



MYERS-BRIGGS TYPE INDICATOR® | STEP II™ INTERPRETIVE REPORT

Prepared for
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About Your Report

Your Myers-Briggs® Step II™ Interpretive Report is an in-depth, personalized description of your personality preferences, derived from your answers to the MBTI® assessment. It includes your Step I™ results and your four-letter type, along with your Step II results, which show some of the unique ways you express your Step I type.

The MBTI assessment was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung's theory of personality types. This theory suggests that we have opposite ways of directing and receiving energy (Extraversion or Introversion), taking in information (Sensing or Intuition), deciding or coming to conclusions about that information (Thinking or Feeling), and approaching the outside world (Judging or Perceiving).

Everyone can and does use each of these eight parts of personality at least some of the time but prefers one in each pair over the other, just as most people have a natural preference for using one hand rather than the other. No preference in a pair is better or more desirable than its opposite.

The MBTI assessment does not measure your skills or abilities in any area. Rather, it is a tool to help you become aware of your particular style and to better understand and appreciate the helpful ways that people differ from one another.

YOUR REPORT CONTAINS

- Your Step I™ Results
- Your Step II™ Facet Results
- Applying Step II™ Results to Communicating
- Applying Step II™ Results to Making Decisions
- Applying Step II™ Results to Managing Change
- Applying Step II™ Results to Managing Conflict
- How the Parts of Your Personality Work Together
- Integrating Step I™ and Step II™ Information
- Using Type to Gain Understanding
- Overview of Your Results

Extraversion

You focus on the outside world and get energy through interacting with people and/or doing things.



Introversion

You focus on the inner world and get energy through reflecting on information, ideas, and/or concepts.

Sensing

You notice and trust facts, details, and present realities.



Intuition

You attend to and trust interrelationships, theories, and future possibilities.

Thinking

You make decisions using logical analysis to achieve objectivity.



Feeling

You make decisions using person-centered values to achieve harmony.

Judging

You tend to be organized and orderly and to make decisions quickly.



Perceiving

You tend to be flexible and adaptable and to keep your options open as long as possible.



Your Step I™ Results

The paragraphs below and the graph that follows them provide information about the personality type you reported. Each of the four preferences you indicated is shown by a line on that side of the graph. The longer the line, the more clearly you expressed that preference.

Your reported Myers-Briggs personality type
ESTJ

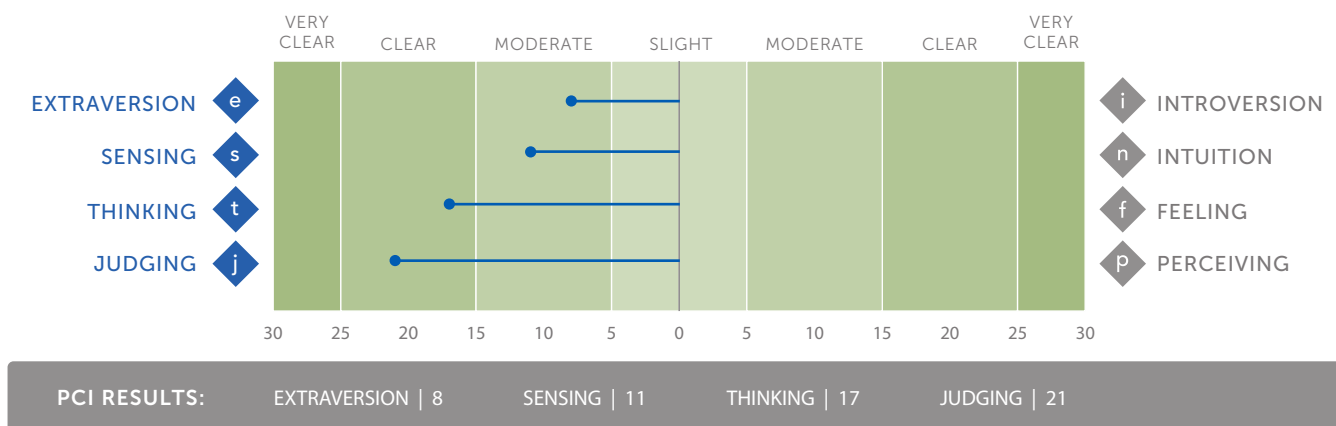
Your preferences
Extraversion | Sensing | Thinking | Judging

ESTJs are typically logical, analytical, and objectively critical. They like to organize projects and then act to get things done in a systematic, timely, and efficient manner. ESTJs focus on seeing things as they are, not as they might be. They are matter-of-fact, practical, realistic, and concerned with the here and now. Past experience helps them solve problems, and they want to be sure that ideas, plans, and decisions are based on solid fact.

They like having definite rules to govern the way they do things. If they are to change their way of doing something, they need to change their rules for doing it. Logical and consistent, ESTJs make quick decisions. Their focus is on the immediate, visible, and tangible. They like to solve problems and organize things and then move on. They have little patience for confusion or inefficiency and may proceed—sometimes with a heavy hand—to help the groups they are part of get the task done.

