



Myers-Briggs Type Indicator® Decision-Making Style Report

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Introduction

This report is an informative guide to help you become aware of the impact of your personality preferences on your decision-making style. It is based on your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment, a self-awareness tool built on the theories of Swiss psychologist Carl Gustav Jung by an American mother-and-daughter team, Katharine Cook Briggs and Isabel Briggs Myers. With more than 60 years of research and development supporting its reliability and validity, the MBTI tool has helped millions worldwide develop a deeper understanding of themselves and others through an investigation of what they prefer, or their personality preferences.

This Report Can Help You

- Understand your results on the MBTI assessment
- Discover how your personality preferences influence your decision-making style
- Learn about and appreciate your natural decision-making style
- Acquire strategies to make both your individual and group decision making more successful

It is important to remember that all personality types and decision-making styles are equally valuable. No one type can be characterized as the best decision maker. Type is about what you prefer, not what your capabilities are, and therefore it should not be used to label or limit your decision-making potential. Indeed, it is meant to open up opportunities for growth and development. The MBTI tool can help you better understand yourself and those around you, but it should not be used to explain, excuse, or interpret every aspect of personality or decision making. During decision making you and others may be influenced by issues unrelated to type or preferences—issues concerning family, work environment, or cultural identity, among others. Approach the material in this report with this knowledge in mind.

How Your MBTI® Decision-Making Style Report Is Organized

- Summary of Your MBTI® Results
- Your Preferences and Decision Making
- Your Decision-Making Style
- Type Dynamics and Decision Making
- Decision Making Through Four Type Lenses
- Tips and Action Steps



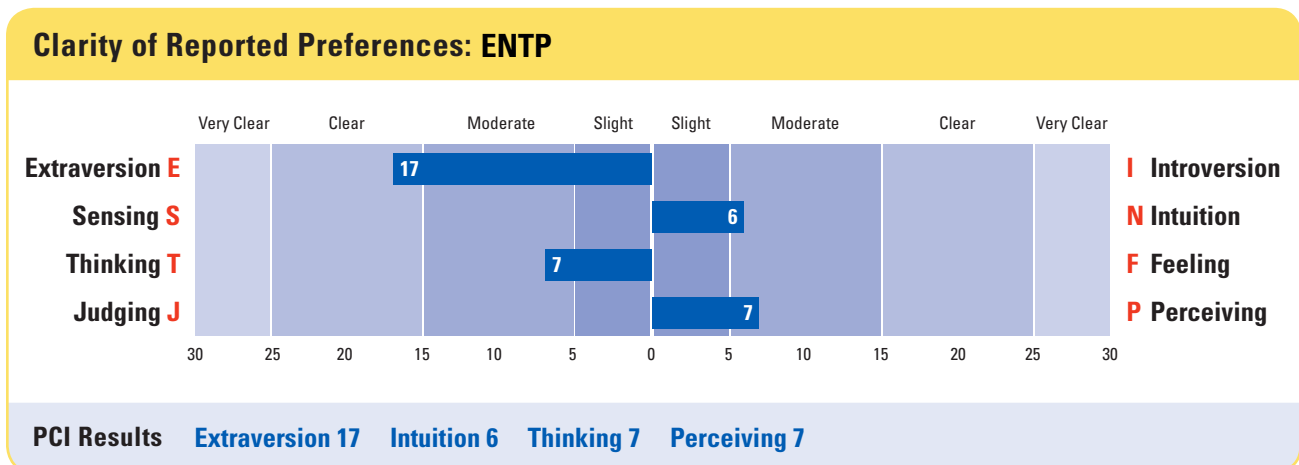
Summary of Your MBTI® Results

The MBTI instrument assesses preferences for how you tend to focus your attention, take in and process information, evaluate information, and deal with the outer world. The preferences combine and interact to form your MBTI type. The chart below summarizes these preferences and highlights your results on each preference pair.

Reported Type: ENTP

| | | |
|--|--|---|
| Where you focus your attention | E Extraversion People who prefer Extraversion tend to focus on the outer world of people and activity. | I Introversion People who prefer Introversion tend to focus on the inner world of ideas and impressions. |
| The way you take in information | S Sensing People who prefer Sensing tend to take in information through the five senses and focus on the here and now. | N Intuition People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities. |
| The way you evaluate information | T Thinking People who prefer Thinking tend to evaluate information based primarily on logic and on objective analysis of cause and effect. | F Feeling People who prefer Feeling tend to evaluate information based primarily on values and on subjective consideration of person-centered concerns. |
| How you deal with the outer world | J Judging People who prefer Judging tend to like a planned and organized approach to life and want to have things settled. | P Perceiving People who prefer Perceiving tend to like a flexible and spontaneous approach to life and want to keep their options open. |

Your preference clarity index (pci) for each preference pair, which indicates how consistently you chose one preference over its opposite when responding to the MBTI assessment, is shown below.



