



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

Prepared for
Employee A

October 31, 2023

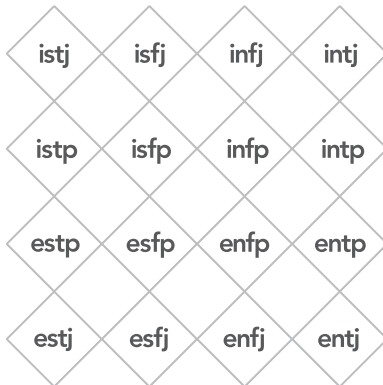


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About Your Report

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 Managing Conflict
- Applying Step II™ Results to Dealing with Change
- Applying Step II™ Results to Making Decisions
- 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 direct and receive energy by actively engaging with people and things.



Introversion

You focus on the inner world and direct and receive energy by reflecting on ideas, memories, and experiences.

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

Your reported Myers-Briggs personality type

INTJ

Your preferences

Introversi | **Intuition** | **Thinking** | **Judging**

INTJs are typically independent thinkers in their field. 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 tend to be single-minded and individualistic, and others may see them as stubborn at times. They move ahead with or without the support of others, and they have steadfast concentration.

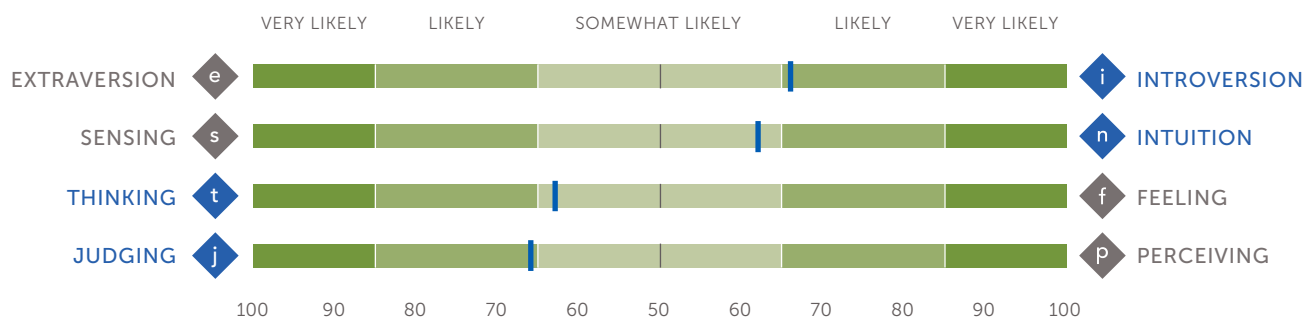
They like using logic to solve complex, challenging problems. Routine, everyday tasks bore them. They analyze and attempt to fit pieces together into a coherent whole. Although INTJs are usually organized and follow through, they may sometimes ignore details that don't fit with their vision of the future. 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 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.

PROBABILITY INDEX FOR EACH OF YOUR MBTI® PREFERENCES



PROBABILITY: INTROVERSION | 66 INTUITION | 62 THINKING | 63 JUDGING | 66

The graph shows how likely it is that your reported preferences really do fit you, indicated by the probability index shown for each of your preferences. The closer the blue marker is to a preference, the greater the probability that the preference describes you well. The probability index does not measure how much of a preference you have or how well you use that preference. It simply shows how likely it is that the preference you reported is 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, called *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, 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.
- Five vertical markers, one per facet.
 - A vertical marker on a blue background, indicating a score of 2–5, is an *in-preference* result, meaning you favor the facet pole on the same side as your Step I preference. For example, if you prefer Extraversion, you are likely to favor the Initiating pole, and if you prefer Introversion, you are likely to favor the Receiving pole.
 - A vertical marker on a dark green background, indicating a score of 2–5, is an *out-of-preference* result, meaning you favor the facet pole that is opposite to your Step I preference.
 - A vertical marker on a light green background, indicating a score of 0 or 1, is a *midzone* result, meaning you show no clear preference for either facet pole.

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.



