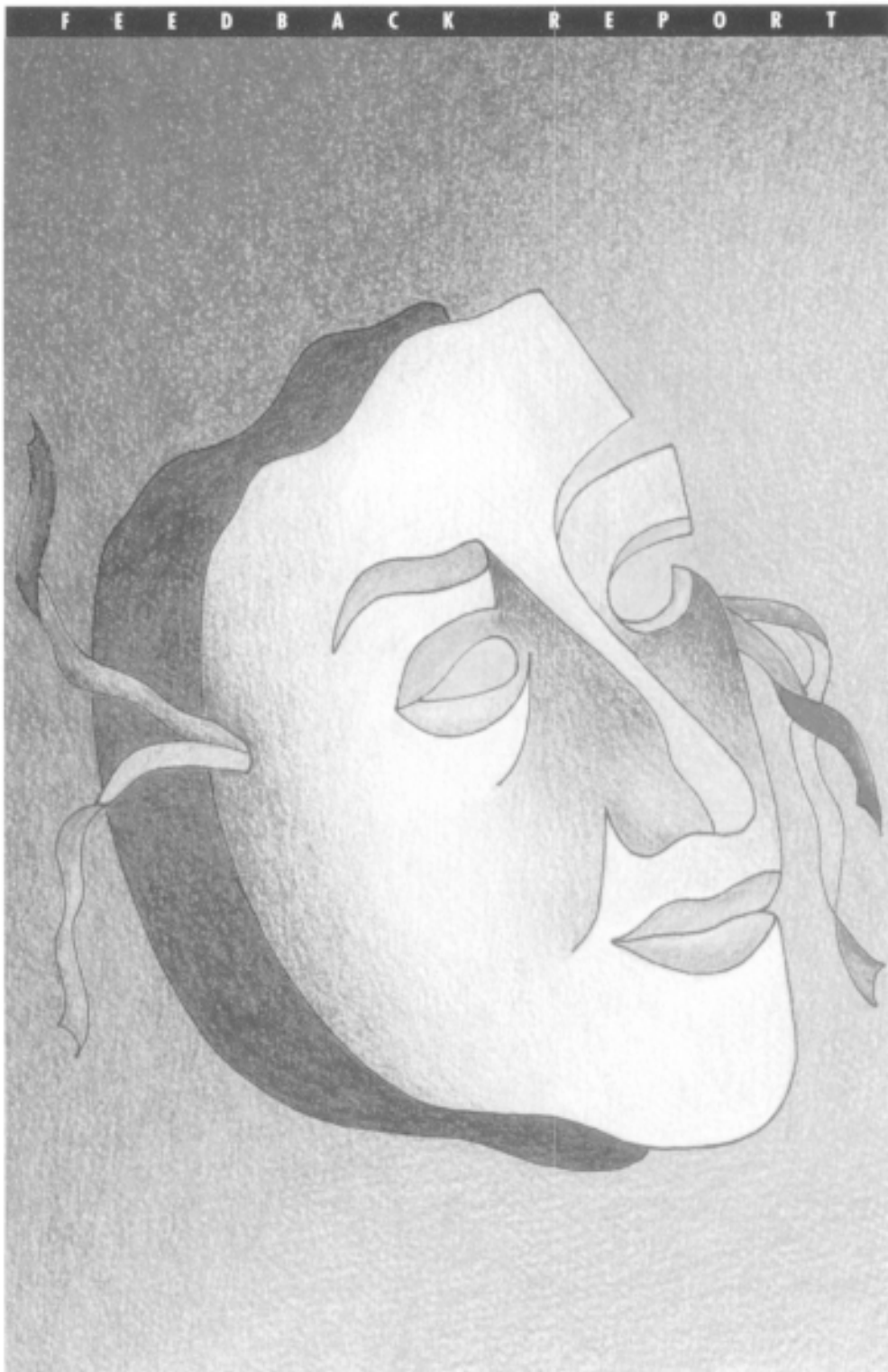


OBSERVATIONS OF TYPE PREFERENCE

F E E D B A C K R E P O R T



INTERNATIONAL
LEARNING
WORKS

Observations of Type Preference

Feedback Report for

J. Doe

Lore International Institute

September 25, 2000





Introduction

This report provides feedback on how others see your type preference. It is based on the typology proposed by Carl Jung and the four-dimensional framework that underlies the Myers-Briggs Type Indicator®. The MBTI® helps you understand your operating style preferences. Others cannot know how you *prefer* to operate, but they can observe your behavior, and their observations are the basis for the OTP. The OTP seeks to explore these questions:

- How is your operating style perceived by others?
- Are their perceptions consistent with your self-perceptions?
- Do you consistently behave according to type preference? Or do you behave differently with different people under various circumstances?
- Do you behave according to type preference or contrary to type preference while under stress?

To get the most from this report, you should compare your OTP results with your actual MBTI® preference. If you have not already taken the Myers-Briggs Type Indicator®, we recommend that you do so before reading this report. The MBTI® provides a framework for understanding your operating style and shows how your style differs from other legitimate operating styles. By learning more about how people differ, you can maximize your strengths, leverage differences, and better manage miscommunication and conflict.

It may be helpful to think of the MBTI® as an indicator of your **private self**, whereas the OTP is an indicator of your **public self**—the version of yourself that you convey to others. Some people have clear type preferences and behave consistently according to type. Their type preference is transparent to others, so their private and public selves are consistent. Other people often behave contrary to type. They may work in an environment or have a role that prohibits the true expression of their type preference, or they may be highly adaptable and vary their behavior according to the people they're working with. Their private self may not be as transparent to others, so their public and private selves differ, usually along only one or two MBTI® dimensions.

Whatever the similarities or differences may be between your public and private selves, consider disclosing your actual operating style (as reflected in your MBTI® results) to others you work with in the future. It is helpful for people to know what to expect from you and how you prefer to operate.

