



Myers-Briggs® Report for Healthcare Professionals

European Edition

Report prepared for

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This profile is designed to help you understand your results on the *Myers-Briggs Type Indicator®* (MBTI®) assessment. Based on your individual responses, the MBTI instrument produces results to identify which of sixteen different personality types best describes you. Your personality type represents your preferences in four separate categories, with each category composed of two opposite poles. The four categories describe key areas that combine to form the basis of a person's personality as follows:

- **Where you focus your attention – Extraversion (E) or Introversion (I)**
- **The way you take in information – Sensing (S) or Intuition (N)**
- **The way you make decisions – Thinking (T) or Feeling (F)**
- **How you deal with the outer world – Judging (J) or Perceiving (P)**

Your MBTI type is indicated by the four letters representing your preferences. Based on your responses to the assessment, your reported MBTI type is ESFP, also described as Extraverted Sensing with Feeling. Your results are highlighted below.

Reported Type: ESFP

**Where you
focus your
attention**

E

Extraversion

People who prefer Extraversion tend to focus their attention on the outer world of people and things.

I

Introversion

People who prefer Introversion tend to focus their attention 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
make decisions**

T

Thinking

People who prefer Thinking tend to make decisions based primarily on logic, and on objective analysis of cause and effect.

F

Feeling

People who prefer Feeling tend to make decisions based primarily on values and on subjective evaluation of person-centred concerns.

**How you deal
with the outer
world**

J

Judging

People who prefer Judging tend to like a planned and organised approach to life, and prefer to have things settled.

P

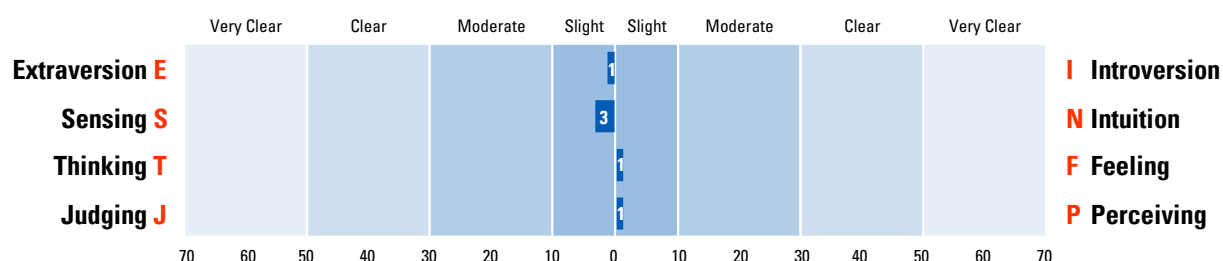
Perceiving

People who prefer Perceiving tend to like a flexible and spontaneous approach to life, and prefer to keep their options open.

Your responses to the MBTI assessment not only indicate your preferences; they also indicate the relative *clarity* of your preferences – that is, how clear you were in expressing your preference for a particular pole over its opposite. This is known as the *preference clarity index*, or pci. The bar graph on the next page charts your pci results. Note that a longer bar suggests you are quite sure about your preference, while a shorter bar suggests you are less sure about that preference.



Clarity of Reported Preferences: ESFP



PCI Results Extraversion 1 Sensing 3 Feeling 1 Perceiving 1

Your type professional can give you more insight into your Profile results as well as elaborate on the type description provided for you in the chart below. Does the description of your reported type seem to fit you? Many people find that their MBTI results describe them quite well. For others, changing a letter or two may help them discover an MBTI type that more accurately captures their personality. If you feel the characteristics do not fit you quite right, the person who administered the MBTI instrument can help you identify a better-fitting type.

Type Description: ESFP

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

- Practical, realistic, observant and focused on the present
- Generous, optimistic and persuasive
- Able to "live in the moment," find enjoyment in most aspects of life
- Focused on getting the task done with a maximum of fun and a minimum of fuss; show less concern with following the rules
- Guided by personal values in decision making; able to identify and empathise with others
- Good at personal interactions; often play the role of peacemaker
- Usually seen by others as resourceful, supportive, gregarious, fun loving and spontaneous

Each type, or combination of preferences, tends to be characterised by its own interests, values and unique gifts. Whatever your preferences, you may use some behaviours that are characteristic of contrasting preferences. For a more complete discussion of the sixteen types, and applications such as career choice, relationships and problem solving, see the *Introduction to Type®* booklet by Isabel Briggs Myers (1998) or *Gifts Differing* by Isabel Briggs Myers with Peter B. Myers (1995). These publications and many others to help you understand your personality type are available from OPP Ltd.