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

Employee A

INTJ | 5

EXTRAVERSION

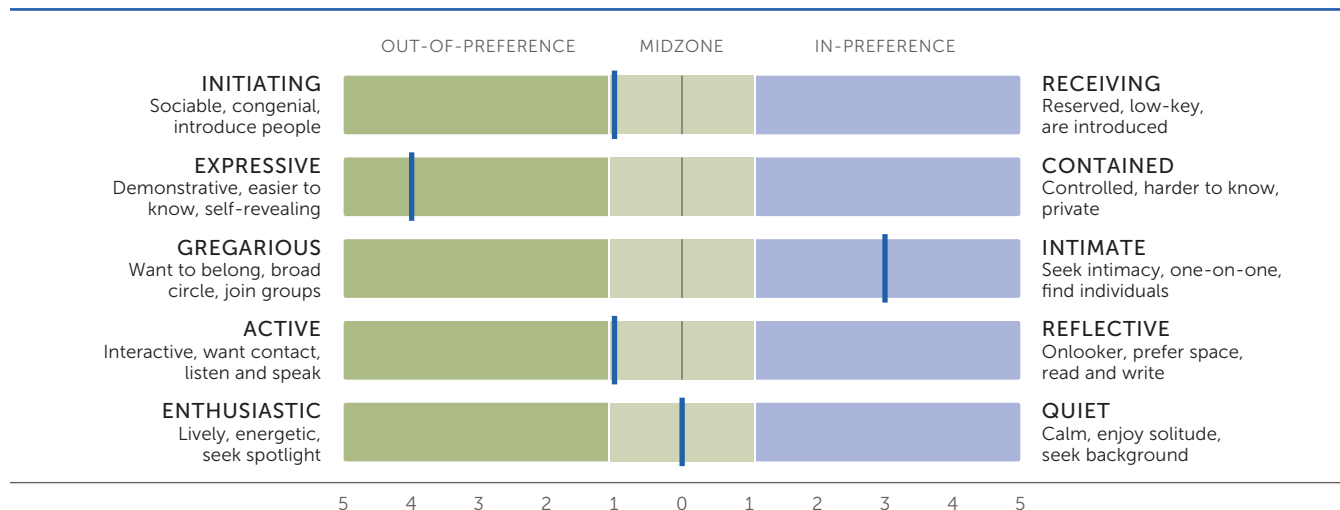


Directing energy toward the outer world
of people, objects, and activities

INTROVERSION



Directing energy toward the inner world
of ideas, memories, and experiences



Ways to connect with others

INITIATING-RECEIVING

midzone

Are at ease socially in familiar situations, much less so in large social gatherings.
Find that your comfort with introductions increases with practice.
Are somewhat uncomfortable interacting with strangers.

Will initiate conversations in social situations with people you already know or if your role calls for this.
Are willing to introduce people to each other if no one else does so, but would prefer not to.

Communicating feelings, thoughts, interests

EXPRESSIVE

out-of-preference

Talk a lot and are seen as sociable rather than reserved.
Want people close to you to be as expressive of their feelings as you are, and are distressed when this is lacking in your most intimate relationships.
Typically talk about your deepest feelings only with intimate friends.

Open up with those you don't know well when you feel secure.
Are seen as energetic and enthusiastic when you choose to be.
May be seen as dominating a conversation when you seek in-depth answers to your questions.

Breadth and depth of relationships

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 in-depth involvement with individuals.

Need to trust people before sharing much about yourself.
Form friendships mostly with people who are similar to you.
Are unlikely to take the lead in group situations and have little desire to do so.

Ways to communicate, socialize, learn

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.
If familiar with the subject, prefer to learn more by reading about it.
Need a little extra time to become comfortable with new techniques and procedures.

Level and kind of energy

ENTHUSIASTIC-QUIET

midzone

Will show enthusiasm when you know the people or the topic well; otherwise, you stay in the background.
Find that the amount of your enthusiasm depends on the amount of interest you have in the topic.

Realize that your desire for quiet or action depends on how full or quiet your day has been.
Are seen quite differently by the people who regularly see your quiet side and the people who regularly see your enthusiastic side.