Remember, you are in the best position to assess the fit of your reported MBTI type. If your results do not seem right for you, work with your type professional to determine the MBTI type that fits you best.



Your Preferences and Decision Making

Each preference within your personality type has an effect on your decision-making style. The chart below highlights your preferences—E, N, T, and P—and will help you better understand your decision-making style, preference by preference, as well as appreciate how your style may differ from that of others.

MBTI® Preferences and Your Decision-Making Style

People who prefer **EXTRAVERSION** are more likely to

- Want to talk it through first
- Respond in an energetic way
- Start with external data
- Crave breadth
- Consider impact on environment first
- Share thoughts and feelings freely

People who prefer **Introversion** are more likely to

- Want to think it through first
- Respond in a measured way
- Start with internal data
- Crave depth
- Consider impact on self first
- Share thoughts and feelings carefully

People who prefer **Sensing** are more likely to

- Want to consider reality first
- Desire concrete data
- Look for facts and details
- Value past precedents
- Focus on the present
- Consider information sequentially

People who prefer **INTUITION** are more likely to

- Want to consider possibilities first
- Desire conceptual data
- Look for meanings and associations
- Value novelty
- Anticipate the future
- Jump from idea to idea

People who prefer **THINKING** are more likely to

- Want an explanation
- Start with logic
- Examine consequences for structures and principles
- Seek to be just
- Respond objectively
- Challenge first

People who prefer **Feeling** are more likely to

- Want a motivation
- Start with values
- Examine consequences for relationships and people
- Seek to be caring
- Respond personally
- Accept first

People who prefer **Judging** are more likely to

- Want a decision now
- Expect to make progress
- Invite closure
- Demonstrate commitment to the agreed-on solution
- Feel discomfort until a decision is made
- Desire certainty

People who prefer **PERCEIVING** are more likely to

- Want to postpone a decision
- Expect time to process
- Invite new information
- Stay open to changing the solution
- Feel discomfort rejecting decision options
- Desire flexibility



Your Decision-Making Style: ENTP

ENTP Snapshot

Perceptive, adaptable, and clever, ENTPs work well when they can take on challenges, improvise conceptual frameworks, and rally others to conquer issues strategically. They bring an inventive spirit to entrepreneurial endeavors, embrace change and innovation, and see ways of doing things that are not immediately obvious.*

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

Your Decision-Making Strengths

- Bringing energy and enthusiasm to considering how a decision can be tackled
- Engaging others at the outset to obtain varied opinions on the issue
- Using imagination to envision a vast array of options
- Being able to look at things creatively and consider unusual or nontraditional ideas
- Developing decisions that anticipate the future and allow for adaptation
- Questioning whether a decision is logical and reasonable
- Taking the initiative to get things moving with vigor and zest
- Allowing people to work independently and in their own way
- Thinking in terms of how processes and outcomes can be improved
- Comparing the success of the decision strategies used against other possible strategies

Potential Challenges During Decision Making

- Failing to see the value of using a structured decision-making process
- Spending more time asking questions than thinking things through
- Being so engrossed in brainstorming that you abandon the original topic
- Resisting options that are traditional or common
- Ignoring standards, seeking change for its own sake
- Overlooking a decision’s effect on relationships
- Losing interest once implementation seems established
- Assuming that once the decision has been made people need no further guidance
- Failing to recognize how well a decision delivered practical results
- Getting sidetracked by interpreting outcomes in “win-lose” terms



Suggestions for Enhancing Your Decision Making

- Understand that creating a basic plan may make the journey more successful
- Remember to take time to explore opinions in depth
- Recognize that the goal is to find the best option for each specific situation
- Remember that just because something has been used before, it isn't necessarily outdated
- Realize that people are more receptive to trying something new when it is tied to the familiar
- Recognize that considering people's feelings is a rational means to craft better decisions
- Accept that success often demands sustained effort
- Pause to check for understanding—others may require specifics and details
- Appreciate that if a decision was effective, no further changes may be needed
- Realize that learning can be achieved regardless of success or failure



