



Myers-Briggs Type Indicator® Communication Style Report

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European Edition

Report prepared for
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Introduction

You communicate with others every day on many levels. You may not always take time to analyze how your natural communication style affects others, however. Learning about personality type preferences can help you understand some important differences in communication styles. The MBTI® personality type framework used in this report comes from the insights and writings of Carl Jung, as interpreted and developed in the work of Katharine Cook Briggs and Isabel Briggs Myers. Personality type is a nonjudgmental tool that looks at the strengths and gifts of individuals. All preferences and personality types are equally valuable and useful.

This Report Can Help You

- Understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) instrument
- Learn about and appreciate your natural communication style
- Become aware of how your personality type preferences influence your communication style
- Learn strategies for adapting your style to communicate effectively with others

As you read, keep in mind that this report describes your natural preferences, not your learned skills or abilities. Everyone can learn to use all of the personality type preferences to communicate effectively. The Communication Style Report provides general descriptions about how individuals with your preferences tend to prefer to communicate. These descriptions are not intended to limit you. Rather, they are designed to help you recognize your natural communication style and to discover how your communication style differs from that of others. From this starting point you can develop strategies for communicating more effectively in your business and personal interactions.

How Your MBTI® Communication Style Report Is Organized

- Summary of Your MBTI® Results
- Extraversion and Introversion in Communication
- Sensing and Intuition in Communication
- Thinking and Feeling in Communication
- Judging and Perceiving in Communication
- Communication Style of Your Personality Type
- Communication Tips for Your Personality Type



Summary of Your MBTI® Results

The MBTI instrument assesses the characteristic way you prefer to focus your attention, take in information, make decisions, and deal with the outer world. These preferences are grouped into four pairs of opposites. Although you use all of the preferences at least some of the time, you naturally prefer one element of each pair to the other. By choosing one preference from each pair, you can discover your four-letter personality type, one of sixteen possible types. Your MBTI responses show that your reported type is ESTJ.

Reported Type: ESTJ

Where you focus your attention

E

Extraversion

People who prefer Extraversion tend to focus on the outer world of people and activity.

I

Introversion

People who prefer Introversion tend to focus on the inner world of ideas and impressions.

The way you take in information

S

Sensing

People who prefer Sensing tend to take in information through the five senses and focus on the here and now.

N

Intuition

People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities.

The way you 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-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.

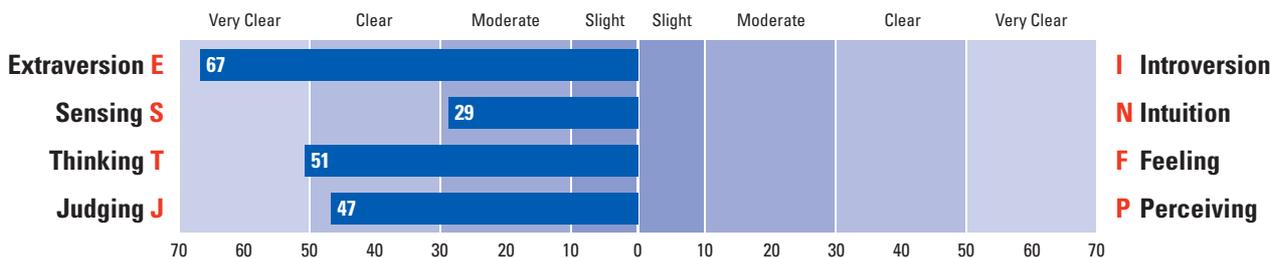
P

Perceiving

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

The following bar graph provides your preference clarity index (pci). This graph shows how consistently you chose one side of each preference pair over its opposite when completing the MBTI instrument.

Clarity of Reported Preferences: ESTJ



PCI Results Extraversion 67 Sensing 29 Thinking 51 Judging 47

Results on a self-assessment tool can be influenced by circumstances, experiences, demands, and expectations. Because of this it is possible you may not have identified your natural preferences when you completed the MBTI assessment. If your reported type does not seem to fit, your type professional can help you determine your best-fit type.



Extraversion and Introversion in Communication

You have indicated a preference for Extraversion.

Extraversion: "Let's talk this over."