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

Employee A

INTJ | 6

SENSING

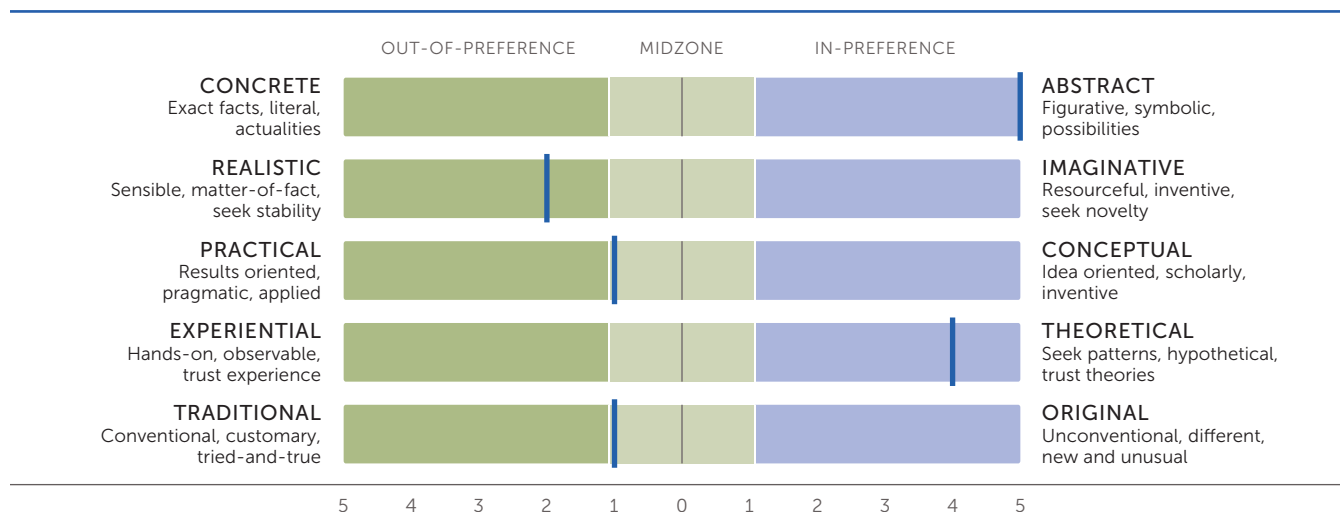


Focusing on what can be perceived
using the five senses



INTUITION

Focusing on perceiving patterns
and interrelationships



Focus of attention ABSTRACT in-preference	Like to go below the surface and search for meanings. May use metaphors to explain your views. Consider context and interrelationships important.	Make mental leaps and enjoy brainstorming. Often have a hard time identifying the evidence behind your ideas. May find it hard to disengage from the intriguing tangents you've followed.
How information is used REALISTIC out-of-preference	Respect and use common sense. Are seen by others as pragmatic and efficient.	Know how to take things apart and put them back together. Take a broad idea, figure out how to implement it, and then do it.
How ideas are used PRACTICAL-CONCEPTUAL midzone	Blend curiosity and pragmatism. Enjoy going back and forth between ideas and their applications. Want to apply those ideas that are most interesting to you.	Search out new ideas and meanings. Want to see your best ideas used, not just thought about.
Kind of knowledge trusted THEORETICAL in-preference	Trust theory and believe it has a reality of its own. Need an overall context to remember otherwise isolated facts. Find that your theories are often stimulated by curiosity.	Like to invent new theories even more than applying your "old" ones. See almost everything as fitting into a pattern or theoretical context.
Approach to traditions TRADITIONAL-ORIGINAL midzone	Don't mind following established and proven methods if it doesn't conflict with your desire for originality. Are eager to change procedures that don't work. Value select traditions in family and work activities.	Prefer an innovative approach but are willing to consider a conventional approach. Enjoy tradition when it doesn't conflict with your need for novelty. May help those who want changes see the value in keeping some things the same.



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

Employee A

INTJ | 7

THINKING

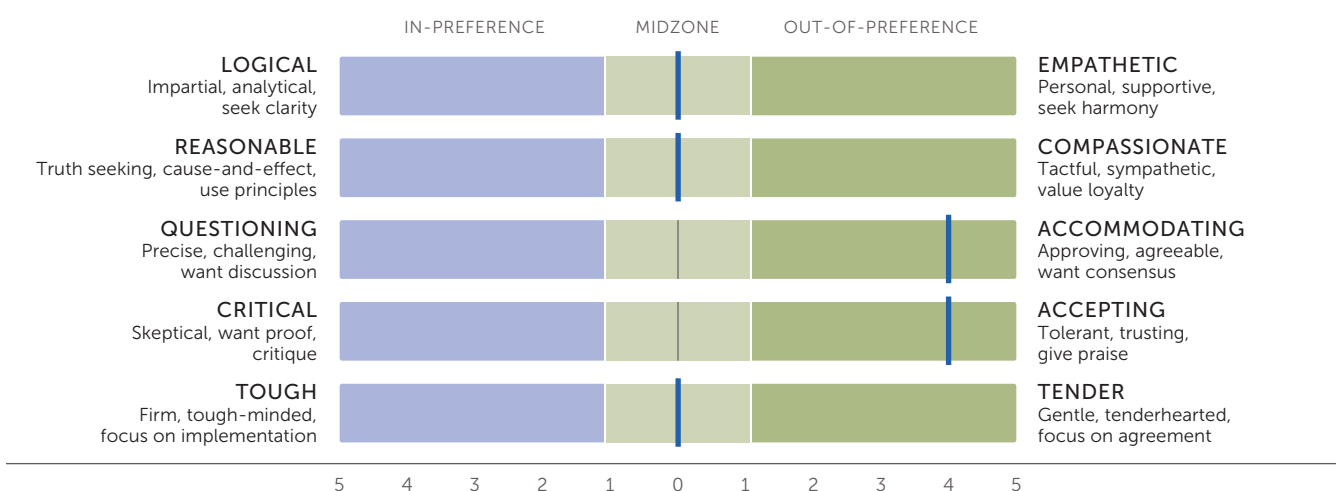


Basing conclusions on logical analysis
with a focus on objectivity

FEELING



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



Criteria for decisions LOGICAL-EMPATHETIC midzone	Believe the best way to make decisions is to consider both the logical consequences and the effects on people. Respect a dispassionate approach, but not in the extreme.	May experience some tension between an analytical and a personal approach, but generally favor objectivity. May help others see both sides of an issue.
Impact of decisions REASONABLE-COMPASSIONATE midzone	Take into account both possible impacts on others and the logical consequences, although favor the latter.	May sometimes need extra time to reach a decision. May hesitate if using objective criteria will hurt someone important to you.
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 seen by others as supportive rather than 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 ACCEPTING out-of-preference	Welcome a variety of ideas and approaches. Appear to accept all ideas equally, regardless of who proposes them, not imposing your thoughts on others. Solicit others' opinions before deciding.	Are modest about your own work and may be reluctant to promote it over others' ideas. Are seen as open and fair, though some people may be confused about what you really think.
How to carry out decisions TOUGH-TENDER midzone	Prefer a conciliatory approach at first, but can be tough when necessary. Try to minimize any negative impacts on people. Will tolerate some delay but then push others toward action.	Have a hard time being tough when people close to you are involved. Will delay implementation for a while, and then act swiftly and decisively, often surprising others.