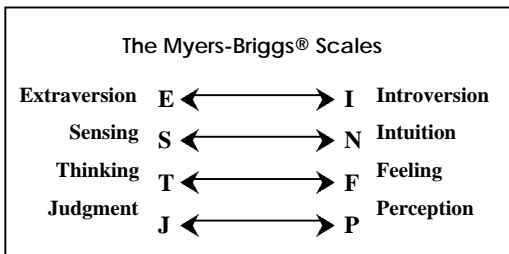
In summary, this report enables you to:

- Learn how others perceive your MBTI® type
- Plot your MBTI® and OTP scores to see the relative clarity of your preferences
- Gain a better understanding of either the incongruence or congruence between your actual type preference and how others perceive your type
- Establish a plan to enhance future interactions using the MBTI® framework and what you've learned from this feedback report

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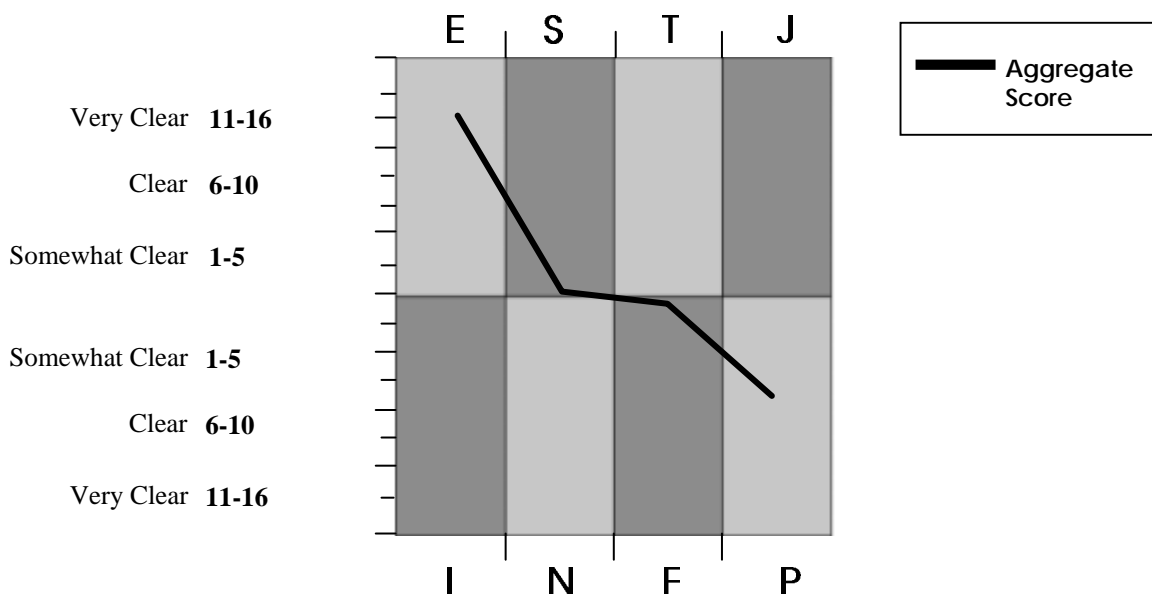
How Others See You Overall



The MBTI® provides a framework for others to classify your type preference. The score below is a compilation of all who responded to your OTP questionnaires. The aggregate score provides a broad look at how others tend to see you. This is the **public self** that you project.

Because this is an aggregate score, keep in mind that some scores may be hidden in the average. For instance, one person may have seen you as an I and another as an E—negating the variability with which you are seen.

Your Aggregate Score is ESFP



The respondents' aggregate score suggests that you are seen as Extroverted, Sensing, Feeling, Perceiving (ESFP), overall. Your aggregate score was 12.20, 0.33, 0.50, 6.67. People who are perceived to have this type frequently are characterized as follows. This type may not be your actual preference.

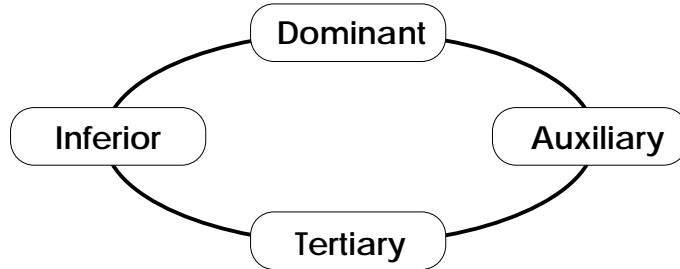
ESFPs are often seen by others as outgoing, friendly, and sociable. ESFPs are sometimes viewed as knowing interesting details about other people. Others sometimes see ESFPs as performers. They appear to like to play at work, and work at play—having fun continually. ESFPs are seen as tending to seek out situations that are fun and packed full of action. Without these parameters, it may appear to others that ESFPs are bored or frustrated. Often helpful in specific and concrete ways, ESFPs may show much more empathy to others than criticism or judgment. Others see ESFPs as sometimes uncomfortable making objective and impersonal decisions.

If you know your MBTI® score, does the description above match your actual preference? Did respondents affirm some dimensions of you actual preference? Using the scale on the y-axis of your aggregate score graph, consider how sure the respondents were about your preference.



Auxiliary, Tertiary, and Inferior Functions

By now you're familiar with how others perceive your type preference. No matter how others perceive us, we all operate outside of our operating style preference sometimes—and some of us more frequently than others. MBTI® experts believe that we move in and out of our functions in a predictable fashion.



The dominant function is where we prefer to be. The auxiliary function is our second choice. When stress, circumstances, or other factors force us into our inferior-tertiary functions, the auxiliary function acts as a bridge between the inferior and the dominant. The auxiliary function works to return us to equilibrium. Many experts also believe that our unconscious can throw us into our inferior/tertiary function as a defense mechanism—as a kind of vent or safety valve.