MYERS-BRIGGS® Report for HEALTHCARE PROFESSIONALS

Increasing patients' satisfaction with their care

Using your MBTI® preferences to serve your patients better

The success of healthcare organizations depends on many factors, including skilled talent, the dedication and hard work of staff, connected and integrated care teams, state-of-the-art equipment and technology, and funding. While success can be measured in a number of ways, the quality of patient care remains a central concern for healthcare providers.

Service users' and carers' experiences remain key measures through which healthcare organizations assess the quality and performance of their services. These measures are often benchmarked against a set of local standards, and can cover a range of themes, such as provision of information, care planning, dignity and respect, communication, listening and engagement, and rights and responsibilities.

The Myers-Briggs® Report for Healthcare Professionals helps doctors, nurses, healthcare assistants and clinical staff to improve all aspects of their communication. It helps you to become aware of how your individual personality type preferences impact on the style of care you give. This awareness gives you access to a whole range of other styles of interaction with patients—and small, deliberate changes in care style can have a profound impact on patients' perceptions of and satisfaction with the care they receive.

Learning about your care style

The information in this report can help you understand how to interact with your patients more effectively. It increases your self-awareness and understanding of your own care style, based on your four personality type preferences. The report highlights what comes naturally to you, as well as areas where you need to stretch or *flex* your style. Included are specific recommendations for how you can flex your particular care style to increase patients' satisfaction, which you can do by being open to alternative ways of interacting related to your opposite preferences. Most of these recommendations will add only a few minutes to your time with patients.

The report provides additional insights into how you deliver information to and spend time with patients, as well as why misunderstandings and conflicts may sometimes arise during your care. The report also describes the impact of job stress as it affects your care style, which can alter the choices you make in your patient interactions.



Your MBTI® type description: ESFP

Key descriptors

The following key descriptors of ESFPs can help you understand the effect your care style has on your patients:

- Able to contribute in various ways
- Warm and engaging
- Enthusiastic but practical
- Actively advocating for others
- Invested in relationships
- Positive and supportive
- Fun loving and spontaneous
- Energetic and helpful
- Loyal and collaborative
- Able to put people at ease
- Motivated to serve others
- Perceptive and realistic

Examining your preferences

ESFPs express their preference for **Extraversion (E)** by reaching out to others as a way to get reenergized. They find that the time they spend with others is often rejuvenating and fun and gives them a sense of personal connection. Whether in a large group or in one-on-one situations, ESFPs want the opportunity to connect with people face-to-face.

ESFPs care providers express their preference for **Sensing (S)** by being practical in the way they serve others. They use medical data and other information to improve patients' care experience. They do not make assumptions based on a hunch but rather look at information objectively and then make decisions about how to treat a particular condition. When presented by a rare or unfamiliar situation, ESFPs try to learn as much as they can about current research and the experiences of others who have successfully handled similar cases in the past.

Values are important to ESFPs—everything ESFP care providers do in their work with patients is governed by their preference for **Feeling (F)**. Their goal is to please others and they will go the extra mile to ease patients' discomfort or suffering. They feel they are at their best when they can work to inspire them and make them feel as good as possible.

Flexibility is essential for ESFPs. ESFP care providers express their preference for **Perceiving (P)** by devising options for patients and deciding on best steps for appropriate care. When patients' condition changes rapidly, they can stay calm, develop alternatives and act quickly to serve them. Patients typically feel they are in good hands with ESFPs because of their thorough, considerate and flexible treatment, and because they seem ready for absolutely anything that could happen.



Myers-Briggs® Report for Healthcare Professionals

Increasing patients' satisfaction with their care

Making patients feel comfortable

Patient: *"Do you care about me and about making me feel comfortable?"*

ESFP care providers are personable, warm and compassionate in their service to others, and they are the first to crack a joke or relax a tense situation by doing something amusing. ESFPs' accommodating, flexible nature and "can-do" attitude help patients feel calm and at ease even in the most difficult circumstances. ESFPs ask about patients' needs and look for specific things that might make them more comfortable. They assess each situation objectively and try to come up with improvements or enhancements.

Challenges for ESFP care providers

ESFPs can sometimes try to do too much for patients, and their fast-paced and active, energetic style may be overwhelming for them. On occasion you may need to remember to tone down your excitement and enthusiasm to meet a patient's energy level. ESFPs love to have fun, so when the situation calls for serious contemplation, you may feel uncomfortable if you can't crack a joke or try to break the ice. There are times when the best thing you can do for patients is to sit with them silently as they are contemplating a difficult decision concerning their health.