ESTJs are likely to be most satisfied in a work environment that values setting goals, making decisions, being organized, and getting things done. People can count on them to follow through in an organized, efficient, and practical manner.

CLARITY OF YOUR PREFERENCES: ESTJ



Does This Type Fit You?

Note the parts of the preceding description that fit you and any that don't. Your Step II results on the next pages may help clarify any areas that don't describe you well. If the Step I type you reported doesn't fit, your Step II results may help suggest a different type that is more accurate for you.

STEP II™ FACETS



Extraversion

Initiating
Expressive
Gregarious
Active
Enthusiastic



Introversion

Receiving
Contained
Intimate
Reflective
Quiet



Sensing

Concrete
Realistic
Practical
Experiential
Traditional



Intuition

Abstract
Imaginative
Conceptual
Theoretical
Original



Thinking

Logical
Reasonable
Questioning
Critical
Tough



Feeling

Empathetic
Compassionate
Accommodating
Accepting
Tender



Judging

Systematic
Planful
Early Starting
Scheduled
Methodical



Perceiving

Casual
Open-Ended
Pressure-Prompted
Spontaneous
Emergent

Your Step II™ Facet Results

The MBTI Step II assessment indicates some of the complexity of your personality by showing your results on five different parts, or *facets*, for each of the Step I preference pairs, as shown on the left. Knowing your results on these 20 facets can help you better understand your unique way of experiencing and expressing your type.

Facts About the Facets

- The five facets within a preference do not cover or explain the full meaning of the preference.
- Each facet has a theme, such as “Ways to connect with others.”
- Each facet has two opposite poles (e.g., Initiating and Receiving).
- The facets are scored differently than are the preferences, and so your five facet scores don’t add up to your Step I preference score.

How to Read Your Step II™ Results

The next few pages show graphs of your facet results. Each graph includes

- Brief descriptions of two opposite MBTI Step I preferences.
- The names of the five facet poles associated with each Step I preference and three descriptive words or phrases for each pole.
- A line indicating your score. The length of the line shows how clearly you scored toward that pole.
 - You are more likely to favor the pole on the same side as your Step I preference, an *in-preference* result, represented by a score of 2–5 on a blue background. Thus you are more likely to favor the Initiating pole if you prefer Extraversion and the Receiving pole if you prefer Introversion.
 - Or you might favor a pole that is opposite to your Step I preference, an *out-of-preference* result, represented by a score of 2–5 on the opposite side on a dark green background.
 - Or you might show no clear preference for either pole, a *midzone* result, represented by a score of 0 or 1 on either side on a light green background.

Below each graph is a chart describing your facet results. The left column lists the facet theme (e.g., “Ways to connect with others”), your facet result, and its category (in-preference, out-of-preference, or midzone). The middle and right columns list ways people with your facet results are typically described. If a set of statements in the chart doesn’t seem to fit, perhaps you would be better described by the opposite pole or the midzone. To understand an opposite facet pole, read the short descriptors for each in the graph above.



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | STEP II™

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ESTJ | 5

EXTRAVERSION

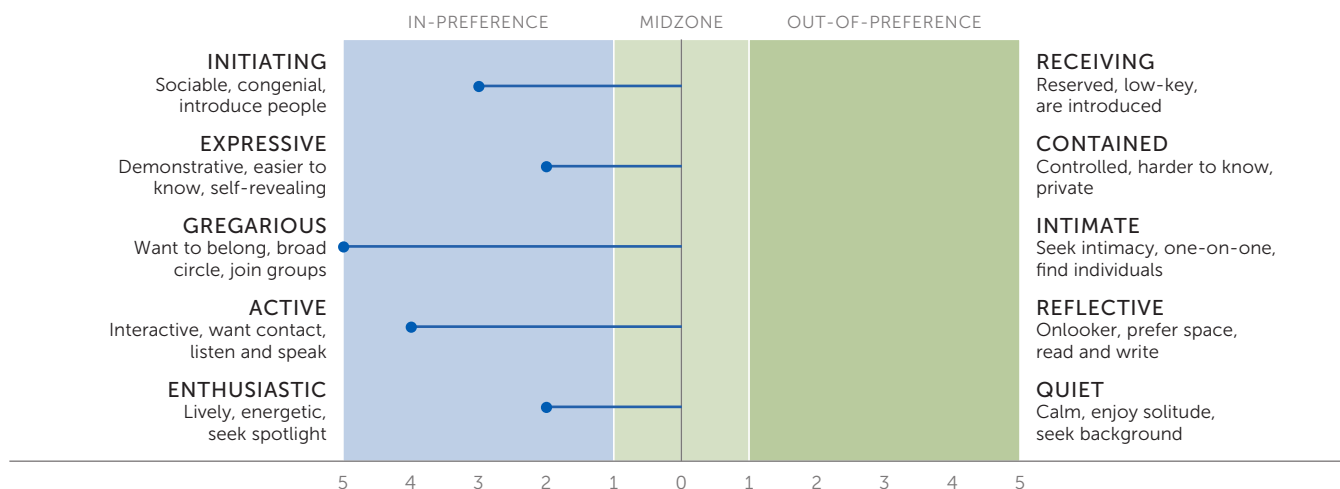


Directing energy toward the outer world
of people and objects

INTROVERSION



Directing energy toward the inner world
of experience and ideas



Ways to connect with others

INITIATING

in-preference

Are assertively outgoing in social situations, planning and directing gatherings.