ISTJ	ISFJ	INFJ	INTJ
Dominant Sensing Auxiliary Thinking Tertiary Feeling Inferior Intuition	Dominant Sensing Auxiliary Feeling Tertiary Thinking Inferior Intuition	Dominant Intuition Auxiliary Feeling Tertiary Thinking Inferior Sensing	Dominant Intuition Auxiliary Thinking Tertiary Feeling Inferior Sensing
ISTP	ISFP	INFP	INTP
Dominant Thinking Auxiliary Sensing Tertiary Intuition Inferior Feeling	Dominant Feeling Auxiliary Sensing Tertiary Intuition Inferior Thinking	Dominant Feeling Auxiliary Intuition Tertiary Sensing Inferior Thinking	Dominant Thinking Auxiliary Intuition Tertiary Sensing Inferior Feeling
ESTP	ESFP	ENFP	ENTP
Dominant Sensing Auxiliary Thinking Tertiary Feeling Inferior Intuition	Dominant Sensing Auxiliary Feeling Tertiary Thinking Inferior Intuition	Dominant Intuition Auxiliary Feeling Tertiary Thinking Inferior Sensing	Dominant Intuition Auxiliary Thinking Tertiary Feeling Inferior Sensing
ESTJ	ESFJ	ENFJ	ENTJ
Dominant Thinking Auxiliary Sensing Tertiary Intuition Inferior Feeling	Dominant Feeling Auxiliary Sensing Tertiary Intuition Inferior Thinking	Dominant Feeling Auxiliary Intuition Tertiary Sensing Inferior Thinking	Dominant Thinking Auxiliary Intuition Tertiary Sensing Inferior Feeling



MBTI[®] and How You See Yourself

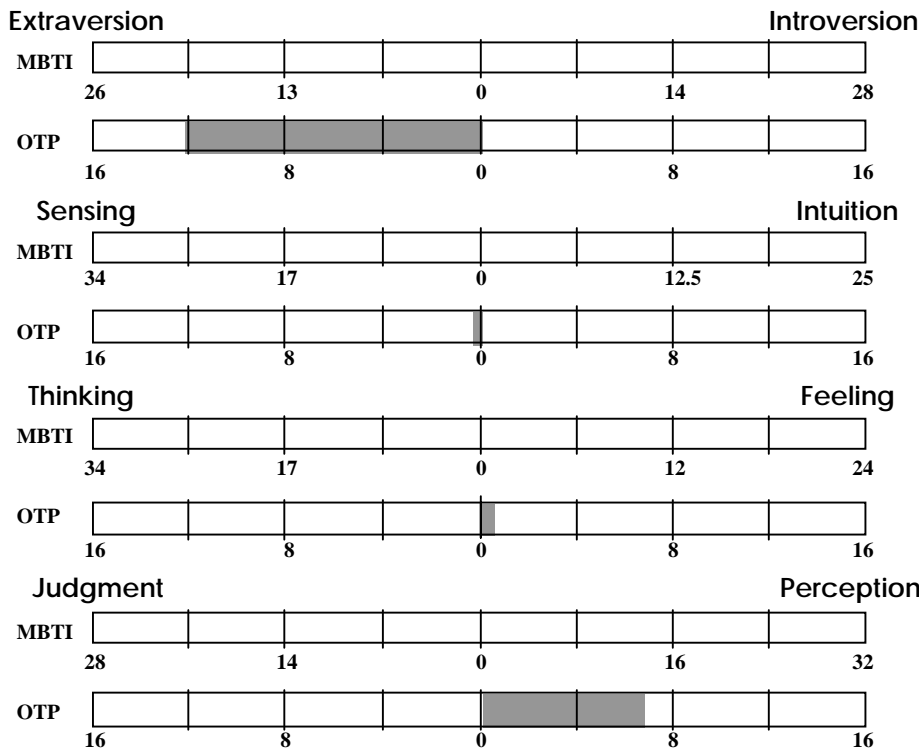
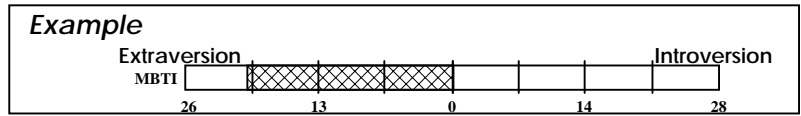
If you know your MBTI[®] type, please write it in the four boxes below. If not, we recommend that you arrange to take the Myers-Briggs Type Indicator[®], which can be administered by a qualified MBTI[®] facilitator. When you have determined your type, please write it here:

Four empty rectangular boxes for writing the MBTI type.

Using the chart on the previous page, locate your preference. Record your dominant, auxiliary, tertiary, and inferior functions below. As you review how individual respondents perceived you on the following pages, consider how often people in different roles observe you operating in your dominant, auxiliary, tertiary, and inferior functions. How might this affect their observations?

Dominant _____
Auxiliary _____
Tertiary _____
Inferior _____

It may also be helpful for you to look at a visual comparison of your MBTI[®] type and OTP scores. Your aggregate OTP score has been plotted below. For a visual comparison, graph your MBTI[®] score (the scales shown for the MBTI[®] comparison as based on the Self-Scorable Form G). To plot your MBTI[®] score, use the number that reflects your type preference for each dimension, as shown in the example below. If your scores on extraversion and introversion, for example, are E = 20 and I = 7, then you would plot the E number on the graph. Note that the MBTI[®] scales are different for each dimension.

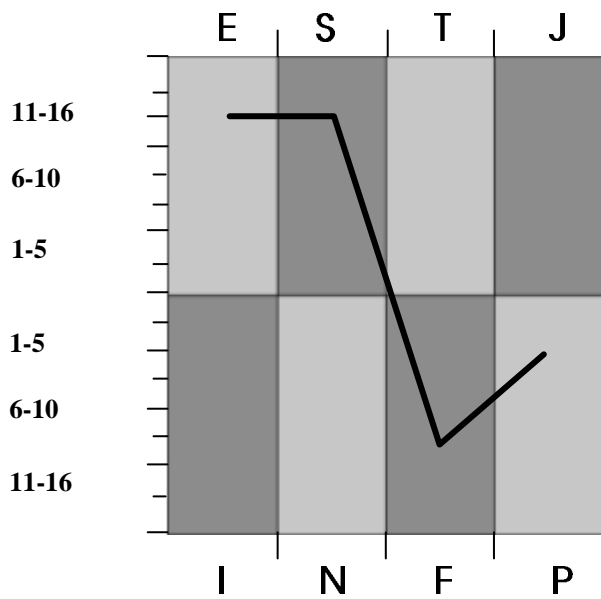




How Others See You Individually

The following graphs enable you to see how each respondent to your OTP perceived your type preference. The clarity of preference for each dimension is shown. For instance, if respondent 1 reported that you behaved more like an introvert in 14 questions and an extravert in 2 questions, you would be seen by this person as an Introvert. Respondent 1's observation would be graphed as a 12 in the I dimension. In the case of ties, E/I is an I, S/N is an N, T/F is an F, and J/P is a P.

