



Myers-Briggs Type Indicator® Decision-Making Style Report

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European Edition

Report prepared for
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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**

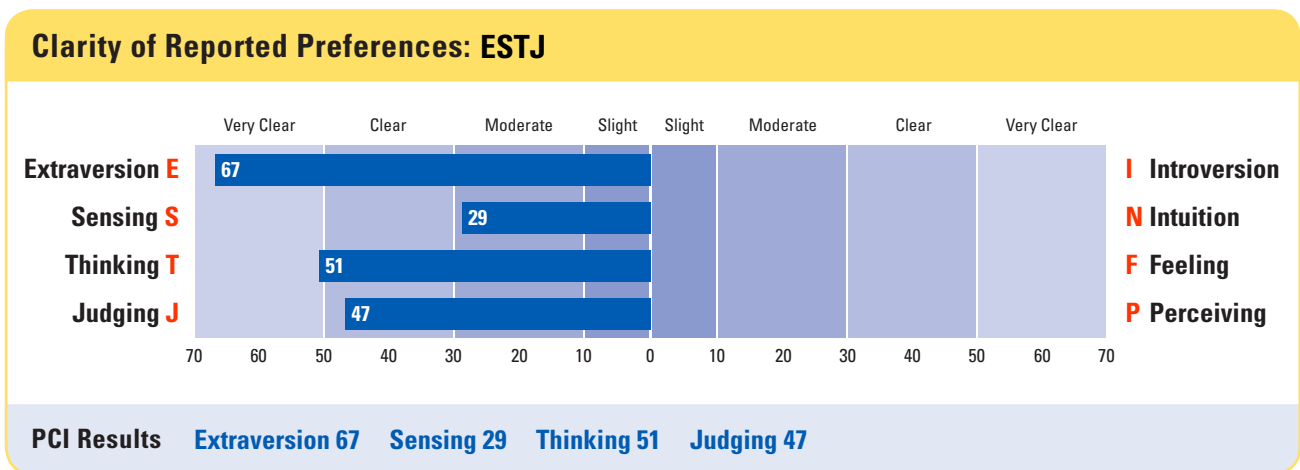


Summary of Your MBTI® Results

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: ESTJ			
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, S, T, 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: ESTJ

ESTJ Snapshot

Logical, directive, and organized, ESTJs work well when they can marshal and manipulate resources, implement plans, and accomplish tasks. They find and correct flaws, monitor events, and hold everyone accountable. Hardworking and responsible, they seek practical, realistic solutions to difficulties.*

During decision making ESTJs typically want to know, “What is the most sensible choice?”

Your Decision-Making Strengths

- Defining criteria and objectives for what would best serve the bottom line
- Striving to get things moving, gathering relevant people and resources
- Investigating data from traditional and authoritative sources
- Creating lists, models, and schedules to outline possible options
- Making decisions that are realistic, practical, and reasonable
- Committing energetically and enthusiastically to decisions
- Showing consistency of word and deed
- Working tirelessly to ensure that a decision is carried out despite obstacles
- Assessing critically whether the decision brought about the results that were anticipated
- Retracing steps, seeing where you could have done more or worked harder

Potential Challenges During Decision Making

- Limiting your focus to what can be quantified or proven
- Cutting short time for contemplation in order to act quickly
- Expecting that a right or absolute answer already exists
- Overlooking larger meanings in your zeal to break down and classify options
- Focusing on utilitarian options, undervaluing your own or others’ creative impulses
- Believing that once a logical option is found, nothing else needs to be considered
- Expecting everyone to go about implementation in the same way
- Forgetting to ask about or factor in others’ emotional reactions
- Neglecting to check whether the process was satisfactory for people
- Failing to recognize that what went wrong was beyond your efforts or control



Suggestions for Enhancing Your Decision Making

- Stay open to divergent viewpoints by asking others for new or nontraditional ideas
- Realize that letting a day or two go by without acting may result in fewer missteps long term
- Recognize that some situations are so new that reliable information is not available
- Remember to pause to consider the big picture before dismissing an option
- Consider imaginative as well as traditional options as a way to improve decisions
- Take time to think about whether people's needs will be served before finalizing decisions
- Recognize that letting others take action in their own way can bolster enthusiasm
- Remember to find out whether others' silence is signaling agreement or resistance
- Keep in mind that a good outcome with an unpleasant process will alienate others
- Realize that some challenges cannot be overcome no matter how vigorous the attempt



Type Dynamics and Decision Making: ESTJ

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 Thinking and #2 Sensing and appear as the middle two letters of your type code. The two functions that are *not* in your type code, #3 Intuition and #4 Feeling, 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 ESTJ, your order of functions is: #1 Thinking #2 Sensing #3 Intuition #4 Feeling

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

- 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?

2. You are then likely to consider questions related to #2 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?

3. You are less likely to consider questions related to #3 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?

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

- 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?



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: ST—Practical and Matter of Fact

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

As an ST, you are likely to

- Weigh options in terms of the bottom line
- Craft decisions that reinforce utility
- Want your experience to be acknowledged
- Communicate decisions by describing practical applications

Your Quadrant: ES—Energetic and Practical

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

As an ES, you are likely to

- Like decisions that increase effectiveness and productivity
- Focus on how to use the past to act in the present
- Feel stressed by decisions that necessitate postponing action
- Take the opportunity to act on a decision—every decision is only as good as its application

Your Temperament: SJ—Responsible and Loyal

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

As an SJ, you are likely to

- Be dependable when facing a decision
- Establish a traditional decision-making process to preserve stability
- Seek decisions that produce organized and constructive outcomes
- Show responsibility—monitor and supervise to support a decision

Your Dominant: Thinking—Principled and Fair

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

As a Thinking Dominant, you are likely to

- Need to understand how a decision ensures fairness
- Seek decisions that clarify truth
- Worry that logical principles will not be upheld
- Want to be seen as an objective decision maker

Tips and Action Steps: ESTJ

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

- If I didn't have to focus on budgets, expectations, or responsibilities, how would I decide?
- Am I restricting my analysis? What might I do to ensure that I consider varying points of view?
- Who can help me explore my own and others' feelings about this decision?
- Is this decision compassionate as well as rational?

Others can help you during decision making by:

- Providing facts and specifics that link intangible ideals with concrete outcomes
- Building in opportunities to reconsider initial plans so that a better strategy can be created
- Offering reasonable theories to explain things that don't flow from experience
- Keeping the focus on the overall vision as options are debated
- Demonstrating how innovation can keep traditional practices vibrant
- Providing a framework to assess the emotional impact of decisions
- Supporting a variety of methods to fulfill timelines and achieve agreed-on goals
- Stating misgivings and offering concrete advice on how things could be made better for all
- Modeling excellence in providing support along the way as a means to achieving end results
- Acknowledging efforts by providing concrete rewards that specifically fit what was done

Expand your decision-making repertoire by challenging yourself to grow and stretch. When communicating with others, practice using an affirming, receptive style:

- Let me make sure I hear what you're saying . . .
- What is most important to you . . .
- Have I considered everyone's point of view . . .

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

- I** Wait to share thoughts and feelings
- N** Look at inferences and future possibilities
- F** Consider the interpersonal 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.