Act as a social facilitator.

Carry out social obligations with finesse, introducing people to each other with ease.

Enjoy linking people whose interests are similar.

Genuinely want people to interact and get to know each other.

Communicating feelings, thoughts, interests

EXPRESSIVE

in-preference

Talk a lot!

Find it easy to express your feelings and interests to others.

Are seen by others as cheerful, warm, and humorous.

Are easy to get to know.

May sometimes wonder whether you've talked too much or said inappropriate or perhaps embarrassing things.

Breadth and depth of relationships

GREGARIOUS

in-preference

Enjoy being with others and dislike being alone.

Are socially poised with both strangers and friends.

Make few distinctions between friends and acquaintances.

Join groups to enjoy the sense of belonging.

Feel that being popular and accepted is important.

Want to be asked to participate in activities, even if you're not really interested in them.

Have many acquaintances.

Ways to communicate, socialize, learn

ACTIVE

in-preference

Prefer active participation rather than passive observation.

Learn better by doing, hearing, and asking questions than by reading and writing.

Like to communicate in person, either face-to-face or voice-to-voice.

Would rather talk than write about a topic.

Level and kind of energy

ENTHUSIASTIC

in-preference

Like being where the action is.

Often seek to be the center of attention.

Show wit and humor when you talk with others.

Feel that life is meant to be exciting.

Catch others up in your enthusiasms.

Get bored without activity, so you make it happen and often engage others in it.

SENSING

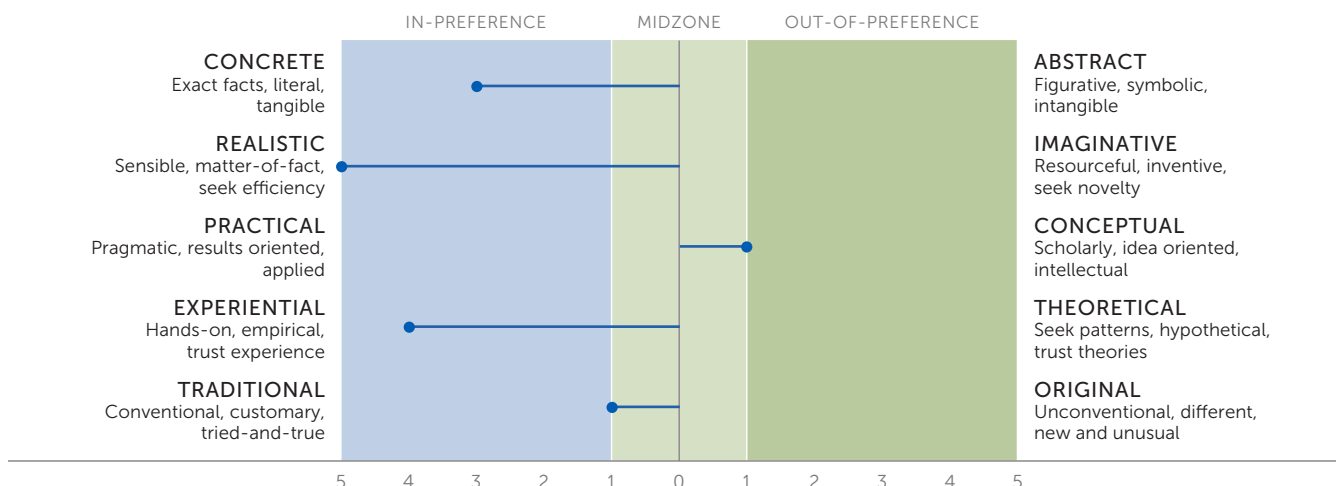


Focusing on what can be perceived
using the five senses



INTUITION

Focusing on perceiving patterns
and interrelationships



Focus of attention CONCRETE in-preference	Are grounded in reality and trust the facts. Interpret things literally. Are cautious about making inferences. May find it hard to see trends and link facts to the bigger picture.	Begin with what you know to be true, and have all the facts in order before moving on. May be seen by others as resistant to change, although you may not see yourself that way.
How information is used REALISTIC in-preference	Take pride in your common sense and ability to realistically appraise situations. Value efficiency, practicality, and cost-effectiveness. Are seen as matter-of-fact and sensible.	Appreciate direct experiences and tangible results. Believe that good techniques lead to good results.
How ideas are used PRACTICAL-CONCEPTUAL midzone	Blend pragmatism and curiosity. Enjoy going back and forth between ideas and their applications.	Search out new ideas and meanings. Want to see your best ideas used, not just thought about.
Kind of knowledge trusted EXPERIENTIAL in-preference	Learn best from direct, hands-on experience and rely on it to guide you. Are careful not to generalize too much. Focus more on the past and present than the future.	Concentrate on what is happening now rather than thinking about meanings and theories. May sometimes get stuck on details at the expense of larger considerations.
Approach to traditions TRADITIONAL-ORIGINAL midzone	Are comfortable following established and proven methods. Are eager to change procedures that don't work. Value some traditions in family and work activities.	Prefer a conventional approach but are willing to consider an innovative one. Enjoy novelty when it doesn't conflict with your traditional values.

