't have to deal with last-minute rushes.

**Scheduled (in-preference)**

- Are comfortable with routines and do not like them upset.
- Others may be more aware of your routines than you are.
- Like established methods and procedures.
- Seem rather predictable to others but like it that way.
- Prefer to control how you spend your time.
- Enjoy scheduling both work and fun activities.

**Methodical (in-preference)**

- Develop detailed plans for the task at hand.
- Like to work in an orderly and efficient manner.
- Define the subtasks of your work, including the order in which things should happen.
- Are likely to deliver what you have prepared in advance with little deviation.
- Thoroughly prepare in precise ways, specifying all the steps needed to accomplish the goal.

## 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.
- Realising that others are probably 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>Contained</b>	Keep your thoughts and emotional reactions to yourself.	Recognise when it's really important to say how you feel and then speak accordingly.
<b>Active-Reflective Midzone</b>	Are comfortable interacting in person or quietly observing, depending on the circumstances.	Pay attention to the style of those with whom you're interacting and try to match that style.
<b>Quiet</b>	Experience your enthusiasms internally and don't show them to others.	Be aware that others will think you are uninterested; selectively let people know what really interests you.
<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-Accommodating Midzone</b>	Ask some questions comfortably as long as this does not impede group consensus.	Choose carefully when you need to agree or when you need to ask questions.
<b>Critical-Accepting Midzone</b>	Critique or accept depending on the importance of the issue.	Be aware that when you are stressed, you are more likely to be critical inappropriately.
<b>Tender</b>	Try to win people over to your point of view.	Accept that someone may get hurt; a win-win result is not always possible.
<b>Methodical</b>	Identify the steps and their order before starting a task.	Be tolerant of others who plunge in without identifying steps.

## 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 italicised.

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

- Trust the Thinking preference and readily make decisions based on logical analysis of data.
- May recognise 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>Contained</b>	Keep your feelings about the change to yourself and work out how to handle it on your own.	As soon as you know your own views, talk to someone you trust and get his or her input.
<b>Intimate</b>	Discuss the changes and their impact on you only with those closest to you.	Consider sharing feelings with selected people outside your intimate circle.
<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.	Recognise that there are real costs involved in pursuing novelty.
<b>Theoretical</b>	Put the change into a theoretical system.	Recognise 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>Tender</b>	Want people affected by the changes treated with kindness and consideration.	Decide how much insensitivity you can tolerate and act accordingly.
<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>Methodical</b>	Detail the many steps necessary to implement the changes.	Know that circumstances may require that carefully developed steps be changed in the moment.

## Applying Step II to Managing Conflict

In working with others, conflicts are inevitable. People of distinct personality types may differ in what they define as conflict, how they react to it, and how they reach resolution. Although sometimes unpleasant, conflicts often 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.
- Recognising 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.

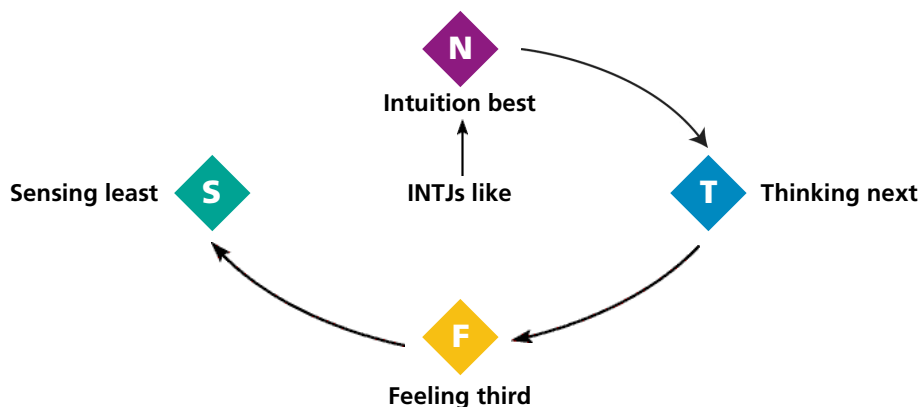
Your Facet Result	Conflict-Management Style	Enhancing Conflict Management
<b>Contained</b>	Attempt to solve the issue yourself and keep your reactions inside.	Be aware that trying to solve this on your own may be successful, but that others also may really need your input.
<b>Intimate</b>	Rely on yourself or a few trusted others in resolving the conflict.	Widen your circle to include others affected; they may have something valuable to contribute.
<b>Questioning-Accommodating Midzone</b>	Ask some questions for clarification before reaching agreement.	Be cautious that your style of questioning does not appear confrontational.
<b>Critical-Accepting Midzone</b>	Look for both what's wrong and what's right.	Point out both of these sides in a kind way.
<b>Tender</b>	Strive for cooperation and minimise points of disagreement.	Recognise when cooperation is no longer helpful; sometimes people need to agree to disagree.
<b>Early Starting</b>	Believe conflicts can be avoided by starting work on projects early.	Make allowances for people for whom starting early is not comfortable or effective.