What you can do to show patients courtesy and respect

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Feeling care style with the opposite preference: Thinking

Your natural care style: Feeling

- You take the time to get to know personal information about your patients
- You give them a reason to trust you by showing your loyalty and compassion
- You show genuine concern by providing the small comforts that can make a difference, such as making sure patients get extra pillows, slippers or an appropriately sized gown
- You are empathetic to patients, even when you know there is little that can be done to help them feel more comfortable
- You listen intently and make them feel that what they say is important

Flex with the opposite preference: Thinking

- Don't take on too much; sometimes you can realistically attend to only one person at a time
- Recognize that conflict may be hard on you and that it may be difficult for you to push back when patients want more than you are able to give (pain meds, food, water, etc.); remind yourself that ultimately you are doing what will serve the patient best
- As appropriate, describe patients' treatment more specifically regarding possible side effects or possible complications that could affect their progress
- Try to include a schedule of care as part of the detailed information you provide to patients



Myers-Briggs® Report for Healthcare Professionals

Increasing patients' satisfaction with their care

Helping patients understand the details of their care

Patient: “Can you help me understand what is happening to me?”

ESFP care providers tend to be knowledgeable about a wide range of subjects and are seldom short on words. They take the time to provide each step, phase or nuance of treatment to patients to help them feel prepared and well informed. They appreciate dialogue and welcome patients' questions about the treatment process. They might research patients' specific ailments to contribute to overall understanding of their care. They are likely to get to know patients' family and friends, and sometimes seem like an old friend.

Challenges for ESFP care providers

ESFPs must make sure to give patients time to digest information about their health, especially when it includes bad news. When patients have a specific question, be sure to follow up on it if you can't answer it immediately. Address the big picture and possibilities as well as the details of patients' condition and treatment plan. Try not to gloss over painful truths because they make you uncomfortable—take the time to address negative possibilities. Reaffirm that you will be present for your patients and do whatever you can for them.

What you can do to help patients be better informed

Below are some of the attributes of your natural care style based on two of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You tend to explain things directly and verbally rather than in writing
- You accommodate patients' desire to talk through things related to their care

Flex with the opposite preference: Introversion

- Provide reading materials so patients can learn more about their condition, and then check in to see if they have concerns (educating them first and then interacting, rather than the other way around)
- After explaining a procedure or other aspect of care, ask patients whether they have understood completely; make it clear that you will give them the time they need to process the information and formulate questions

Flexing your Feeling care style with the opposite preference: Thinking

Your natural care style: Feeling

- You see patients first as human beings and make connecting with them a top priority
- You allow the values of consideration and warmth to influence the direction of your care
- You want patients to be as involved and invested in their own care as you are, using understanding and empathy to get them to take on that responsibility

Flex with the opposite preference: Thinking

- While being the bearer of bad news is not your forte, remember that you serve patients best by being direct and to the point—not by sugar-coating a difficult reality
- Recognize that just because you can't give patients good news does not mean that you are letting them down
- When patients respond to bad news with anger, listen and show understanding but avoid feeling that you are responsible for it; sometimes anger or frustration can be a critical motivator in behavior change



Myers-Briggs® Report for Healthcare Professionals

Increasing patients' satisfaction with their care

Assuring patients that their opinions about their care matter

Patient: "How much does my opinion matter in the care and treatment I receive?"

ESFP care providers excel at bouncing from one topic to the next to make sure patients can share all their concerns and contribute their opinions about their care. They make patients feel comfortable asking questions, expressing fears and thinking through possible challenges. As a result, they see more patient buy-in and feel some agency in that care. Patients recognize the dedication and warmth that ESFPs contribute to the process, and feel comforted that someone is there to represent their interests.

Challenges for ESFP care providers

Due to ESFPs' exceptional mental agility and flexibility, they sometimes need to slow down to allow patients time to digest what they are saying. They must also remember to finish explaining one critical idea with them before moving on to the next. Try to be patient and use your kind and caring nature to convey to patients that your main goal is to listen so that they can share their ideas with you. Even if you feel the conversation is not moving fast enough, remind yourself that you need to meet the pace of patients, not the other way around.

What you can do to show patients you are listening to them

Below are some of the attributes of your natural care style based on two of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You believe that progress with patients is accomplished best through conversation and back-and-forth dialogue
- You remember to reiterate what patients say so they feel listened to and validated
- You take it upon yourself to make sure other members of the care team understand patients' concerns

Flex with the opposite preference: Introversion

- Give patients time to fully express their thoughts; be careful not to interrupt them
- Slow down when it seems that patients are not understanding what you're saying
- Acknowledge patients' comments nonverbally on occasion (e.g., with head nods, eye contact, etc.)