THINKING

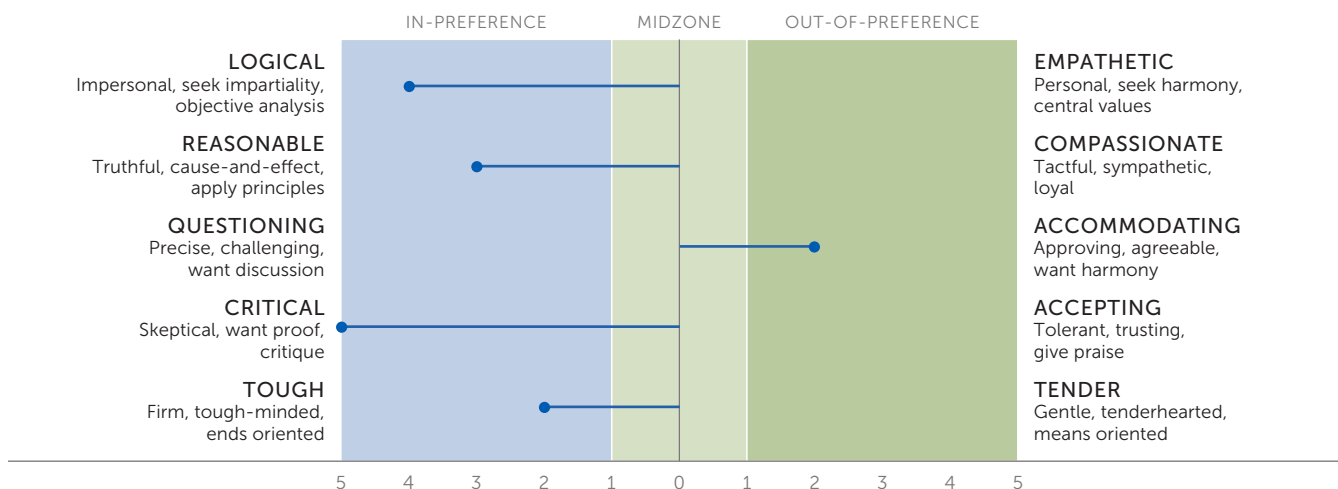


Basing conclusions on logical analysis
with a focus on objectivity

FEELING



Basing conclusions on personal or social values
with a focus on harmony



Ideal decision-making approach 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.
Actual decision-making method REASONABLE in-preference	Are confident and clear about your objectives and decisions. Live your life logically, with premises leading to conclusions.	Use reasoning to make decisions. Approach situations as an impartial observer. View situations objectively and analytically.
Ways to handle differences ACCOMMODATING out-of-preference	Adopt a conciliatory approach as the best way to accomplish important goals. Generally accept people and their ideas as they are. Are not seen by others as oppositional.	Tend to keep quiet if you disagree with others on subjects of little personal interest. Will support a seemingly irrational behavior to accommodate someone who is important to you.
Communicating about disagreements CRITICAL in-preference	Are argumentative and skeptical. Appear almost unemotional in your interactions. Like to clarify what's wrong, since nothing is perfect.	Take little for granted and concede little. Like to critique, are surprised when others don't accept critiques as justified and helpful. Engage in critique rather than criticism when at your best.
How to carry out decisions TOUGH in-preference	Like to use intellectual and interpersonal pressure to get your way. Focus firmly on achieving your objective. Once a decision has been made, assume there are no alternatives or those available won't work.	Are results oriented and comfortable focusing on the bottom line. Don't pay much attention to people's emotions and may be seen as cold.