In addition to your facet results, your decision-making style (as explained on page 12) affects how you manage conflict. Your decision-making style is Logical-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 favourite ways of doing those two things. The two middle letters of your four-letter type (S or N and T or F) show your favourite 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 INTJs:



### USING YOUR FAVOURITE PROCESSES

Extraverts like to use their favourite process mostly in the outer world of people and things. For balance, they use their second favourite in their inner world of ideas and impressions. Introverts tend to use their favourite process mostly in their inner world and to balance this with the use of their second favourite process in the outer world.

Thus INTJs use:

- Intuition mainly internally to develop a unifying vision of what really matters.
- Thinking mainly externally to communicate their analyses and logical decisions to others.

### USING YOUR LESS-FAVOURED 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 INTJ, you may focus exclusively on your own theories about the world at first, and then become fixated on minor, external details.

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 favourite ways - Intuition and Thinking.

## USING YOUR TYPE EFFECTIVELY

INTJs' 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 INTJ:

- 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, INTJs 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 behaviours 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 behaviours 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 behaviour. 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 (Judging), try to modify your Scheduled approach to accomplishing tasks (an in-preference result) by asking yourself if staying open to unexpected events (Spontaneous) might lead to better results in this particular situation.

## Integrating Step I and Step II

When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualised type description:

Tender, Open-Ended  
**INTJ**

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 work out your best-fit type,

- Focus on any type letters you thought were incorrect or any type dichotomy on which you had some out-of-preference or 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 20.)
- Consult a qualified MBTI practitioner 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 recognise 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.