Type Dynamics and Decision Making: ENTP

You can gain a deeper understanding of how your type preferences combine and interact by exploring what is known as *type dynamics*. Type dynamics tells us that for each type, two of the four functions—Sensing, Intuition, Thinking, and Feeling—are likely to be more developed and therefore called upon more frequently. For you, these two functions are #1 Intuition and #2 Thinking and appear as the middle two letters of your type code. The two functions that are *not* in your type code, #3 Feeling and #4 Sensing, are likely to be less developed and therefore called upon less frequently. Better decisions are more likely when you engage all four functions, even your less developed functions. During decision making, consider the questions below to help you make more comprehensive decisions.

As an ENTP, your order of functions is: #1 Intuition #2 Thinking #3 Feeling #4 Sensing

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

- How can I generalize from what I know?
- What patterns do I see?
- What theories might be applicable?
- What new knowledge can I obtain?
- What is ideally possible?
- What is the creative and innovative approach?

2. You are then likely to consider questions related to #2 THINKING:

- What is my logical analysis?
- What are the pros and cons?
- What reasons support my opinions?
- How can I take an objective approach?
- What is most rational?
- What is the bottom line?

3. You are less likely to consider questions related to #3 FEELING:

- What is my personal appraisal?
- What are the emotional impacts?
- What values support my opinions?
- How can I take a meaningful approach?
- What is most inclusive?
- What is best for people?

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

- How can I take advantage of what is already working?
- What do I observe in the environment?
- What direct experience do I have?
- What existing knowledge can I apply?
- What is realistically possible?
- What is the customary and commonsense approach?



Decision Making Through Four Type Lenses

Just as type dynamics provides further insight into how you approach decision making, so do type lenses, which highlight different combinations of the preferences. Four type lenses in particular—the Functions Lens, the Quadrants Lens, the Temperaments Lens, and the Dominants Lens—supply useful frameworks for understanding decision making. These MBTI lenses help you see behavior patterns and offer additional insight into your decision-making style and how it differs from others.

Your Function Pair: NT—Logical and Ingenious

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

As an NT, you are likely to

- Weigh options in terms of the possible consequences
- Craft decisions that promote consistency
- Want your expertise to be recognized
- Communicate decisions by outlining general principles

Your Quadrant: EN—Energetic and Imaginative

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

As an EN, you are likely to

- Like decisions that reward novelty and innovation
- Focus on how to use the present to act in the future
- Feel stressed by decisions that call for structured follow-through
- Take the opportunity to reconsider every decision—no decision is absolutely final

Your Temperament: NT—Rational and Inventive

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

As an NT, you are likely to

- Be analytical when facing a decision
- Create a principled decision-making process to ensure fairness
- Seek decisions that generate ingenious and rational outcomes
- Demonstrate skepticism—challenge and question to support a decision

Your Dominant: Intuition—Visionary and Perceptive

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

As an Intuitive Dominant, you are likely to

- Need to understand how a decision supports the overarching vision
- Seek decisions that provide opportunities for growth
- Worry that creativity will be stifled
- Want to be seen as an imaginative decision maker



Tips and Action Steps: ENTP

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

- If I didn't have to change anything, how would I decide?
- Am I overlooking history and established methods? How might what already exists be useful?
- Who can help me find real-life examples that could be applied to this decision?
- Is this decision achievable as well as novel and inventive?

Others can help you during decision making by:

- Describing the amount of work it will take to see a decision through
- Sharing insights and acting as a sounding board
- Helping maintain focus by linking tangential information back to the current situation
- Rewarding innovative as well as conventional thinking
- Seeing change as a necessary component of any decision
- Modeling balancing attention to logic with concern for people
- Helping manage routine by introducing humor and levity to tasks
- Speaking up and asking for clarification when needed
- Pointing out ways in which an effective process can be systematized
- Offering a commonsense analysis of what level of achievement it was realistic to expect

Expand your decision-making repertoire by challenging yourself to grow and stretch. When communicating with others, practice using a careful, thorough style:

- Tell me if I understand things accurately . . .
- What data am I overlooking . . .
- Is this worthwhile for those involved . . .

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

- I Wait to share thoughts and feelings
- S Look at facts and the current context
- F Consider the interpersonal consequences
- J Create a plan and stick to it

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and improve how they communicate, learn, and work with others. Visit www.cpp.com to discover practical tools for lifetime learning and development.