How Your Subordinate Sees You



— Respondent 1
(Subordinate)

Respondent 1:

- Reports that he/she is a subordinate
- Knows you better than most
- Sees you as preferring extraversion over introversion and that you have a preference for sensing
- Perceives you as having a preference for feeling
- Perceives that you have a preference for perception

On average, he/she sees you as an ESFP (12 12 10 4).

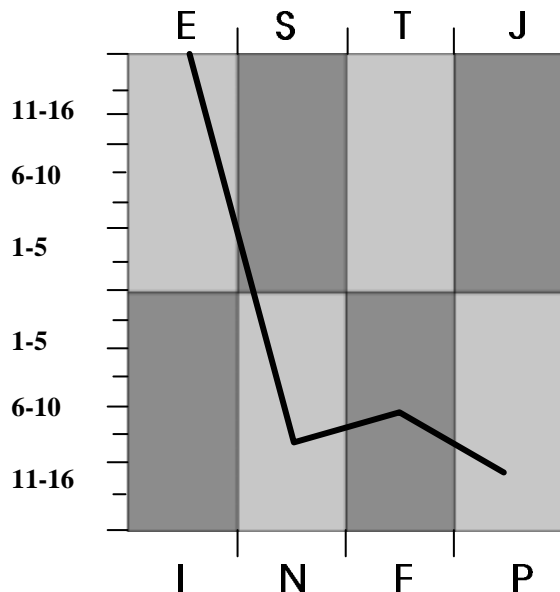
How Your Subordinate Sees You

— Respondent 2
(Subordinate)

Respondent 2:

- Reports that he/she is a subordinate
- Knows you as well as most
- Sees you as preferring extraversion over introversion and that you have a preference for intuition
- Perceives you as having a preference for feeling

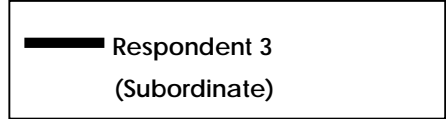
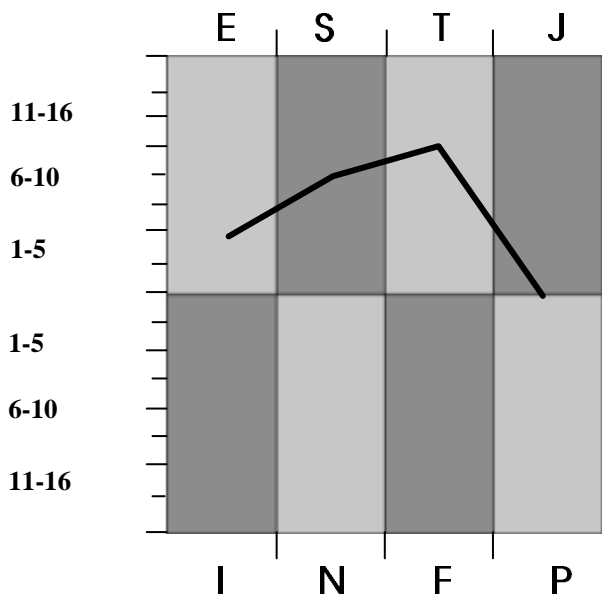
On average, he/she sees you as an ENFP (16 10 8 12).





How Others See You Individually

How Your Subordinate Sees You

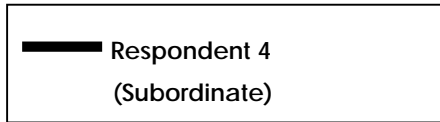


Respondent 3:

- Reports that he/she is a subordinate
- Knows you slightly less than most
- Sees you as preferring extraversion over introversion and that you have a preference for sensing
- Perceives you as having a preference for thinking
- Perceives that you have a preference for perception

On average, he/she sees you as an ESTP (4 8 10 0).

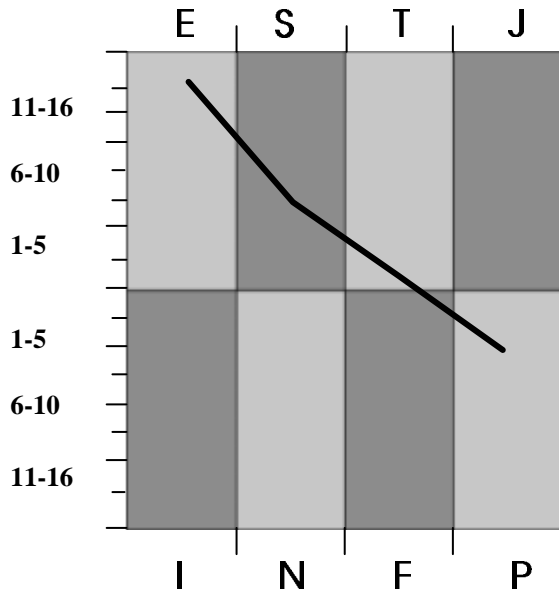
How Your Subordinate Sees You



Respondent 4:

- Reports that he/she is a subordinate
- Knows you slightly less than most
- Sees you as preferring extraversion over introversion and that you have a preference for sensing
- Perceives you as having a preference for thinking

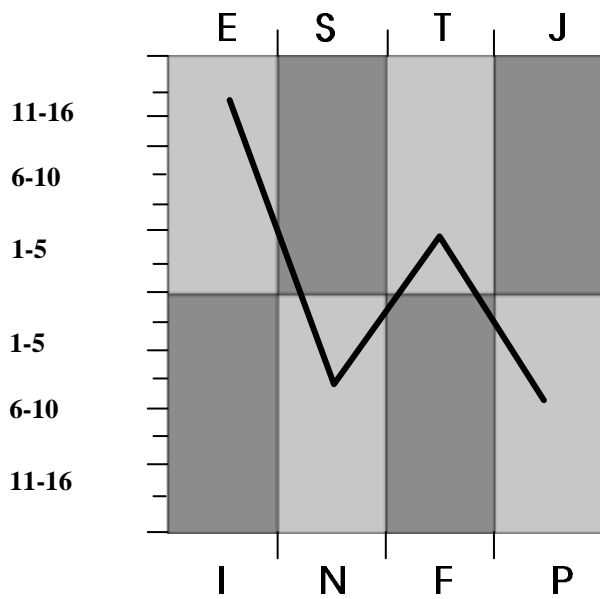
On average, he/she sees you as an ESTP (14 6 1 4).