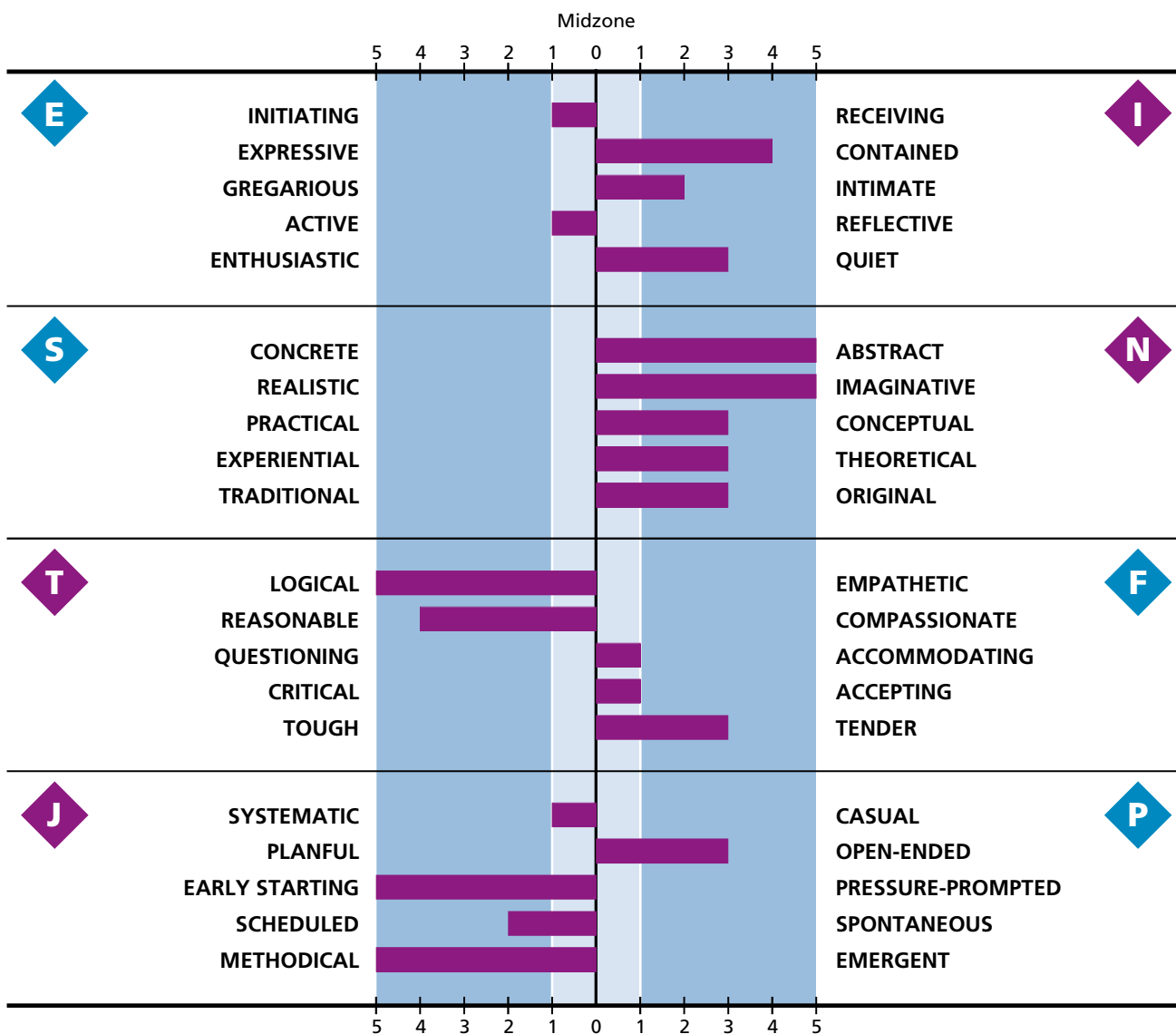
To further explore the theory and applications of type, consult the reading list on page 20. Observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.

## Overview of Your Results

### STEP I: YOUR FOUR-LETTER TYPE

INTJs tend to be independent-minded, theoretical, and original. They have great drive for their own ideas and purposes. They are sceptical, critical, determined, and sometimes stubborn. In areas of expertise, they will develop systems to organise and carry through a project with or without help.

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



When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualised type description:

Tender, Open-Ended  
**INTJ**

## Further Reading

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

- Hirsh, S. K., & Kummerow, J. M. (1998). *Introduction to Type® in Organisations* (3rd ed.). Mountain View, CA: CPP, Inc.
- Hirsh, S. K., & Kummerow, J. M. (1989). *LIFETypes*. New York: Warner Books.
- Kummerow, J. M., & Quenk, N. L. (2003). *Understanding your MBTI® Step II results: A step-by-step guide to your unique expression of type*. Mountain View, CA: CPP, Inc.
- Myers, I. B. (1998). *Introduction to Type®* (6th ed.). Mountain View, CA: CPP, Inc.
- Myers, I. B., with Myers, P. B. (1995). *Gifts differing*. Mountain View, CA: Davies-Black Publishing.
- 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.). Mountain View, CA: CPP, Inc.
- Quenk, N. L. (2000). *Essentials of Myers-Briggs Type Indicator® assessment*. New York: Wiley.

### **APPLICATIONS OF TYPE (PAGES 11–15)**

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

### **TYPE DYNAMICS AND DEVELOPMENT (PAGES 16–17)**

- Myers, K. D., & Kirby, L. K. (1994). *Introduction to Type® dynamics and development*. Mountain View, CA: CPP, Inc.
- Quenk, N. L. (2000). *In the grip: Understanding type, stress, and the inferior function* (2nd ed.). Mountain View, CA: CPP, Inc.
- Quenk, N. L. (2002). *Was that really me? How everyday stress brings out our hidden personality*. Mountain View, CA: Davies-Black Publishing.

