



Myers-Briggs Type Indicator® Comparison Report: Work Styles

Developed by **Allen L. Hammer**

Report prepared for

BETH SAMPLE
BEN DOE

January 29, 2015

Interpreted by

Jane Trainer
XYZ, Ltd.



CPP, Inc. | 800-624-1765 | www.cpp.com



Introduction

The purpose of this report is to help you improve your working relationship with a designated colleague. The report applies your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment and compares them to the results of your colleague. The MBTI assessment is based on the theory of personality types described by Carl Jung and expanded on by Isabel Briggs Myers and Katharine Briggs. It explores the valuable differences between people resulting from natural preferences that everyone has. If these natural differences can be understood and appreciated, working relationships can be improved.

This Report Can Help You and Your Colleague

- **Better understand how you communicate with each other**
- **Identify possible sources of misunderstanding**
- **Resolve or avoid communication conflicts**
- **Build on your combined strengths to develop a more productive working relationship**

To make the most of this report, you should have already had an interpretation of your results on the MBTI assessment and verified your best-fit type.

To ensure that you and your colleague have the same information, an identical report has been prepared for each of you. Thus this report contains not only your MBTI preferences but also those of your colleague. *Please respect your colleague's right to confidentiality.* Although you may decide to share your own type with others, never reveal your colleague's type to anyone. Only he or she can decide to disclose that information.

How Your MBTI® Comparison Report Is Organized

- **Summary of the MBTI® Preferences**
- **Your MBTI® Type at Work**
- **Communication Style**
- **Taking In Information**
- **Decision Making**
- **Project Management**
- **Next Steps**



Summary of the MBTI® Preferences

The MBTI assessment identifies two opposite ways that people focus their attention, take in information, make decisions, and deal with the outside world. Individuals use all eight of these opposites at least some of the time, but they tend to prefer one in each pair over the other and to feel most comfortable and energized when they use their preferences. The pairs of opposite preferences are shown below. Your four preferences combine to form your natural personality type.

MBTI® Preferences				
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 consideration of person-centered concerns.
How you deal with the outside 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.

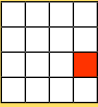
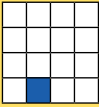
The table below displays the 16 possible personality types that can result from the combination of the eight preferences. The four-letter types that are highlighted are the types you and your colleague confirmed as your best-fit types.

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



Your MBTI® Type at Work

Your personality type may affect how you do your work and what you consider important. The chart below describes your personality type and your colleague's personality type in work environments.

	 Beth ENTP	 Ben ESFJ
Type description	<ul style="list-style-type: none"> • Creative, curious, assertive, independent, logical, adaptable, energetic • Task oriented 	<ul style="list-style-type: none"> • Warm, caring, helpful, practical, decisive, responsible, loyal • Relationship oriented
Primary motivator	<ul style="list-style-type: none"> • Opportunity to face new challenges and freedom to pursue them 	<ul style="list-style-type: none"> • Opportunity to provide personal service or tangible help to others
Work style	<ul style="list-style-type: none"> • Infuse a team with enthusiasm • Take on new challenges 	<ul style="list-style-type: none"> • Sustain harmonious relationships • Preserve what works
Work environment	<ul style="list-style-type: none"> • Entrepreneurial • Fast paced 	<ul style="list-style-type: none"> • Collaborative • Supportive
Values	<ul style="list-style-type: none"> • Questioning established values • Risk taking, variety • Achievement 	<ul style="list-style-type: none"> • Belonging to a group • Friendship • Spirituality
Dealing with change	<ul style="list-style-type: none"> • Must see enthusiasm from those promoting change • Need to see the big picture and options for change 	<ul style="list-style-type: none"> • Must see change as realistic and a good fit with the organization's traditions • Must see the tangible benefits for people
Potential problems	<ul style="list-style-type: none"> • May rebel against authority • May fail to state expectations clearly • May become scattered 	<ul style="list-style-type: none"> • May be judgmental • May miss trends or changes in environment • May be overly sensitive



Communication Style

Communication style refers to how you prefer to communicate your ideas, opinions, or feelings to others. Your communication style is primarily influenced by your preference for Extraversion (E) or Introversion (I).

Your Myers-Briggs® results show that you and your colleague both prefer Extraversion. Your communication styles will therefore tend to be similar, although probably not exactly alike.

Beth
ENTP

Ben
ESFJ

People who prefer Extraversion may...