How Others See You Individually

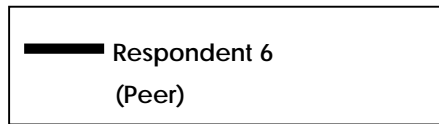
How Your Subordinate Sees You



Respondent 5:

- Reports that he/she is a subordinate
- Knows you as well as most
- Sees you as preferring extraversion over introversion and that you have a preference for intuition
- Perceives you as having a preference for thinking
- Perceives that you have a preference for perception

On average, he/she sees you as an ENTP (13 6 4 7).

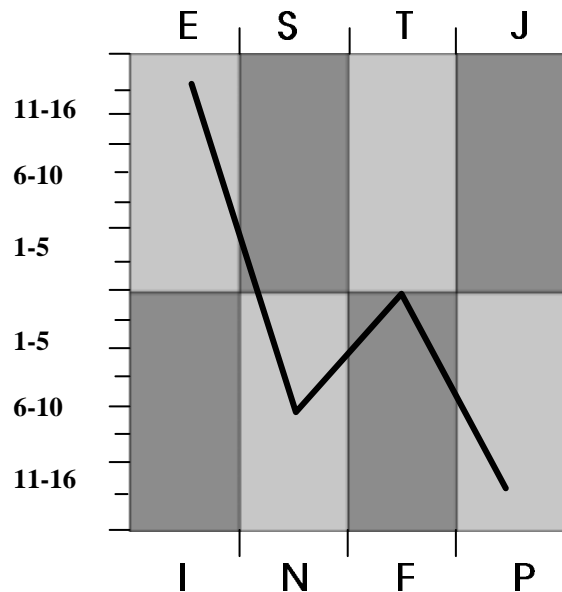


Respondent 6:

- Reports that he/she is a peer
- Knows you better than most
- Sees you as preferring extraversion over introversion and that you have a preference for intuition
- Perceives you as having a preference for feeling

On average, he/she sees you as an ENFP (14 8 0 13).

How Your Peer Sees You





MBTI® Descriptions of How Others See You

Shaded boxes indicate how others observed your preference. These boxes describe how others may generally see you. This may or may not reflect how you see yourself. What patterns do you see in others' perceptions of your type?

	S		N		
I	ISTJ <ul style="list-style-type: none"> Ability to concentrate Can be exhaustively thorough May not socialize much May rebel if told to do something illogical May become too task-focused 	ISFJ <ul style="list-style-type: none"> High motivation and follow-through Loyal May have well developed mental stamina Willing to take on work to benefit the group May sometimes ignore the outside world 	INFJ <ul style="list-style-type: none"> May appear extraverted in their concern for others Motivates others to a common goal May appear to be less inventive than others May not be forthright with criticism 	INTJ <ul style="list-style-type: none"> Driven by vision of what is possible May seek out challenges that to others seem extremely difficult Can lose interest when a product is finished Tendency to overlook feelings of others 	J
	ISTP <ul style="list-style-type: none"> May use well-known principles into crisis Occupied with concerns for efficiency Willing to give opinions when asked Measure all view points before acting May appear indifferent 	ISFP <ul style="list-style-type: none"> Extremely reliable Desire for accurate information Can disguise emotions by appearing calm Can easily grasp and adapt to new situations Appears unassuming 	INFP <ul style="list-style-type: none"> Focus on human potential Desires work that has social value Sets high standards Makes value-based decisions Listens with empathy Leads by inspiring others to go beyond standards 	INTP <ul style="list-style-type: none"> Skilled at impersonal analysis Develops conceptual schemes Wants things figured out Quiet and reserved Needs to simplify talk Powerful theoreticians Seeks autonomy 	P
E	ESTP <ul style="list-style-type: none"> Active problem-solver Observant & blunt Focuses on new ways to use existing systems Makes work fun Seeks solutions Appetite for concrete & useful information Prefers variety/fast pace 	ESFP <ul style="list-style-type: none"> Gathers detailed information about people Learns as they go Peacemaker Dislikes structure Keeps judgments to themselves Persuasive performer Zest for living 	ENFP <ul style="list-style-type: none"> Sees endless possibilities Strong intuitive insights Great range of interests and abilities Needs affirmation Tendency to become overextended Sensitive to others' emotional states 	ENTP <ul style="list-style-type: none"> Enthusiastic innovator Stimulated by difficulties Trusts ability to improvise Admires competence and precision Works around procedures Challenging conversation style Can be impulsive 	J
	ESTJ <ul style="list-style-type: none"> Takes charge of people Makes quick, crisp, impersonal judgments Outgoing & hard working Impatient with theory Realistic with others in a direct manner Values competency, efficiency, and results 	ESFJ <ul style="list-style-type: none"> Values security, stability, and harmony Practical & realistic Sociable & enthusiastic Organized and orderly Solicits contribution from others Impatient with theory High need for affirmation 	ENFJ <ul style="list-style-type: none"> Warm, compassionate, and supportive Loyal & trustworthy Likes variety & challenges Charismatic Effective communicator Makes others feel comfortable and valued 	ENTJ <ul style="list-style-type: none"> Natural leader & organizational builder Decisive and assertive Intellectually curious Natural critic Abhors inefficiency Action oriented/strategic Stimulated by interaction with people 	J
	T	F	T		



When Differences in Perceptions Occur

The following checklist will help you interpret any differences in perception between your MBTI® type (your *private self*) and your OTP results (your *public self*).