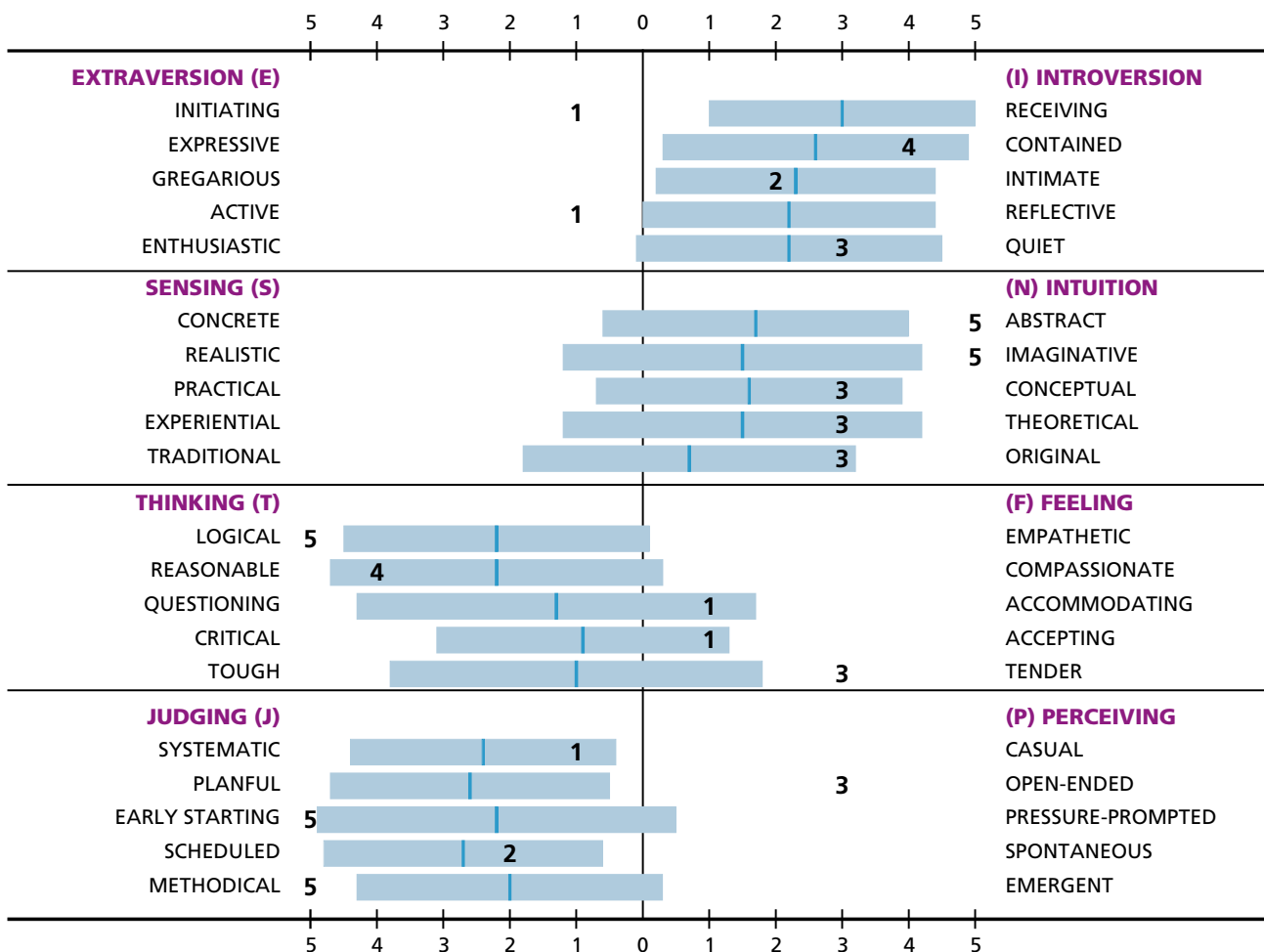
## Interpreter's Summary

### PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: INTJ

<b>Introversion:</b> Slight (9)	<b>Intuition:</b> Very Clear (51)	<b>Thinking:</b> Clear (33)	<b>Judging:</b> Moderate (19)
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### FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER INTJs

The bars on the graphs below show the average range of scores that occurred for the INTJs in the European sample. The bars show scores that are -1 to +1 standard deviations from the mean. The vertical line in each bar shows INTJs' mean score. The bold numbers show the respondent's scores.



### POLARITY INDEX: 66

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: 5



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