JUDGING

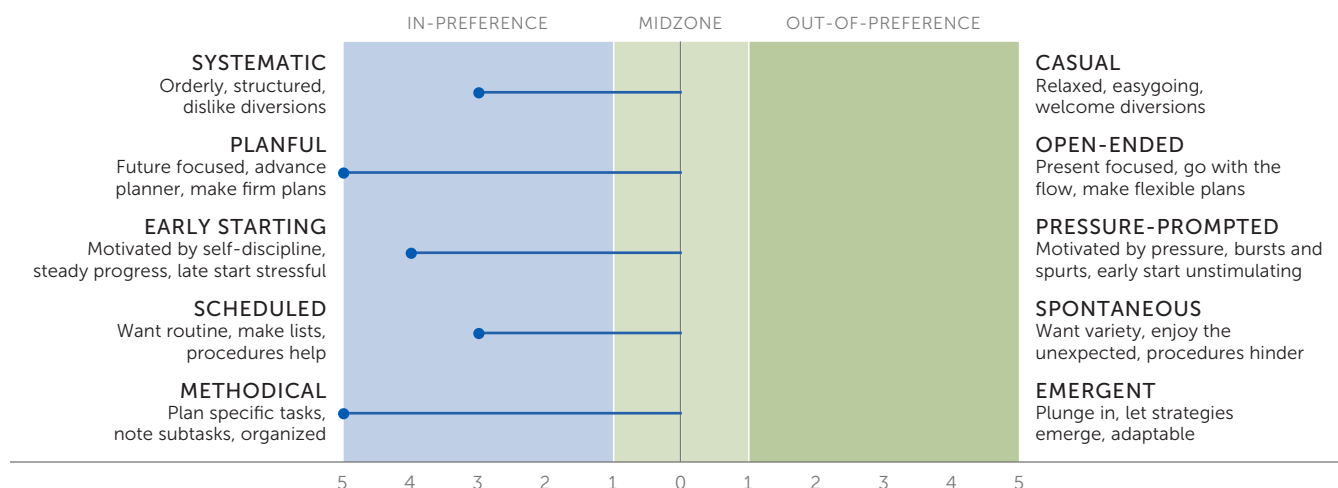


Preferring decisiveness and closure



PERCEIVING

Preferring flexibility and spontaneity



General organizational style SYSTEMATIC in-preference	Live by the motto "Be prepared!" Plan for the worst-case scenario with many contingencies in place.	Work within a superstructure of efficiency. Dislike any kind of diversion. Don't like surprises.
Approach to planning PLANFUL in-preference	Like to make long-range plans, especially for leisure activities. Enjoy looking ahead and planning for the future.	May enjoy the planning more than the doing. Feel that long-range planning makes you more efficient and ensures that things will happen the way you want.
Ways to manage time pressures EARLY STARTING in-preference	Allow yourself plenty of time to accomplish an activity efficiently. Don't like feeling overwhelmed with too much to do. Arrange your world so you don't have to deal with last-minute rushes.	Work on multiple tasks comfortably by starting ahead of time and working on each task for short, concentrated periods of time. Can't forget incomplete tasks; feel calm and satisfied when you complete something.
Use of schedules and routines SCHEDULED in-preference	Are comfortable with routines and don't like them upset. Like established methods and procedures. Others may be more aware of your routines than you are.	Prefer to control how you spend your time. Enjoy scheduling both work and fun activities. Appear rather predictable but like it that way.
Approach to completing large tasks METHODICAL in-preference	Develop detailed plans for the task at hand. Thoroughly prepare in precise ways, specifying all the steps needed to accomplish the goal.	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.

Applying Step II™ Results 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.
- Realizing that others likely are not trying to annoy you when they use their own communication styles.

YOUR FACET RESULT	COMMUNICATION STYLE	ENHANCING YOUR STYLE
Initiating	Start interactions by helping people get to know one another.	Make sure that people actually need and want these introductions.
Expressive	Say whatever is on your mind to anyone who will listen.	Recognize when it's important <i>not</i> to say what's on your mind and then don't say it.
Active	Like to communicate and interact with others face-to-face.	Recognize when face-to-face communication may be intrusive or unnecessary.
Enthusiastic	Readily show enthusiasm for the subject at hand.	Be careful not to overwhelm and override others; make sure you ask for input.
Concrete	Talk about the here-and-now detail.	Be open to the inferences that can arise from the details.
Accommodating	Seek to ensure harmony by being agreeable.	Be aware that people may think you have no real opinions or that you're hiding your real views; let them know what you care about.
Critical	Naturally take a critiquing stance to just about everything.	Recognize that others may mistake your critiquing for personal criticism and be clear when this isn't your intent.
Tough	Embody the phrase "Let's get on with it!"	Be aware that sometimes your way of moving ahead may be wrong for the situation.
Methodical	Identify the steps and their order before starting a task.	Be tolerant of others who plunge in without identifying steps.



Applying Step II™ Results to Making Decisions

Effective decision making requires gathering information from a variety of perspectives and applying sound methods of evaluating that information. Knowledge of the Step II facets gives 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 *blue italics*. If you are in the midzone, neither pole is highlighted.

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

Six different ways of evaluating information, called decision-making styles, have been identified based on two facets of the Thinking–Feeling preference pair: Logical–Empathetic and Reasonable–Compassionate.

Your style is **Logical and Reasonable**. This style means that you likely

- Trust the Thinking preference and readily make decisions based on logical analysis of data.
- Recognize 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 chart above.