Your Key Strengths

- Are active, energetic, and enthusiastic
- Think on your feet
- Establish networks of contacts
- Have breadth of interests
- Provide extensive information and feedback

Your Communication Approach

- Seek interactions and diversions
- Share thoughts freely in lively group discussions
- Can discuss a wide range of topics
- Change topics and opinions as a dialogue progresses
- Think out loud
- Share ideas or information immediately
- Respond rapidly
- Talk more than listen
- Overlap airspace and interrupt others
- Ask lots of spur-of-the-moment questions

Tips for Communicating with Introverts

- Practice active listening skills
- Think before speaking or let others know you are thinking out loud
- Respect need for privacy, build trust, and be sure to respect confidentiality
- Choose a time and place to communicate with a minimum of distraction
- Speak slowly and calmly (without being condescending)
- Pause and wait for a response; don't jump in to fill silence, especially with small talk
- Don't come across as imposing or demanding of an immediate response
- Provide information ahead of time and allow time and space for processing
- Focus on one topic and stay on topic
- Summarize and share your final thoughts and direction



Sensing and Intuition in Communication

You have indicated a preference for Sensing.

Sensing: “Just the facts, please.”

Your Key Strengths

- Are anchored in current realities and common sense
- Are practical and realistic
- Are observant and attend to details
- Retain and learn well from experiences
- Immediately apply what is communicated

Your Communication Approach

- Seek facts, details, and concrete examples
- Link information to immediate applications
- Want specific plans and procedures
- Like step-by-step explanations
- Relate information to what has happened in the past or is happening now
- Prefer practical, plain language to symbols, metaphors, theory, or abstraction
- Focus on the here and now
- Prefer not to discuss long-term, strategic planning
- Trust what has already been tried and proven to be true
- Are comfortable with familiarity and practicality

Tips for Communicating with Intuitive Types

- Consider possibilities that may initially seem far-fetched
- Provide an overview or thumbnail sketch first
- Suspend realities when necessary to brainstorm and generate ideas
- Don't get bogged down in facts and details
- Share main points, then add some detail as necessary
- Stretch toward taking a longer-term, future focus
- Show future possibilities of your ideas
- Trust what works and be open to changing what doesn't work
- Let others share their ideas and dreams
- Provide a reality check without discarding ideas; help Intuitive types link ideas to reality



Thinking and Feeling in Communication

You have indicated a preference for Thinking.

Thinking: "Is this logical?"

Your Key Strengths

- Are calm, reasonable, and under control
- Provide honest and frank feedback
- Analyze, evaluate, and critique
- Are objective and principled
- Have a clear thinking process using defined criteria

Your Communication Approach

- Use logic and analysis to spot flaws or weaknesses
- Need to know why
- Prefer information that is presented objectively as a matter of fact
- Debate or challenge information
- List and consider pros and cons
- Create or use clearly defined criteria
- Trust competence and expertise
- Like competition and want to win
- Use precise and concise language
- Are task and goal focused

Tips for Communicating with Feeling Types

- Take time to get to know them and develop rapport
- Avoid critiquing and evaluating when you are listening
- Focus on people in the situation; find out what is valued and important
- Consider the needs of others for harmony and a positive atmosphere
- Be friendly and approachable and offer encouragement and support
- Know when to provide feedback gently, and critique behaviors, not people
- Include personal needs as criteria in decision making; consider implications for people involved
- Connect first, then challenge later; find areas of agreement
- Be careful to acknowledge and not analyze others' feelings and values
- Remember that some people dislike competition; focus on creating win-win situations



Judging and Perceiving in Communication

You have indicated a preference for Judging.

Judging: “Just do something.”