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

Employee A

INTJ | 8

JUDGING

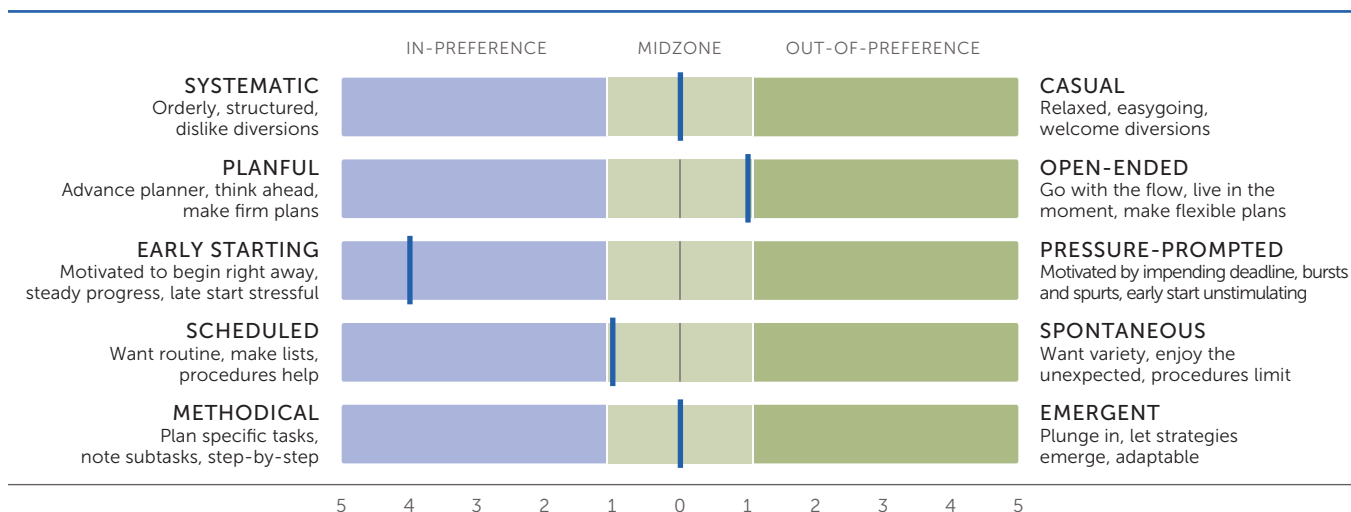


Preferring decisiveness and closure



PERCEIVING

Preferring flexibility and spontaneity



General organizational style SYSTEMATIC-CASUAL midzone	Like a general plan with some contingencies. Find too much detail in a plan inhibiting. Don't mind interruptions if no agenda is in place. Dislike distractions when involved in a project.	Find that an advance plan permits comfortable deviation because you can always return to the plan. Are likely to be successful in balancing your work and home life.
Approach to planning PLANFUL-OPEN-ENDED midzone	Like to plan at work and be flexible at home, or vice versa. May plan for a few important personal goals but not everything.	Go back and forth between enjoying the here and now and planning for the future.
Ways to manage time pressures EARLY STARTING in-preference	Prefer to have plenty of time to complete a task. Dislike feeling overwhelmed with too much to do. Try to arrange your world so you don't have to deal with last-minute rushes.	Work on multiple tasks by starting ahead of time and working on each task for short, concentrated periods of time. Can't forget incomplete tasks; feel relieved and satisfied when you complete something. Especially like finishing a task in advance of a deadline.
Use of schedules and routines SCHEDULED-SPONTANEOUS midzone	Welcome a moderate amount of routine in your life. See routine as helpful in your work life but find it confining at home—or vice versa.	Feel that some routine provides predictability as well as freedom to respond to opportunities.
Approach to completing large tasks METHODICAL-EMERGENT midzone	Prefer having detailed plans in an unfamiliar situation. Are comfortable without a plan when quite sure of yourself.	Don't need to have all the steps in place before you move ahead. Will get to the bottom line or go with the flow, depending on the situation.



Applying Step II™ Results to Communicating

All aspects of your type influence how you communicate, especially as part of a team. Eleven of the facets may be particularly relevant to communication. Your preferences for these facets along with tips for better communication appear below. Focus on those that are accurate and meaningful to you.