- Pay careful attention to the answers. The questions that are opposite to the ones in *blue 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™ Results 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 for 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 YOUR STYLE
Expressive	Freely share your feelings about the change with others.	Limit your expressiveness to those who appreciate your style; give others time to think things through.
Gregarious	Discuss the changes and their impact on you with the broadest range of people.	Be aware that people vary in their level of interest in what you have to say and thus be selective in whom you talk to.
Concrete	May get stuck on some aspects of change and ignore others.	Ask someone to help you move from the facts and details to reasonable possibilities.
Realistic	Focus on the commonsense aspects of the change.	Realize that commonsense outcomes may not be immediately apparent.
Experiential	Want to see an example of how the change will work.	Accept that the impact of some changes can't be demonstrated in advance.
Traditional–Original midzone	Want to keep the best of the established methods but are willing to change others.	Let others know the reasons for your views to help them understand your perspective.
Tough	Will actively embrace or resist change, depending on whether you agree with it.	Step back and consider whether your stance will really get you what you want in the long run.
Planful	Plan as far in advance as possible for the changes.	Allow for the unexpected in your long-range plan—it will happen!
Methodical	Detail the many steps necessary to implement the changes.	Know that circumstances may require carefully developed steps to be changed in the moment.

Applying Step II™ Results to Managing Conflict

Conflicts are inevitable when working with others. 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.
- Recognizing 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.

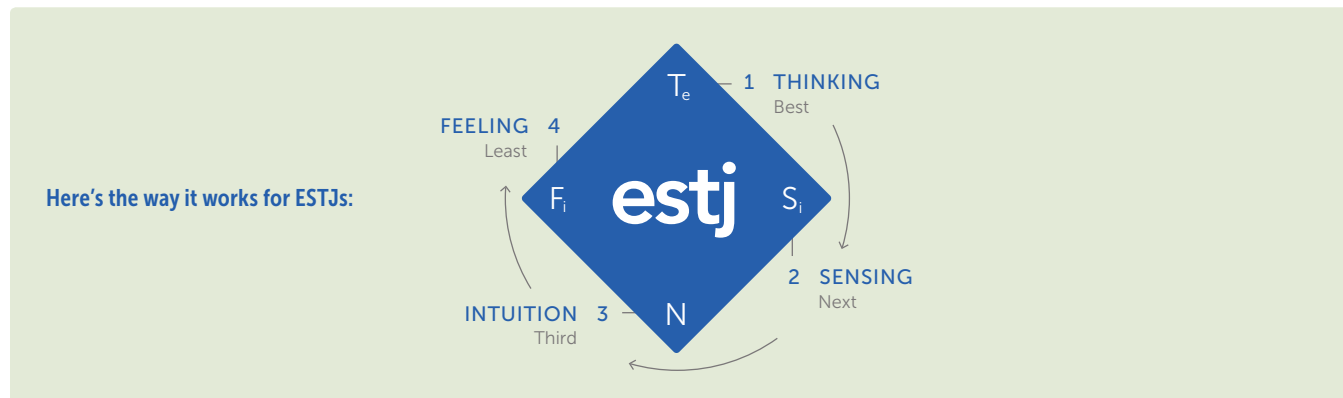
The table below explains how your results on six Step II facets may affect your efforts to manage conflict.

YOUR FACET RESULT	CONFLICT MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive	Discuss the conflict and your emotional reactions to it immediately.	Be aware that even though others may not speak up immediately, they may feel strongly about the issue.
Gregarious	Involve all relevant people in resolving the conflict, not just those you know well.	Respect the need of some people to remain uninvolved until they are ready to participate.
Accommodating	Try to create harmony by accommodating different views.	Let people know when an issue is really important to you and what you want; you may be giving in too often.
Critical	Point out what is still wrong and needs correcting.	Realize that your style may upset others and try to pull back and be more accepting.
Tough	Push to resolve the conflict immediately so that progress can be made.	Recognize that delays in implementation may be necessary to reach the goal.
Early Starting	Believe conflicts can be avoided by starting work on projects early.	Make allowances for people for whom starting early isn't comfortable or effective.

In addition to your facet results, your decision-making style (as explained earlier) affects how you manage conflict. Your decision-making style is Logical and Reasonable. You are likely to focus on the logic of the situation, thinking that 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 people take in information (Sensing or Intuition) and how they make decisions (Thinking or Feeling). Each type has a favorite way of doing those two things. The two middle letters of your four-letter type (S or N and T or F) show your favorite 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.



Using Your Favorite Processes

People who prefer Extraversion like to use their favorite process mostly in the outer world of people and things. For balance, they use their second process in their inner world of ideas and impressions. People who prefer Introversion tend to use their favorite process mostly in their inner world and to balance this with the use of their second process in the outer world.

Thus ESTJs use

- Thinking mainly externally (T_e) to communicate their analyses and logical decisions to others.
- Sensing mainly internally (S_i) to consider the facts and details they have found.

Using Your Less Favored Processes

When you frequently use the less preferred parts of your personality, Intuition and Feeling, remember that you are working outside your natural comfort zone. You may feel awkward, tired, or frustrated at these times. As an ESTJ, you may become overly controlling and critical at first and then feel unappreciated, emotionally vulnerable, and despairing.

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—Intuition and Feeling.
- Make an effort to find time to do something enjoyable that involves using your favorite processes—Thinking and Sensing.

Using Your Type Effectively

ESTJs' preference for Thinking and Sensing makes them mostly interested in

- Reaching logical conclusions about facts and experiences.
- Acquiring and using facts and experiences.