Flexing your Sensing care style with the opposite preference: Intuition

Your natural care style: Sensing

- You may like to gather a thorough history of patients' symptoms and hospitalizations to learn which treatments have worked and which have not
- You listen to patients' experiences and add what you know about others who have suffered from similar afflictions

Flex with the opposite preference: Intuition

- Give patients the big picture, including what could happen in the best- and worst-case scenarios; they may feel comforted by knowing what they may be facing
- Allow patients to share ideas about what they believe led to their current condition; often they will disclose a helpful detail that would otherwise have been missed



Myers-Briggs® Report for Healthcare Professionals

Increasing patients' satisfaction with their care

Being responsive to patients' needs

Patient: “Will you make an effort to honor my requests?”

ESFPs tend to excel at personal service, and they typically go beyond what is required or expected of them. Most of the time ESFP care providers are multitasking for multiple patients at once—and yet they take the time to learn about patients to provide them with a positive, comfortable care experience and try to serve them to the best of their ability in a timely manner. They do not want patients to suffer a moment longer when they need help or additional medical care.

Challenges for ESFP care providers

For ESFPs, responding to many different requests and remembering to following up with all of them takes practice. Try making a daily checklist to make sure that you have completed all tasks and that patients have been attended to. While you probably enjoy sitting down and chatting with patients as you give them what they need, when staff is short and needs are high you may have to refocus on the task of treating patients.

What you can do to create a supportive environment

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You are comfortable discussing patients' condition and treatment compassionately and openly
- You spend time with patients who seem to want someone to talk to
- You involve patients' family in advocating for them and increasing support for them

Flex with the opposite preference: Introversion

- Appreciate patients' need for a quiet space that provides solitude
- Apologize when constant interruptions (e.g., checking blood pressure and other vital signs) are necessary
- Remember that discretion can be very important—not all patients will appreciate your having frank conversations with colleagues about their condition in their presence or want to hear about other patients
- Follow a “do not disturb” policy when possible; you may not be aware that your effusiveness can seem intrusive to some patients



Myers-Briggs® Report for Healthcare Professionals

Increasing patients' satisfaction with their care

What you can do to help patients manage pain

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Feeling care style with the opposite preference: Thinking

Your natural care style: Feeling

- You tend to treat patients as individuals, and give each of them the benefit of the doubt
- You find it difficult to watch patients suffer and want to do whatever you can to help them feel better
- You listen to patients speak about their frustrations or feelings of helplessness concerning their pain; you are aware that even if you say nothing, it helps them feel understood

Flex with the opposite preference: Thinking

- Remind yourself that you do not have to be all things to all people, and it is OK if they see you as a little imperfect
- Challenge patients to set goals for themselves around their progress and try to help them feel empowered when they reach a milestone
- As you try to get patients to change unproductive habits that can lead to additional health problems, don't be afraid to push them a little to try harder—they may not be used to pushing themselves

What you can do to help patients manage the side effects of treatment

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Feeling care style with the opposite preference: Thinking

Your natural care style: Feeling

- You talk to colleagues to learn more about methods for helping patients manage side effects better
- You take the time to listen and to assess the degree of the side effects, as well as to find more effective methods of treatment
- You evaluate alternative ways to manage pain and teach patients skills in learning new or creative methods, such as visualization or meditation

Flex with the opposite preference: Thinking

- Accept that there are times when there is absolutely nothing you can do to make a patient feel better due to their side-effect profile; when patients complain and blame you that they don't feel better, take a step back and try not to take it personally
- Encourage patients to come up with their own solutions for managing side effects; consider developing strategies with them involving activities or exercises



Educating patients about their condition and making healthy choices

Patient: *"Can you teach me how to improve my health?"*

ESFP care providers have a gift for gaining buy-in from patients by helping them understand the benefits of trying something new in the pursuit of better health. They enjoy thinking about alternatives for patients with special needs. The treatment options they present tend to be practical and based on a realistic assessment of what they know about a patient and his or her particular situation. They can share with patients their extensive knowledge of a wide range of resources to make it easier for them to change behaviors sustainably and make better health choices.