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–Receiving midzone	Are willing to introduce people to one another if no one else is doing so.	Be sensitive to the situation when deciding whether to make those introductions or not.
Expressive	Say what is on your mind to those present.	Recognize when it's important <i>not</i> to say what's on your mind and then don't say it.
Intimate	Share what you know only with selected people.	Recognize that broadening your circle and letting others know your thoughts might help both you and others.
Active–Reflective midzone	Are comfortable interacting in person or quietly observing, depending on the circumstances.	Pay attention to the preferred style of those with whom you're interacting and try to match that style.
Enthusiastic–Quiet midzone	Show your enthusiasm or not, depending on your interest in the topic.	Recognize the circumstances when it's important to show enthusiasm or to keep quiet.
Abstract	Talk about what you can infer from the here-and-now data.	Be open to the important details that you may be ignoring.
Logical–Empathetic midzone	May sometimes present in a straightforward manner; at other times, tactfully circle around the issue.	Decide which one is likely to be more effective in that situation.
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.
Accepting	Take a naturally inclusive stance toward a broad range of views.	Be aware that others may be frustrated by your refusal to favor one view over the others.
Tough–Tender midzone	Take a tough or a tender stance depending on the circumstances.	Be aware that under stress, you are likely to be tough so consider whether that is the best approach in that circumstance.
Methodical–Emergent midzone	May or may not give others detailed procedures for the task, depending on the circumstances.	Pay attention to which focus others need for a particular task.



Applying Step II™ Results to Managing Conflict

Conflicts are inevitable when working with others. People may differ in what they define as conflict, how they react to it, and how they reach resolution. Although perhaps unpleasant, conflicts may lead to improved situations and enhanced relationships when discussed and managed appropriately.

Part of conflict management for every type includes

- Making sure that the work gets done while maintaining your relationships with the people involved.
- Recognizing that all perspectives have something to add, but any perspective used exclusively may ultimately impede resolution of the conflict

The table below explains how your results on eight Step II facets may affect your efforts to manage conflict. If some of the statements seem contradictory, then focus on those that are most relevant to you.

YOUR FACET RESULT	CONFLICT MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive	Discuss the conflict and your emotional reactions to it with whoever is available.	Be careful in selecting those with whom you talk and make sure you get help from those who can really make a difference.
Intimate	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.
Enthusiastic–Quiet midzone	Get overly excited or overly dismissive, depending on how much energy you have at the time.	Take a step back and consider if you have the energy to deal with the conflict immediately or need time to reenergize and then face it.
Reasonable–Compassionate midzone	Attempt to include both your concern for others and the logic of the situation.	Focus your efforts on whatever is needed in that specific situation to arrive at the most effective solution.
Accommodating	Try to create harmony by accommodating different views, at times more than you need to.	Let people know when an issue is really important to you and what you want; you may be giving in too often.
Accepting	Look for points of agreement in others' arguments and ideas.	Recognize that some things are really worthy of criticism, so don't insist on agreement.
Tough–Tender midzone	Wait until the group has tried to reach consensus; if it doesn't, push for your own way.	Monitor the timing of when you give up on consensus and push to action.
Early Starting	Believe some conflicts can be avoided by starting work on projects early.	Make allowances for people for whom starting early isn't comfortable or effective.



Applying Step II™ Results to Dealing with Change

Change is 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.

Many factors influence your style of managing change, including your results on the ten facets below. Review the facets and tips for enhancing your response to change. Recognize that not all of them may be relevant; focus on those that are.

YOUR FACET RESULT	CHANGE MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive	Freely share your feelings about the change with others.	Be aware that some people may not want your input before they have considered the change on their own. Limit your expressiveness to those who appreciate your style and give others time to think things through on their own.
Intimate	Discuss the changes and their impact on you only with those closest to you.	Consider sharing your views with selected people outside your intimate circle.
Abstract	May make unwarranted inferences about the meaning of the change.	Check out your inferences with some facts and data.
Realistic	Focus on the commonsense aspects of the change.	Realize that commonsense outcomes may not be immediately apparent.
Theoretical	Put the change into a theoretical system.	Recognize that people's experiences may not be explained adequately by your theory.
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–Tender midzone	Start with a tender stance but may become tough.	Stay open to the people issues as long as possible.
Systematic–Casual midzone	Anticipate some of the possible problems but also the positives that may outweigh them.	Help both sides recognize and respect the opposite perspectives.
Planful–Open-Ended midzone	Like to know the general directions the changes may take but don't need to know all details in the plans.	Pay attention to when you need more specifics and when you do not.
Methodical–Emergent midzone	Know some steps involved in implementing the change but don't need to know all of them.	Be aware that when there are lots of unknowns, more steps are helpful; when more is known, fewer steps are needed.



Applying Step II™ Results to Making Decisions

Effective decision making requires using all four Step I processes in a specific order: Sensing first to get the facts, Intuition next to identify possibilities, Thinking third to consider logical consequences, Feeling last to know what's important. The Step II facets give us specific ways to access these processes. Below are questions associated with the relevant facets. The facet poles you prefer are in blue italic and thus are the ones you are more likely to consider. If you are in the midzone, neither pole is highlighted.