They typically devote little energy to the less preferred parts of their personality, Feeling and Intuition. These parts may remain inexperienced and be less available for use in situations where they might be helpful.

As an ESTJ,

- If you rely too much on your Thinking, you may neglect to compliment people when you should and fail to notice the impact of your decisions on others.
- If you pay attention exclusively to your Sensing, you are likely to miss the big picture, other meanings of the information, and new possibilities.

Your personality type is likely to develop in a natural way over your lifetime. As people get older, many become interested in using the less familiar parts of their personality. When they are in midlife or older, ESTJs often find themselves devoting more time to things that were not very appealing when they were younger. For example, they report greater pleasure in personal relationships and in considering new ways of doing things.

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 behaviors 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 behaviors 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 behavior. 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 way of taking in information (Sensing) may not be appropriate, try to modify your Concrete approach (an in-preference result) by considering the meanings and implications of your factual information (Abstract).
- 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.

YOUR STEP II™ INDIVIDUALIZED TYPE

Accommodating

estj

Integrating Step I™ and Step II™ Information

When you combine your Step I reported type and your Step II out-of-preference facets, the result is your Step II individualized type, shown on the left.

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 figure out your best-fit type,

- Focus on any type letters you thought were incorrect or any preference pairs 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.
- Consult your MBTI interpreter 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 recognize 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.

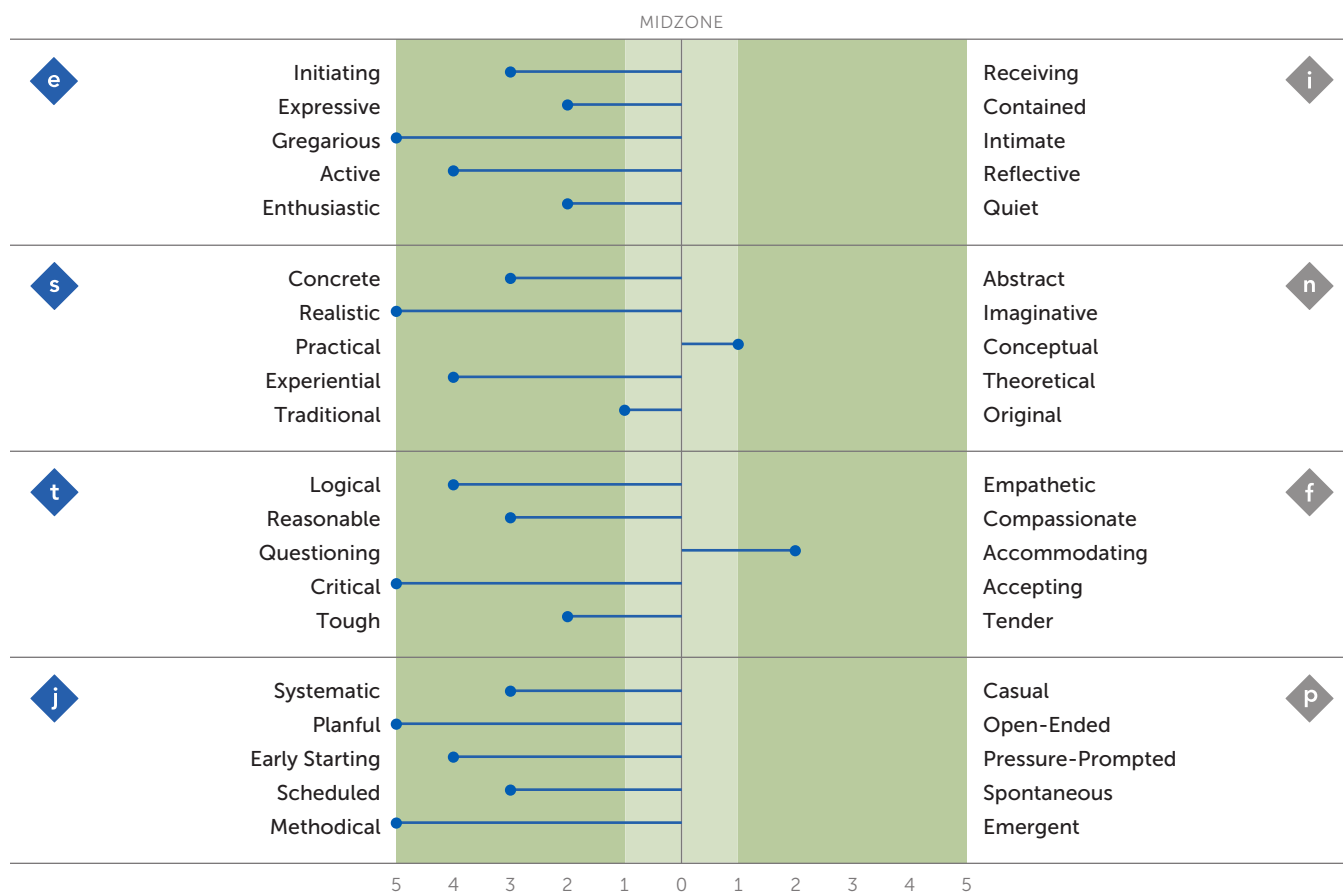
Reading about type and observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive use of those differences.