- Does the nature of your job encourage or require you to exercise a less-preferred type? For instance, are you a clear introvert whose job requires you to regularly collaborate in teams?
- Consider the roles of each respondent. Are you in a subordinate role to a respondent or vice versa? Some people are seen as having a *perceiving* preference by a supervisor when they actually have a strong *judging* preference. Why might this occur?
- People generally prefer to operate in their dominant function when circumstances permit. As circumstances change, you may find yourself operating first in your auxiliary function, then tertiary, and finally inferior function. Your inferior function looks very much like your opposite MBTI® type. We generally use our inferior function infrequently and are subsequently less mature at using it. However, under stress, we often rely on our inferior function. Are you normally observed under stress?
- Some people entering mid-life report an increasing tendency to exercise non-preferred types as part of their continuing development. Could this apply to you?
- Are the people around you more comfortable communicating a certain way? Are you a perceiver who works, lives, and reports to people who are judgers? Are you a feeler in an environment where people tend to repress their feelings? Sometimes, our interactions with others whose type preferences are different from ours cause us to modify our behavior.
- Do you try to emulate others whom you admire who have different MBTI® types?
- How frequently do the people who completed your OTP interact with you? The frequency of interaction normally impacts how accurately others perceive you.
- Are you highly adaptable? Think about the communication preferences of others. Do you adapt to their style? Are you the kind of person who feels that it's important to accommodate others? Are you a people-pleaser? If so, how does this create problems or opportunities for you?
- If people perceive you as accurately and clearly as you perceive yourself, what does that suggest? Is it difficult for you to adapt to others? Do you have trouble working with people whose type preferences are very different from your own?
- Are you similar in preference to those who responded to you? Sometimes, respondents who have similar type preferences exaggerate behavioral differences. For example, if one of your respondents has a clear *judging* preference and is not comfortable working outside his/her preference, he/she may see you as having a weaker preference for *judging* or even a preference for *perceiving*.
- Additional possibilities:** _____



Difficulty Working Outside Your Preference

Some of us have trouble working outside our preferences. Isabel Myers and Katherine Briggs developed the MBTI® framework based on a Jungian psychological perspective. Jung believed that adults with a high potential for personal growth were also highly adaptable. Myers and Briggs assume that adaptive adults are able to operate comfortably outside their preferences. People who have trouble working outside their preference may seem stable but also extreme. If people accurately and clearly described your personality type, you may seem extreme to them. This is not absolute. You may be able to operate outside your preference comfortably but communicate your preference to others openly. In other words, you may make it easy for others to get to know you. Review the list of behaviors below. If you find yourself exhibiting the extreme behaviors of your preference, seek opportunities to practice your opposite function.

If you have a preference for:	<i>Do you usually exhibit these adaptable behaviors?</i>	<i>Or do you frequently exhibit these extreme behaviors?</i>
Extroversion	Friendly Enthusiastic Social	Pretentious Obnoxious Intrusive
Introversion	Intimate Discrete Serene	Unapproachable Indifferent Aloof
Sensing	Diligent Precise Explicit	Boring Fussy Obsessive
Intuition	Innovative Ingenious Insightful	Inconsistent Eccentric Unrealistic
Thinking	Rational Reasonable Succinct	Argumentative Intolerant Terse
Feeling	Compassionate Thoughtful Trustworthy	Ambiguous Hypersensitive Uncertain
Judgment	Decisive Plans Carefully Responsible	Impulsive Impatient Rigid
Perception	Adaptable Easygoing Flexible	Procrastinating Unreliable Unorganized



Working in Your Inferior Function

You can learn more about your inferior by reading the description of your opposite type. Recognize, however, that while working in your inferior function, you will probably not be as comfortable because your experience with your least-preferred functions is usually limited. So you may turn into a rather poor example of your opposite. Falling into the grip of your inferior allows your shadow to surface—including some things you may not wish to acknowledge about yourself. The inferior function and the shadow are two very different things, but they tend to surface at the same time. Locate your dominant function below and think about whether the following description applies to you when you fall into the grip of your inferior function. If you can't remember your dominant function, refer to page 4 of this report.

Sensing Dominant/Intuitive Least Preferred

- Doom and gloom attitude; end of the world, no possible way out; “The sky is falling”
- Hopelessness or denial

Intuitive Dominant/Sensing Least Preferred

- Detail-bound; stubbornly preoccupied with irrelevant facts and fine print
- Overindulgent; “Eat, drink, and be merry”

Thinking Dominant/Feeling Least Preferred

- Little things are annoying; emotions are out of control and inappropriate to stimulus; may be hyperactive
- Feeling worthless, guilty; take failure personally

Feeling Dominant/Thinking Least Preferred

- Demand the blame to be allocated; criticize; “You should have. . . .”
- Dominate and control others; treat people as pawns or numbers

One ENFP (Intuitive dominant) said, “I can sometimes recognize aspects of my shadow after finding myself in the grip of my inferior (Sensing least preferred) as sparked by stress. I notice myself shutting down, becoming uncommunicative, highly analytical, and judgmental. I believe that I recently had an episode of falling into my inferior function. People around me told me that I didn't seem like myself and that I became domineering while collaborating on a project.”

Falling into the grip of your shadow and inferior functions can provide a psychological opportunity to return to equilibrium after a stressful period—and an opportunity for personal insight. However, if you believe that you are experiencing the effects of your inferior functions too frequently, try the following:

- Practice your least-preferred function when relaxing or engaging in non-work-related interests
- Become more self-aware—recognize yourself beginning to act out of sorts during stressful periods
- Find effective ways to manage stress

“The *other* in us always seems alien and unacceptable; but if we let ourselves be aggrieved the feeling sinks in, and we are the richer for this little bit of self-knowledge.”

—Jung



Managing Stress and MBTI® Type

Hans Selye, author of *Stress without Distress*, said, “Complete freedom from stress is death.” Defining stress can be difficult because we all experience it differently. Physicians define stress as a *nonspecific response of the body to any demand made upon it*. Stress manifests itself in our bodies with such symptoms as increased heart rate or blood pressure. Some people avoid stress whenever possible. Others learn to use stress as motivation. You can do this by learning to collaborate and adapt to other people’s styles more readily, educating others about how you prefer to operate, and accepting that interacting and collaborating with others with different operating styles can be stressful. Most importantly, you can learn to:

1. Reduce the severity of stress you experience when interacting with others who have different preferences by becoming aware of your reactions to them and learning to accept and leverage differences.
2. Avoid falling into the grip of your inferior function by recognizing the behaviors you normally exhibit while in your inferior function and learning to control them.

Ask yourself the following questions:

- Do you avoid interacting with people you have trouble working with? In other words, is avoidance preferable to accommodation?
- Do you tend to tell yourself and others what they *should* and *should not* do? Do you feel frustrated when others operate differently than you?
- Do you undermine your ability to be adaptive by saying such things as, “I’m not good at doing . . .,” “I’m terrible at . . .,” or “I’m really bad at . . .”?
- Do you tend to blame team members who operate differently than you for a team failure?
- Do you ever discount others’ contributions on a group project that was successful because you feel their operating style or approach was less effective than yours?
- Do you blame, criticize yourself, or otherwise feel guilty when you act out of sorts sometimes—expressing strong feelings like anger toward others?