Your Key Strengths

- Are decisive
- Share decisions, then move ahead
- Are organized and efficient in your communication
- Are task and goal focused
- Provide clear expectations and timelines

Your Communication Approach

- Reach conclusions quickly, make decisions, and provide closure
- Establish clear expectations, timelines, and objectives
- Are punctual and expect others to be on time
- Communicate well-defined assignments and consequences
- Like organized and efficient communications
- Prefer structured and scheduled interactions
- Are uncomfortable with open-ended, free-flowing discussions
- Like to have some control and set limits
- Want to have information ahead of time, especially if it is needed to complete tasks
- Expect and receive input from others within scheduled timelines

Tips for Communicating with Perceiving Types

- Allow opportunities to explore without deciding
- Expect and schedule in discussion time and plan for changes to your schedule
- Establish mutual deadlines rather than direct others
- Avoid making decisions too quickly; seek more information before deciding
- Check to ensure you are not making conclusions when speaking
- Describe situations rather than evaluate them
- Consider multiple options and ask more questions to gather information
- Be open to changing and dynamic information and situations
- Be willing to take initial steps without making a complete plan
- Be open to accommodating unexpected communication opportunities



Communication Style of ESTJs

ESTJ Communication Highlights

- Are matter-of-fact, results oriented, and focused on completing the task at hand
- Take control of projects; procure, manage, organize, and coordinate resources
- Keep things on track and according to plan; get the work done efficiently
- Seek or create structure; like clear rules, procedures, standards, and expectations
- Are observant and pay attention to accuracy and details

At First Glance

- Solve immediate problems and achieve clearly defined, tangible results
- Use resources effectively; make the best of existing systems and structures
- Use past experiences as reference point for current analysis and decision making
- Work the plan; utilize structure, schedules, and standard operating procedures
- Hold to clear standards and live by them strictly

What You Want to Hear

- Concrete, specific facts and details relevant to the task at hand
- Direction through a clearly defined chain of command with competent leadership
- Logical, sequential, practical information
- Accurate and precise data from reliable sources
- Goals and priorities that are defined realistically, clearly, and specifically

When Expressing Yourself

- Are quick to question ideas and facts
- Enjoy discussion, debate, and competition
- Don't hesitate to share opinions and adopt a take-charge approach
- Act and take control of the tasks within your area of responsibility
- Are to-the-point and can be outspoken, abrupt, or impersonal

Giving and Receiving Feedback

- Point out deviations or inaccuracies; give more constructive than positive feedback
- Are impatient with inefficiency, poor planning, working less steadily or too slowly
- Confront those who don't follow rules or don't conform to expectations
- Are critical if others don't fulfill responsibilities or complete their share of work
- Set high standards for yourself and expect that others have high standards

Communication Tips for ESTJs

Here are some strategies to help you adapt your natural way of communicating to accommodate people with different personality types.

- You tend to be very responsible and may, at times, become overcommitted. Learn to say no to additional roles.
- Because you tend to see things as black or white, you may be uncomfortable with change and ambiguity. However, in the rapidly changing workplace, change and ambiguity are unavoidable. Accept change and uncertainty as a reality and incorporate them into your plans.
- Being logical and practical, you may sometimes be surprised when others include situational factors in decisions or actions. Learn to incorporate these variables into your decision-making process. Develop rapport and build relationships with your coworkers.
- Expedience and efficiency may not always be effective. Take into account longer-term consequences of actions. The ideal long-term solution may take longer to implement but may have greater payoff in the end.
- It is not always possible to maintain the status quo. Find ways to incrementally change systems so you can preserve what works while accepting new developments and improvements. Sometimes rules and procedures need to be adapted to situations. Be accepting when procedures are modified, as long as standards aren't affected.
- Have patience with other work and communication styles. Not everyone is driven to produce immediate results in the same way you are. Some people will be more productive working when inspired by an idea and others may want time to think before acting.
- Many organizations are moving away from hierarchical supervision to a team-based, shared-responsibility approach. You will need to define, for yourself, clear roles, responsibilities, and accountabilities in these settings. Share and validate these with your team.

Next Steps for Improving Your Communication

- Highlight the statements on the previous pages that most accurately describe you. Consider how your communication preferences affect your day-to-day interactions in positive ways and how your preferences may affect your interactions in negative ways.
- Review the suggestions for communicating with people who have a preference different from yours. Choose one or two tips to try first. After using the tip(s), assess whether the change has improved your communication.
- Review the tips for communication tailored to your personality type. Try one out. Track your progress by assessing whether the change was helpful.
- Learn about type dynamics, a theory that offers a deeper look into your communication style. Type dynamics can help you understand why and how you typically communicate and how your communication style may change when you are stressed.
- Discuss type development with the professional who recommended the MBTI instrument to you. Type development provides insights into why your communication style may evolve as you age.