- Like to be around others to discuss whatever comes to mind
- Discuss issues informally by stopping by a colleague's office or catching someone in the hall
- Prefer to listen or talk rather than read
- Arrive at their best solutions through discussion
- Not know what they think until they hear themselves say it
- Need continual feedback from others as they discuss issues
- Deal with conflict by attempting to find a solution that meets the goals of all parties
- Seek a work environment full of energy, excitement, and external stimulation
- Move quickly in conversation from one topic to another without pausing
- Want to include others in their decision-making process
- Speak up frequently in meetings



Potential Problems in Communication

You and your colleague have similar communication styles and may feel comfortable with this aspect of your working relationship. However, there are two possible sources of communication problems. First, the similarity itself may cause conflict. Second, because you have the same preference, you also have the same blind spots, which can cause problems communicating with other people.

Because you both prefer Extraversion, you may...

- Have trouble really listening to each other because both of you want to do all the talking
- Interrupt each other or complete each other's sentences
- Compete to be the center of attention in meetings
- Act quickly without taking time to reflect
- Overwhelm more introverted team members with too much talking
- Annoy others by spending too much time off-task or in social conversation
- Fail to document decisions in writing so that others who are not present can be informed

Joint Action Plan for Improving Communication

The suggested action steps below address both kinds of potential communication problems that can occur when two people share the same preference: (1) problems communicating with each other due to the similarity of their styles and (2) problems communicating with others due to their having the same blind spots. It is important that you and your colleague work on these problems together. Note which steps you agree to take and which steps need more discussion.

Agree

Discuss

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Use active listening techniques, such as paraphrasing and summarizing, before giving your opinion. |
| <input type="checkbox"/> | <input type="checkbox"/> | Try not to interrupt when your colleague is speaking. When you are speaking, stop occasionally to give your colleague a chance to respond. |
| <input type="checkbox"/> | <input type="checkbox"/> | In meetings, take turns talking. |
| <input type="checkbox"/> | <input type="checkbox"/> | When you think you are at a decision point, set the issue aside for an agreed-upon time to allow for reflection. |
| <input type="checkbox"/> | <input type="checkbox"/> | Specifically ask more introverted team members for their opinion, then <i>pause</i> to give them a chance to respond. |
| <input type="checkbox"/> | <input type="checkbox"/> | Continue to make time for socializing, perhaps even build it into the agenda, but set a limit on it. |
| <input type="checkbox"/> | <input type="checkbox"/> | Put your decision in writing and distribute it to those who need to know. |



Taking In Information

Your preferred way of taking in information influences what kind of information you look for and what information you may be willing to trust as evidence. Your preference for Sensing (S) or Intuition (N) relates to how you prefer to take in information.

Your Myers-Briggs results show that you and your colleague differ on this preference pair. You will tend to have different styles of taking in information.

Beth
ENTP

People who prefer Intuition may...

- Generate many possible solutions
- Trust their hunches about what is possible
- Try to determine if the problem at hand is related to other problems; they identify underlying issues
- See standard policies and procedures as the cause of the problem
- See constraints as challenges to work around or even ignore
- Be unwilling to fight all the small battles necessary to get new ideas adopted
- Question basic assumptions
- Focus on whatever aspect of the problem catches their attention

Ben
ESFJ

People who prefer Sensing may...

- Collect and draw attention to relevant facts
- Trust solutions that have already been proven
- Take problems at face value and focus on solving them; they don't look for related problems elsewhere
- Adhere to existing policies regarding how to proceed and who should be involved
- See solutions as needing to conform to existing constraints
- See implementation as part of problem solving
- Question new ideas to expose their flaws
- Prefer to deal with problems in a step-by-step manner



Potential Problems in Taking In Information

Because of the natural differences in your preferred ways of taking in information, you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this may be happening.

Beth, you may ...

- Believe that your colleague is ignoring fantastic opportunities
- Get caught up in generating possibilities because you enjoy the process
- Focus so much on the big picture that you don't deal with the immediate concrete problem
- Feel constrained when your colleague tries to follow standard operating procedures
- Believe that your colleague is not willing to change or is stuck in the past
- Irritate your colleague by quickly jumping from topic to topic, seemingly at random

Ben, you may ...

- Believe that your colleague is ignoring key facts
- Immediately shoot down new ideas as unrealistic or impossible
- Ignore the big picture while pushing to solve the immediate problem
- Feel anxious when your colleague ignores policies and procedures
- View your colleague as impractical and wanting to take unnecessary risks
- Irritate your colleague by repeating facts or instructions or by speaking slowly and carefully

Joint Action Plan for Taking In Information More Effectively

Your differences can be valuable because you bring complementary strengths to taking in information. Together you have a useful balance between looking at the facts of the immediate problem (S) and seeing the big picture (N). To maximize the benefit of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need more discussion.