SENSING 	INTUITION 
Concrete: What do we know? How do we know it?	<i>Abstract: What else could this mean?</i>
<i>Realistic: What are the real costs?</i>	Imaginative: What else can we come up with?
Practical: Will it work?	Conceptual: Are there other interesting ideas?
Experiential: Can you show me how it works?	<i>Theoretical: How is it all interconnected?</i>
Traditional: Does anything really need changing?	Original: What's a different way to do this?
THINKING 	FEELING 
Logical: What are the pros and cons?	Empathetic: What's really important?
Reasonable: What are the logical consequences?	Compassionate: What impact will this have on people?
Questioning: But what about...?	<i>Accommodating: How can we get more people to agree?</i>
Critical: What's wrong with this?	<i>Accepting: What's right with this?</i>
Tough: Why aren't we following through now?	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 midzone with an underlying Thinking preference. This style means that you likely

- Pay attention to both Thinking and Feeling perspectives when you consider and actually make decisions; this may delay your final decision.
- Make decisions from either point of view, depending on circumstances.
- Sometimes look back on a decision as a good one, but sometimes regret the decision and wonder why you made it.
- Are better off in ambiguous situations basing your decisions on logical analysis, since that is consistent with your overall preference

TIPS

In individual problem solving, start by asking *all* the questions (in S-N-T-F order) in the chart above.

- Pay careful attention to the answers. The questions that are not in blue may be key since they represent perspectives you are less likely to consider.
- Asking the questions associated with the less preferred parts of your personality may help balance your decision-making style.

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.

How the Parts of Your Personality Work Together

The way people take in information (Sensing or Intuition) and make decisions (Thinking or Feeling) is at the core of personality type. The middle letters of your INTJ type, Intuition (N) and Thinking (T), show your favorite ways of doing these two things.

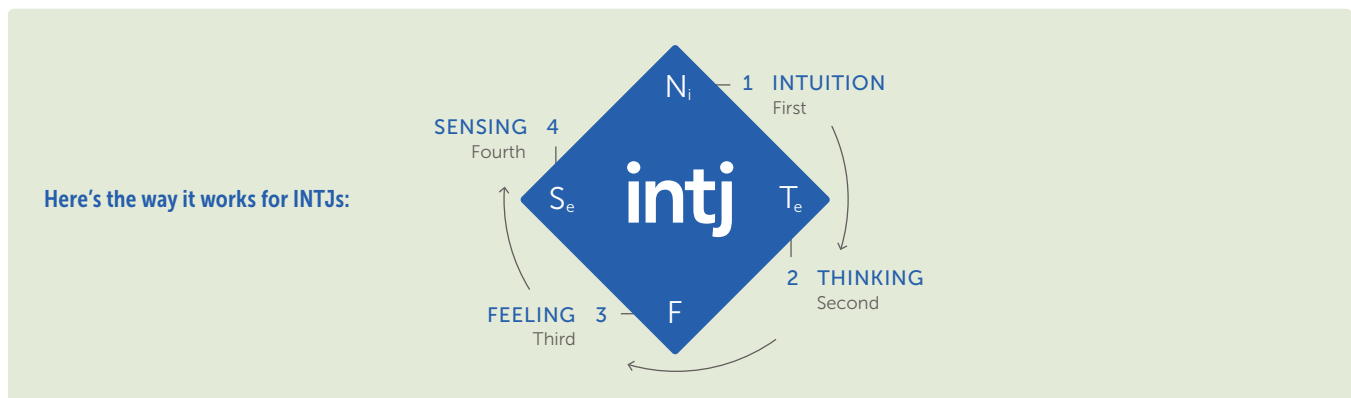
The first letter of your type, E or I, shows *where* you like to use your favorite processes—in the outer, extraverted world of people and things (e) or the inner, introverted world of ideas and impressions (i). Extraverts like to use their favorite (first) process mostly in the outer (e) world and for balance use their second process in their inner (i) world. Introverts use their favorite (first) process in their inner (i) world and for balance use their second process in the outer (e) world.

The Favorite Processes of an INTJ

- Intuition (N) is your favorite process and is used mostly in the introverted (i) world to develop a unifying vision of what really matters. This is shown in the graphic below as **N_i**.
- Thinking (T) is your second process. To provide balance, it is used mostly in the extraverted (e) world to communicate your analyses and logical decisions to others, shown in the graphic as **T_e**.

Your Less Favored Processes

Your fourth, least favored process, Sensing (S), is opposite to your favorite process, Intuition, and is used mostly in the opposite, extraverted (e) world, shown in the graphic as **S_e**. Your third process, Feeling (F), is used in either world, so no “e” or “i” is attached to it in the graphic. Particular situations may require you to use these less preferred processes, but doing so may make you feel awkward, tired, and/or frustrated.



Stress and Your Processes

Each type tends to experience and react to stress in predictable ways. As an INTJ, you may first exaggerate your favorite process, Intuition, by focusing exclusively on your own theories about the world. Then as your stress continues or increases, negative versions of your least favored process, Sensing, may take over, so that you become fixated on and distressed by minor, external details.

To bring back some balance and return to being yourself, try the following:

- Stop what you are doing and take a break from the activity or situation that is stressful.
- Recall similar past experiences and what helped bring you back to your usual self.
- Consider what's important to you and others and look for a logical path forward.



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 or decisions exclusively using Thinking, you may neglect to compliment people when you should and fail to notice the impact of your decisions on others.