Yes	No

If you answered yes to any of the questions above, you may be having thoughts that can contribute to your stress level. When you notice yourself experiencing negative self-talk or inflexibility, try restructuring your thoughts. Think of an operating style difference with someone that is extremely stressful for you. What *should* and *must* statements are you thinking? One person might be thinking, “My ideas must be seriously considered because I’m the most rational person in the group.” Here are a few examples about how thoughts can be restructured to reduce your overconcern about a situation or another person’s operating style:

- “You should do. . .” to “*I find it helpful to. . .*”
- “He/she should have done. . .” to “*I can’t control what other people do or believe. I can give them useful feedback about how it might be done differently in the future.*”



Are You Seen as Extraverted or Introverted?

OTP question #:

1. This person seems to prefer tasks that require
 - I Extensive research, analysis, or other solitary activities.
 - E Frequent meetings and interactions with others.
 5. In meetings, this person
 - E Is generally more talkative than others and seems to engage easily in the discussion.
 - I Is often less talkative than others and seems to reflect on ideas before speaking up.
 9. In most situations, this person
 - I Is more reserved and less expressive until he or she becomes comfortable with others.
 - E Is more expressive and seems to communicate openly and freely with others.
 13. This person
 - E Seems to be energized by working and interacting with others.
 - I Can work with others but seems more satisfied by doing individual tasks.
 17. At social gatherings, this person usually
 - I Interacts with a small group of friends and leaves early or stays for a brief period of time.
 - E Engages with many people and often stays late or stays longer than others.
 21. This person
 - E Is more action oriented and seems to derive the most pleasure from doing things.
 - I Is more reflective and seems to derive the most pleasure from thinking about things.
 25. I think this person would most prefer
 - I Eating lunch alone or with a small number of friends or colleagues.
 - E Eating lunch with a large number of people. He or she would probably prefer not to eat alone very often.
 29. In social occasions with people he or she does not know, this person
 - E Appears more outgoing and often takes the initiative in making introductions.
 - I Appears less outgoing and often waits for others to make the introductions.
- Participants also made the following choices about your preference:
- I Intimate
 - E Gregarious
 - I Depth
 - E Breadth
 - I Thoughtful
 - E Expressive
 - I Reflective
 - E Interactive
 - I Reserved
 - E Engaging
 - I Solitary
 - E Social
 - I Introspective
 - E Outgoing
 - I Writer
 - E Talker

Respondent										E	I
1	2	3	4	5	6	7	8	9	10		
E	E	I	E		E					4	1
E	E	E	E	E	E					6	0
E	E	I	E	E	E					5	1
E	E	I	E	E	E					5	1
	E	I	E	E	E					4	1
E	E	E	E	E	E					6	0
E	E	E	E	E	E					6	0
E	E	I		E	E					4	1
I	E	E	E	E	E					5	1
	E	E			I					2	1
E	E	E	E		E					5	0
E	E	E	E	E	E					6	0
E	E	I	E	E	E					5	1
E	E	E	E	E	E					6	0
E	E	E	E	E	E					6	0
E	E	E	E	E	E					6	0
										81	8

Your average score for this dimension is E = 12.20.

* When a tie exists between E and I, your observed type is I.



Are You Seen as Sensing or Intuitive?

OTP question #:

- 2. This person is more likely to be concerned
 - S That there are enough facts to make a decision and that those facts are correct.
 - N With what the facts suggest or imply.
 - 6. This person's primary orientation is
 - N The future. He or she anticipates what could be and enjoys talking about possibilities.
 - S The present. He or she seems most comfortable dealing with concrete realities.
 - 10. When undertaking routine tasks, this person is more likely to
 - S Follow established and proven procedures and frameworks.
 - N Look for new ways of accomplishing the tasks.
 - 14. This person seems to enjoy
 - S Remembering and working with a great number of facts.
 - N Sensing patterns and relationships that go beyond the facts and imagining new possibilities.
 - 18. This person seems to prefer
 - S Things that are practical and concrete.
 - N Things that are abstract and conceptual.
 - 22. You would go to this person when you need someone who likes to
 - N Grasp and envision overall concepts, or the big picture.
 - S Grasp and manage details.
 - 26. While investigating a problem, this person seems most interested in
 - S The concrete facts of the situation—what can be known with certainty now.
 - N The possibilities of the situation—by going logically from step to step.
 - 30. This person is more likely to explore ideas
 - N Intuitively—by seeing connections and linking steps that are out of sequence.
 - S Sequentially—by going logically from step to step.
- Participants also made the following choices about your preference:
- N Concepts
 - S Details
 - N Theory
 - S Experience
 - N Hypothesis
 - S Fact
 - N Future
 - S Present
 - N Invent
 - S Apply
 - N Abstract
 - S Concrete
 - N Speculative
 - S Methodical
 - N Novel
 - S Practical

Respondent											S	N
1	2	3	4	5	6	7	8	9	10			
	N	S	S	N	N						2	3
	S	N	N	N	N						1	4
	S	S	N	S	S						4	1
	S	N	S	N		N					2	3
	N	N	S	N	S	N					2	4
	S	N	N		N	N					1	4
	S	N	S	S		N					3	2
	S	N	S								2	1
	S	N	S	S	N	N					3	3
	S	N	S	S	N	S					4	2
	S	S	S	S	N	N					4	2
	S	N	S	S	N	N					3	3
	S	N	S	S	S	S					5	1
	S	N	S	S	N	N					3	3
	S	N	N	N	N	N					1	5
	S	N	S	S		S					4	1
											44	42

Your average score for this dimension is $S = 0.33$.

* When a tie exists between S and N, your observed type is N.



Are You Seen as Thinking or Feeling?