Agree	Discuss	
<input type="checkbox"/>	<input type="checkbox"/>	When problem solving, rank possible solutions based on their potential costs and benefits.
<input type="checkbox"/>	<input type="checkbox"/>	Work together to determine the cost of missing out on an opportunity.
<input type="checkbox"/>	<input type="checkbox"/>	Identify which facts can be used to help evaluate new ideas.
<input type="checkbox"/>	<input type="checkbox"/>	Set aside a specific time to determine together whether the current problem is a symptom of a larger one.
<input type="checkbox"/>	<input type="checkbox"/>	Identify what impact new ideas will have on day-to-day operations.
<input type="checkbox"/>	<input type="checkbox"/>	Identify how new ideas may need to be modified to be achievable.
<input type="checkbox"/>	<input type="checkbox"/>	Identify current constraints (e.g., resources).
<input type="checkbox"/>	<input type="checkbox"/>	If new products or ideas are proposed, determine which old ones must be retired because they don't fit current constraints or decide to relax the constraints.



Decision Making

Decision-making style refers to how you go about making a decision, forming an opinion, or settling an issue. Your preference for Thinking (T) or Feeling (F) likely affects how you prefer to make decisions.

Your Myers-Briggs results show that you and your colleague differ on this preference pair. You will therefore tend to have different styles of decision making.

Beth
ENTP

People who prefer Thinking may...

- Form opinions after logically analyzing the problem
- Seek to understand assumptions and identify consequences that logically follow
- Strive to be objective
- Expect others to present arguments that build to clear conclusions
- See debate as a good way to bring issues out into the open
- Ask tough questions to uncover inconsistencies that must be resolved
- Strive to treat everyone fairly, which means equally
- Consider how decisions will affect the bottom line
- Be assertive and competitive so that the “best” idea wins
- Exercise authority in determining how the decision will be implemented

Ben
ESFJ

People who prefer Feeling may...

- Form opinions after considering their own or others’ values
- Seek to understand the positions or opinions of others
- Strive to understand issues from the other person’s perspective
- Expect others to express how they feel about the problem
- Think that arguing is always counterproductive
- Gently ask clarifying questions to uncover what matters to others
- Strive to treat everyone fairly, which means according to his or her particular needs
- Consider how decisions will affect morale, commitment, and enthusiasm
- Try to achieve consensus, which will yield the “best” solution
- Consider how to get buy-in from those who will implement the decision



Potential Problems in Decision Making

Because of the natural differences in your decision-making styles, you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this may be happening.

Beth, you may ...

- Focus so much on the bottom line that you ignore the people involved
- Fail to listen to your colleague because your focus is on supporting your own position
- Annoy your colleague by continually questioning his or her assumptions
- Ask questions in ways that are perceived by your colleague as attacks
- Be aggressive in stating your beliefs
- Fail to explicitly appreciate your colleague's contributions
- View continued disagreement as illogical

Ben, you may ...

- Focus so much on making everyone happy that you overlook the impact on the bottom line
- Fail to present objective evidence to back up your position
- Annoy your colleague by checking with others before stating an opinion
- Withhold information when you are being questioned
- Not be sufficiently assertive about giving your opinion
- Believe your colleague is unappreciative of others' efforts
- View continued disagreement as a lack of loyalty

Joint Action Plan for Improved Decision Making

Your differences can be valuable because you bring complementary strengths to decision making. Together you have a useful balance between logical analysis (T) and concern for people's values (F). To maximize the benefits of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need more discussion.

Agree

Discuss

Agree on the goal that will satisfy the bottom line and the people involved.

Find ways to support your position with both logical arguments and an appeal to values.

Identify particular individuals who may be most affected by your decisions, discuss their possible reactions, and prepare contingency plans.

Look for common ground as a way to create a win-win solution.

Establish ground rules about what kind of competition, if any, would be fun or healthy.

Discuss how you each like to be appreciated.



Project Management

People approach projects in different ways. Individuals can differ on how much structure they believe is necessary to manage a project through to completion, or on how much information they are willing to consider before making the decisions required to move the project forward. Your project management style is based primarily on your preference for Judging (J) or Perceiving (P).

Your Myers-Briggs results show that you and your colleague differ on this preference pair. You are likely to have different project management styles.

Beth
ENTP

People who prefer Perceiving may...

- See goals as moving targets that always need adjusting
- Start with the most interesting task and let the process unfold
- View a project as an organic process that should not be too tightly managed
- Stay open to new information and change plans accordingly
- Feel constrained by structure, especially if imposed by a supervisor
- Be motivated by autonomy
- Like to work on multiple challenges simultaneously
- Want decisions to emerge from the information-gathering process
- Trust their ability to respond quickly and accomplish a lot

Ben
ESFJ

People who prefer Judging may...