Your personality type is likely to develop in a natural way over your lifetime. As you get older, you may become interested in using the less familiar parts of your personality. In midlife or later, you may find yourself devoting more time to things that were not very appealing when you were younger. For example, you may find 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 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 (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 using your midzone approach on Scheduled–Spontaneous by asking yourself if this situation calls for maintaining a routine (Scheduled) or whether staying open to the unexpected (Spontaneous) might lead to better results.

**YOUR STEP II™
INDIVIDUALIZED TYPE**

Expressive
Realistic
Accommodating
Accepting

intj

Integrating Step I™ and Step II™ Information

Your Step II individualized type combines your four-letter Step I type and your Step II facet results as shown on the left. If you have one or more facet poles that are out-of-preference, their names will appear before your four-letter type. If you have no facets that are out-of-preference, you will be described as an “in-preference” type. Midzone results are not included in your individualized type name; however, they are helpful in identifying ways in which you are unique for your four-letter type.

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 type,

- Focus on any type letters you thought were incorrect or any preference pairs on which you had some midzone or out-of-preference 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 Further 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 challenges 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 validity 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 enhance your understanding of personality differences and encourage constructive use of those differences.



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

Employee A

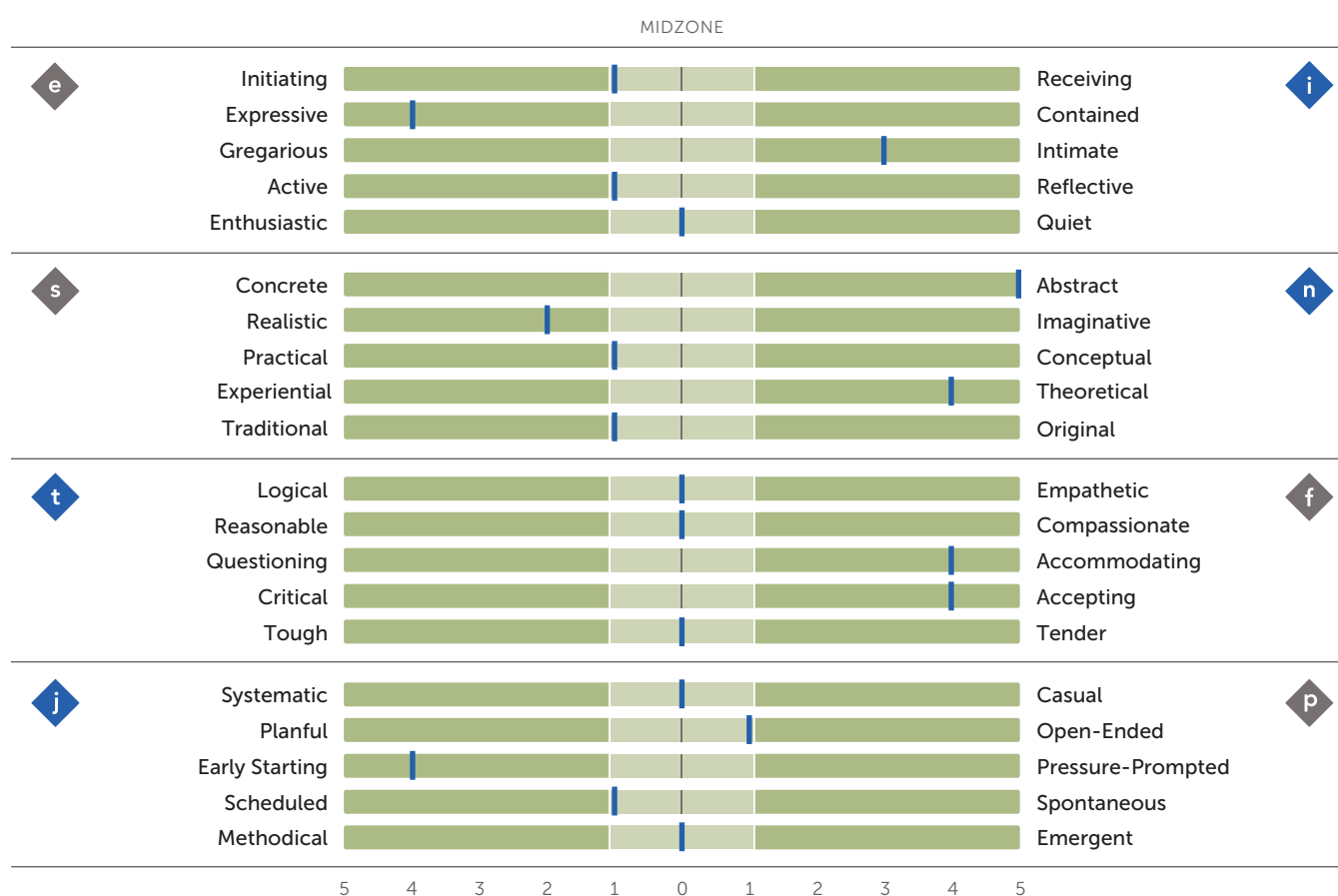
INTJ | 16

Overview of Your Results

Your Four-Letter Type from the Step I™ Assessment: INTJ

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

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



YOUR STEP II™ INDIVIDUALIZED TYPE

Expressive, Realistic, Accommodating, Accepting

INTJ



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | GLOBAL STEP II™

Employee A

INTJ

Interpreter's Summary Based on Reported Type

REPORTED TYPE: INTJ

PROBABILITY FOR EACH REPORTED PREFERENCE

Introversion: Likely (66)