OTP question #:

- 3. When giving someone news that could be disappointing or hurtful to them, this person seems more concerned about
 - T Explaining, rationalizing, or justifying the news.
 - F The other person's feelings and his or her response to the news.
 - 7. During team projects, this person is more likely to
 - F Address the team's tasks but also show concern for how well people are working together.
 - T Focus entirely on the team's tasks and ignore or overlook conflict or other interpersonal problems.
 - 11. This person appears
 - T Analytical and task oriented.
 - F Social and person oriented.
 - 15. This person prefers
 - F Dealing with people and predicting how people will respond to decisions.
 - T Analyzing data and predicting the logical outcome of a course of action.
 - 19. When making an important decision, this person seems most concerned about
 - F How the decision will impact people.
 - T Whether the decision is logically correct.
 - 23. This person's leadership style might best be described as
 - T Task oriented, practical, procedural, and strategic.
 - F Enthusiastic, appreciative, communicative, and supportive.
 - 27. While trying to persuade others, this person is more likely to begin by
 - F Trying to connect with the other person.
 - T Presenting his or her point of view.
 - 31. In decisions affecting people, this person seems more concerned about
 - T Outcomes that are fair and reasonable.
 - F Outcomes that are cooperative and harmonious.
- Participants also made the following choices about your preference:
- T Critical
 - F Appreciative
 - T Analytical
 - F Evaluative
 - T Reasonable
 - F Compassionate
 - T Fair
 - F Harmonious
 - T Right/wrong
 - F Good/bad
 - T Justice
 - F Mercy
 - T Head
 - F Heart
 - T Objective
 - F Subjective

Respondent											T	F
1	2	3	4	5	6	7	8	9	10		T	F
F	T	T	T	T	T						5	1
F	F	T	T	T	F						3	3
F	F	F	F	F	F						0	6
F	F	T			F						1	3
T	F	T			T						3	1
F	F	T	F	T	F						2	4
F	F	T	F	F	F						1	5
T	F	T	F	T	T						4	2
F	F	T			F						1	3
F	F	T			F						1	3
	F	T	T	T	T						4	1
F	F	T	T		T						3	2
F	T	F	T	F	F						2	4
F	T	T			T						3	1
F	T	T	T	T	T						5	1
	F	F	F	T	T						2	3

* When a tie exists between T and F, your observed type is F.

Your average score for this dimension is $F = 0.50$.

40	43
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Are You Seen as Judging or Perceiving?

OTP question #:

- 4. This person is best described as
 J Decisive and resolved.
 P Flexible and spontaneous.
- 8. When this person has completed a task on time, it is more likely because he or she
 P Put in a burst of energy at the end.
 J Planned and executed subtasks at a steady pace.
- 12. This person
 J Does not like to be pressured by deadlines and would prefer to get work done well ahead of time in order to avoid deadline pressure.
 P Seems energized by deadlines and appears to enjoy working hard at the end to finish.
- 16. This person seems most comfortable in situations where he or she
 P Can react spontaneously to events as they occur.
 J Can predict and plan for events.
- 20. In meetings, this person generally
 J Seems concerned about sticking to the agenda, discussing all of the items listed, and finishing the meeting on time.
 P Does not mind if the agenda is altered and some items are not discussed in the time originally scheduled.
- 24. Once a plan has been made, this person is more likely to
 J Initially resist information that could lead to modifying the plan.
 P Immediately accept and explore the new information.
- 28. This person
 P Seems to tolerate ambiguity well. It's all right with them if plans are undecided for the moment.
 J Does not seem comfortable with ambiguity. He or she prefers certainty.
- 32. If this person has a fault, it is that he or she
 P Is too indecisive.
 J Is too rigid and inflexible.

Participants also made the following choices about your preference:

- P Flexible
- J Decisive
- P Adapt
- J Plan
- P Open
- J Certain
- P Surprising
- J Predictable
- P Spontaneous
- J Structured
- P Tentative
- J Resolved
- P Changing
- J Established
- P Variety
- J Stability

		Respondent										J	P
		1	2	3	4	5	6	7	8	9	10		
4.	This person is best described as J Decisive and resolved. P Flexible and spontaneous.	P	P	J	P	P	P					1	5
8.	When this person has completed a task on time, it is more likely because he or she P Put in a burst of energy at the end. J Planned and executed subtasks at a steady pace.	P	P	P	P	P	P					0	6
12.	This person J Does not like to be pressured by deadlines and would prefer to get work done well ahead of time in order to avoid deadline pressure. P Seems energized by deadlines and appears to enjoy working hard at the end to finish.	P	P	P	P	P	P					0	6
16.	This person seems most comfortable in situations where he or she P Can react spontaneously to events as they occur. J Can predict and plan for events.		P	P	P	P	P					0	5
20.	In meetings, this person generally J Seems concerned about sticking to the agenda, discussing all of the items listed, and finishing the meeting on time. P Does not mind if the agenda is altered and some items are not discussed in the time originally scheduled.	P	P	P	P	P	P					0	6
24.	Once a plan has been made, this person is more likely to J Initially resist information that could lead to modifying the plan. P Immediately accept and explore the new information.	P	J	J	J	J	P					4	2
28.	This person P Seems to tolerate ambiguity well. It's all right with them if plans are undecided for the moment. J Does not seem comfortable with ambiguity. He or she prefers certainty.		P	J	J	P	P					2	3
32.	If this person has a fault, it is that he or she P Is too indecisive. J Is too rigid and inflexible.		P	P	J	P						1	3
	Participants also made the following choices about your preference:	P	P	J		P	P					1	4
	P Adapt J Plan		P	J	P	P	P					1	4
	P Open J Certain		P	J			P					1	2
	P Surprising J Predictable		J	J	J	J	P					4	1
	P Spontaneous J Structured		P	P	P	P	P					0	5
	P Tentative J Resolved		P	P	P		J					1	3
	P Changing J Established	J	P	J	J		P					3	2
	P Variety J Stability	J	P	P	P	J	P					2	4
												21	61

* When a tie exists between J and P, your observed type is P.

Your average score for this dimension is $P = 6.67$.



Reflections

Consider the results of the report. What did you learn about yourself?

What would you like to do differently in the future? For instance,

- Would it be helpful to be more adaptable when working with other types? If so, think of some ways to practice adapting to others.
- Would it be helpful to practice your inferior function in safe, nonthreatening situations?
- Would it be helpful for you to confront and manage the anxiety you feel when working outside of your type? If so, confront some of the irrational thoughts you may be having.

Think of some situations where you could be more effective by showing your opposite preference. Record them below.

Record a number of short-term changes you can make to help you do this in the future.

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