- Set clear, measurable goals
- Break large tasks into smaller subtasks and proceed methodically
- Develop a time line with milestones to monitor progress carefully
- Come to closure quickly and be reluctant to change decisions
- Like to work in a structured environment
- Be motivated by achievement
- Want to achieve results on one project before moving on to another
- Establish rules for who makes decisions when
- Trust their ability to organize the project to achieve the desired goal



Potential Problems in Project Management

Because of the natural differences in your project management styles, you may misinterpret each other's behavior or unintentionally annoy each other. Check these lists to see if this may be happening.

Beth, you may ...

- Irritate others by delaying decisions while collecting more information
- Not clarify your role before jumping in
- Fail to adequately honor your colleague's need for closure
- Overwhelm your colleague with new information
- Miss milestones your colleague is counting on
- Feel that *any* structure is too much structure
- Deal with attempts to structure your time by rebelling
- Annoy others by not following through promptly or at all

Ben, you may ...

- Become frustrated if you feel decisions are not being made quickly enough
- Try to assign specific roles or tasks to everyone
- Try to force a less-than-optimal decision just to settle the matter
- Fail to consider new information
- Dismiss opportunities identified by your colleague
- Try to impose too much structure on how your colleague completes tasks
- Deal with resistance to structure by imposing even more of it
- Annoy others by continually reminding them of their deadlines

Joint Action Plan for Improved Project Management

Your differences can be valuable because you bring complementary strengths to project management. Together you have a useful balance between reaching conclusions (J) and staying open to new opportunities (P). To maximize the benefit of these differences, however, you need to understand and appreciate each other's style. The action steps below will help if you work on them together. Note which steps you agree to take and which steps need more discussion.

Agree

Discuss

Make sure you really agree on the goal and priorities for the project.

Clarify roles ahead of time.

Negotiate how the colleague who prefers Judging can remain open to new opportunities yet have the sense that the project is progressing as planned.

Negotiate how to balance the autonomy needed by the colleague who prefers Perceiving with the structure needed by the colleague who prefers Judging.

Negotiate how the colleague who prefers Perceiving can be accountable yet do the work in his or her own way.

Decide how often and in what manner reminders of deadlines will be delivered.



Next Steps

Differences can create individual learning opportunities, enabling each person to develop new behaviors. Similarities can provide the common ground that will make addressing differences easier.

Understanding the differences and similarities in your work styles is only the first step in improving your working relationship. To build a more productive relationship, you will need to take direct action. The steps below may help you translate your understanding into specific behaviors. Mark the steps below that you both agree to take and the steps that need more discussion.

Agree	Discuss	
<input type="checkbox"/>	<input type="checkbox"/>	Commit to making a mutual effort to improve your working relationship.
<input type="checkbox"/>	<input type="checkbox"/>	Agree to meet periodically to discuss your similarities and differences and how your working relationship might be improved further.
<input type="checkbox"/>	<input type="checkbox"/>	Read your type description found in the “Your MBTI Type at Work” section of this report. Discuss with your colleague which points you think describe you and which do not describe you. Give examples.
<input type="checkbox"/>	<input type="checkbox"/>	Read your colleague’s type description in the same section. Ask for clarification of any parts of the description that you don’t understand.
<input type="checkbox"/>	<input type="checkbox"/>	Review the subsequent sections of this report for the preferences on which you and your colleague differ. On those preferences that differ, give examples of your style and ask for clarification of anything you don’t understand about your colleague’s style. Don’t rush this discussion.
<input type="checkbox"/>	<input type="checkbox"/>	Agree on one or two areas in which your communication with each other most needs improvement. Prepare a development plan for those areas. Once those areas have improved, move on to another area.
<input type="checkbox"/>	<input type="checkbox"/>	Make sure you understand what your colleague is saying by reflecting it back and asking for confirmation. Don’t assume that you know what your colleague means, even if he or she uses the same words you use.
<input type="checkbox"/>	<input type="checkbox"/>	Focus on and appreciate your colleague’s strengths rather than dwelling on perceived weaknesses.
<input type="checkbox"/>	<input type="checkbox"/>	Type does not explain all aspects of your working relationship. There may be other issues that are not type related. If problems persist, ask a third party to facilitate a discussion of the sources of your conflict.
<input type="checkbox"/>	<input type="checkbox"/>	Identify common ground in any preferences you share. Recognizing your common ground will help you avoid focusing exclusively on differences.