Overview of Your Results

Your Four-Letter Type from the Step I™ Assessment

ESTJs tend to be logical, practical, realistic, matter-of-fact, and efficient. They like to organize themselves and others. They follow through and expect others to be dependable also. They run activities but focus more on tasks than on people. ESTJs are not interested in things for which they see little use.

YOUR RESULTS ON THE 20 FACETS FROM THE STEP II™ ASSESSMENT



YOUR STEP II™ INDIVIDUALIZED TYPE

Accommodating
ESTJ

Interpreter's Summary

PREFERENCE CLARITY FOR REPORTED TYPE: ESTJ

Extraversion: Moderate (8)

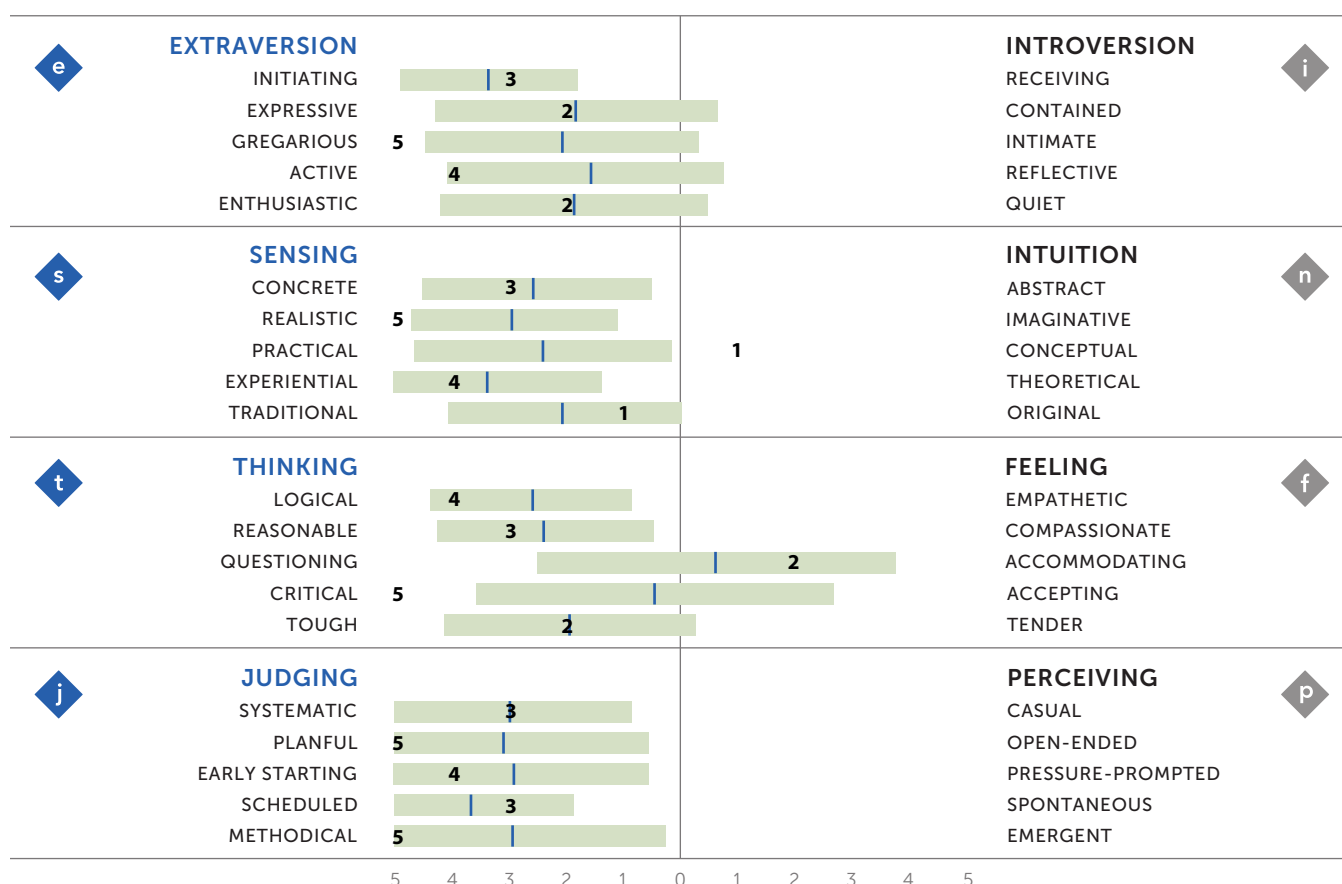
Sensing: Moderate (11)

Thinking: Clear (17)

Judging: Clear (21)

FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ESTJs

The bars on the graph below show the average range of scores that occurred for the ESTJs in the US national sample. The bars show scores that are -1 to +1 standard deviation from the mean. The vertical line in each bar shows ESTJs' mean score. The bold numbers show the respondent's scores.



Polarity Index: 71

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: 0