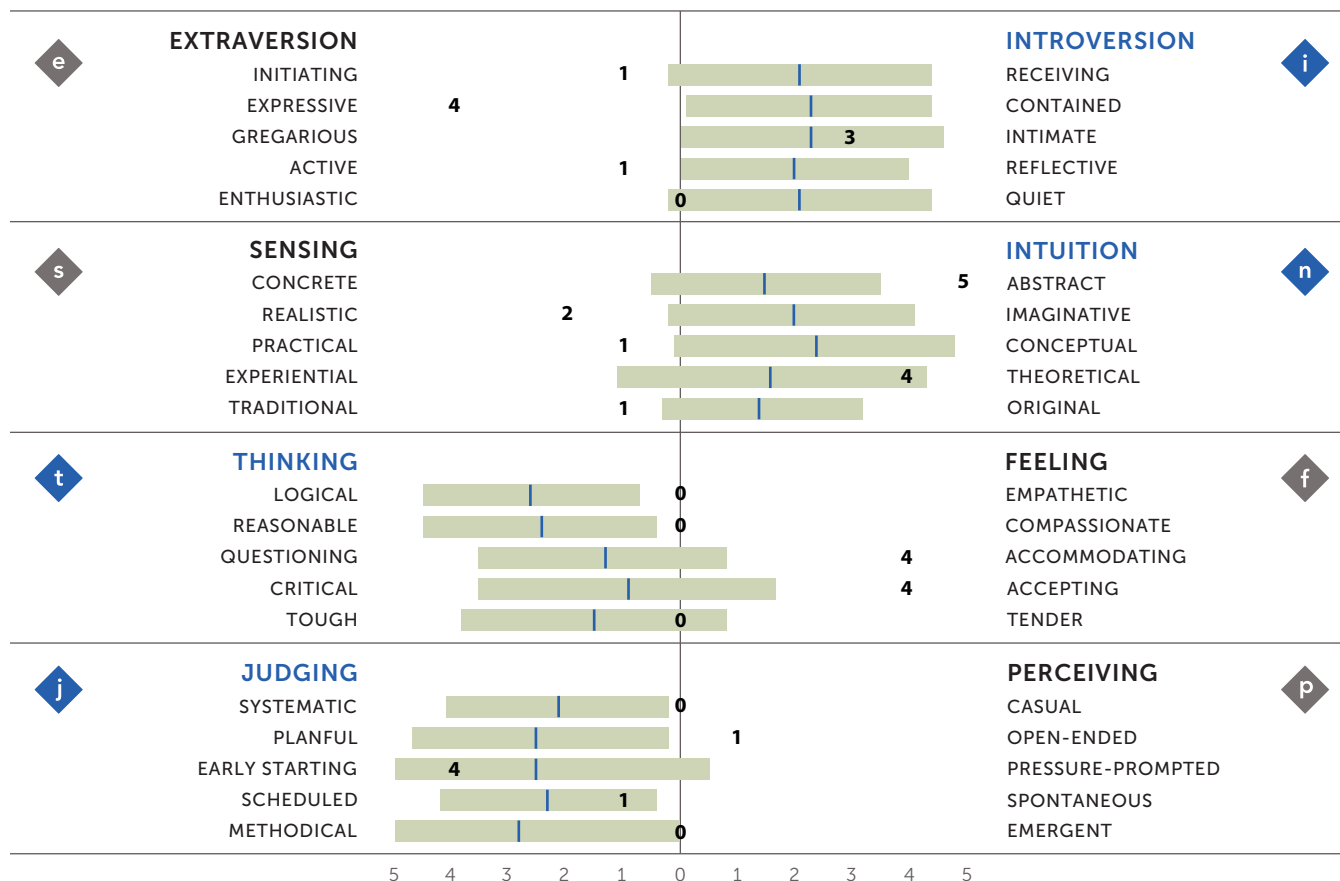
Intuition: Somewhat Likely (62)

Thinking: Somewhat Likely (63)

Judging: Likely (66)

FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER INTJs

The bars on the graph below show the average range of scores that occurred for the INTJs in the global sample. The bars show scores that are 1 standard deviation above and below the mean. The vertical line in each bar shows the mean score for INTJs. The bold numbers show the respondent's scores.



Polarity Index: 50

The polarity index, which ranges from 0 to 100, shows the consistency with which a respondent scores toward the poles of the 20 facets, regardless of which pole it is. Most adults score between 50 and 65, although higher indexes are common. An index below 45 means that the respondent has many scores in or near the midzone. This may be due to mature situational use, answering the questions randomly, or lack of self-knowledge. Some such profiles may be invalid.

Number of Omitted Responses: 0