Challenges for ESFP care providers

ESFPs can be so excited about sharing an idea that they take it personally when others are not equally enthralled. They may withhold an important suggestion if they feel that the patient will not comply with it, in order to avoid a personal conflict. Remember that people move toward change in their own time and fashion. Don't be discouraged by patients who do not catch on right away. You may have to tolerate their being angry with you in the service of pointing them toward better health. In some cases you will still not be able to get through to them, but your efforts will not be wasted and could end up being helpful to them in the future.

What you can do to explain medical issues appropriately

Below are some of the attributes of your natural care style based on one of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Extraversion care style with the opposite preference: Introversion

Your natural care style: Extraversion

- You build on questions by continuing the dialogue
- You ask questions to address areas of confusion or doubt
- You assume that patients can and will articulate their concerns

Flex with the opposite preference: Introversion

- Try not to overwhelm patients with too much information, and give them the time they need to process it
- Think through the ramifications of sharing pertinent information first before relaying it to patients



Myers-Briggs® Report for Healthcare Professionals

Increasing patients' satisfaction with their care

What you can do to facilitate patients' post-hospital transition

Below are some of the attributes of your natural care style based on two of your four type preferences, along with suggestions on how you can increase your effectiveness by stretching, or *flexing*, that style.

Flexing your Feeling care style with the opposite preference: Thinking

Your natural care style: Feeling

- You appreciate your relationships with patients and work hard to develop trust and rapport with them so they are motivated to work hard to stay healthy
- You praise patients for the work they have done thus far and the changes they have made, and you encourage them to continue these behaviors after they leave the hospital
- You involve the personnel and social services required for a holistic approach that covers multiple aspects of recovery
- You believe that patients have better possible outcomes when they keep things simple and follow protocol and your recommendations

Flex with the opposite preference: Thinking

- When patients slip back into old habits, remind them of all the hard work they have done and that they don't want to put themselves back into a difficult or dangerous situation
- Explain to them possible consequences of not following protocol and discuss creative ways that will work for them

Flexing your Perceiving care style with the opposite preference: Judging

Your natural care style: Perceiving

- You like to share stories about people who have had related concerns or symptoms and experienced a positive outcome
- You explain to patients the need to monitor their condition and check in if things change
- You challenge patients to grow from their experience and make changes

Flex with the opposite preference: Judging

- Describe next steps and phases of recovery in the treatment plan
- Connect patients with external resources that will prepare them for managing setbacks
- Anticipate complications and instruct patients on what to do if certain symptoms persist



Myers-Briggs® Report for Healthcare Professionals

Increasing patients' satisfaction with their care

Some tactical recommendations

Patients judge the care they receive by the amount of time they have to wait and how much time you spend with them once you enter the room. To maximize your efforts with patients, in the first 60 seconds

- Introduce yourself
- Ask patients how they are feeling
- Ask them whether they have any questions
- Ask them whether they have everything they need
- Ask them how you can make them more comfortable
- Explain to them what happens next in their treatment

Leverage your natural talent for connecting with people to provide high-quality, productive care that leaves patients satisfied. Consider a few behaviors you want to develop and practice them in situations or with patients where they will have the most impact. Then you can achieve the results you want and ultimately help patients feel good about their care.



Managing your stress and the impact it has on patients

ESFPs are driven by their dedication to serve others and make a difference in their life. However, when they experience ongoing stress that appears to have no end in sight, they can find themselves “in the grip,” a phrase that denotes a state of feeling almost paralyzed and unable to stop from making poor choices or behaving inappropriately. When that happens to you, the key is to first recognize the feeling and then engage in behaviors that will help bring you back to the version of you that operates best. Following is some information about ESFPs in the grip.

Indicators that you are “in the grip”

- Feeling like the world is going to end
- Being unable to focus on the present
- Needing more time alone, away from others
- Automatically discounting others' ideas and their implications
- Lacking trust in yourself and others and feeling judged
- Feeling overwhelmed by what you see as unrealistic deadlines
- Feeling out of control and out of touch

How to get yourself back

- Try to look at your situation logically and make a pros-and-cons list to help you make decisions
- Ask people for help with things you need to accomplish
- Get physical—exercise to expend your negative energy
- Practice self-care (rest, eat healthy food, etc.)
- Devise some short- and long-term strategies
- Pamper yourself—book a massage or facial
- Talk with someone you trust about creating a plan to neutralize the stressor

What to do in the meantime

- Think through whatever is troubling you and try to regain an objective perspective on your role as care provider
- Refuse to feel guilty about taking personal time to regroup
- Get some sleep
- Slow down and make a list of priorities to see where you need to start
- Take five minutes in the break room to compose yourself before meeting with patients
- Be kind to yourself and know that feeling in the grip will pass