



The people development people.

Introduction to the *Myers-Briggs Type Indicator*[®] (MBTI[®]) Assessment

Improve the performance of your people,
teams, and organization with the world's most
trusted personality assessment.



Topics Covered

- MBTI® Assessment Overview
- Key Applications and Concepts
- Customer Successes
- Getting Started
- Popular Products
- Support Resources





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MBTI® Assessment Overview



MBTI® Assessment Overview

Developed in the 1940s by Katharine Cook Briggs and Isabel Briggs Myers, the *Myers-Briggs Type Indicator*® (MBTI®) assessment was created to

- Make Carl Jung's theory of human personality type useful in everyday life
- Increase self-awareness and confirm self-perception
- Appreciate and capitalize on strengths of self and others
- Consider possible blind spots and/or areas for personal development
- Think and act out of choice rather than out of reflex





MBTI® Assessment Overview

Why is the MBTI assessment so popular?

- The MBTI tool's positive approach to understanding differences between people has made it the world's most popular personality assessment.
- While deceptively simple, it's based on sound and enduring psychological theory that can transform the performance of individuals, groups and entire organizations.
- Individuals who take the MBTI assessment often experience an “aha moment!” as they come to better understand themselves and how they approach work and day-to-day life.
- Organizations make it their personality assessment of choice across training and development programs because it provides a common language for appreciating interpersonal differences.





MBTI® Assessment Overview: Key Benefits

- Easy to grasp, insightful, and thought provoking—for practitioners and clients alike
- Highly reliable and valid, backed by ongoing global R&D investment
- Highly flexible in terms of administration options and application areas
- Available in 20+ languages—with new culturally validated translations continually being developed
- Backed by expert support and guidance, available through CPP's global distributor network, with numerous resources and reference materials for practitioners and the individuals they serve—both online and in printed form





MBTI® Assessment Overview: Four Dichotomies

- Sorts responses to items in order to propose four personal preferences:
 - Energy source: Extraversion or Introversion
 - Information source: Sensing or Intuition
 - Decision-making style: Thinking or Feeling
 - Lifestyle: Judging or Perceiving

- Through the possible combinations of the above, the indicator describes and celebrates 16 possible types





MBTI® Assessment Overview: Extraversion-Introversion

Energy

Extraversion

Being energized through contact with other people or through engaging in activities
(the outer world)



Introversion

Being energized through ideas, quiet times, or solitude
(the inner world)



Source: Sandra Krebs. Hirsh and Jane A.G. Kise, *Using the MBTI® Tool in Organizations* (Mountain View, CA: CPP, Inc., 1999, 2001). Further reproduction is prohibited without the publisher's written consent.





MBTI Assessment Overview: Sensing-Intuition

Information

Sensing

Paying attention to what you perceive through the five senses: seeing, the hearing, touching, smelling, and tasting

Intuition

Paying attention to what might be described as the sixth sense—the unseen world of meanings, inferences, hunches, insights, and connections



Source: Sandra Krebs. Hirsh and Jane A.G. Kise, *Using the MBTI® Tool in Organizations* (Mountain View, CA: CPP, Inc., 1999, 2001). Further reproduction is prohibited without the publisher's written consent.





MBTI® Assessment Overview: Thinking-Feeling

Decisions

Thinking

Making decisions based on impartial criteria—cause-effect reasoning, constant principles or truths, and logic

Feeling

Making decisions based on values-based, person-centered criteria, seeking harmony



Source: Sandra Krebs. Hirsh and Jane A.G. Kise, *Using the MBTI® Tool in Organizations* (Mountain View, CA: CPP, Inc., 1999, 2001). Further reproduction is prohibited without the publisher's written consent.





MBTI® Assessment Overview: Judging-Perceiving

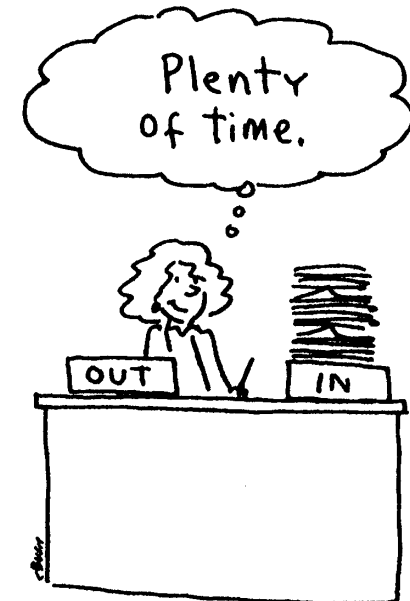
Approach to Life

Judging

Want to live an ordered life, with goals and structure, making decisions so you can move on

Perceiving

Want to live a spontaneous life with flexibility, staying open to new information and possibilities



Source: Sandra Krebs. Hirsh and Jane A.G. Kise, *Using the MBTI® Tool in Organizations* (Mountain View, CA: CPP, Inc., 1999, 2001). Further reproduction is prohibited without the publisher's written consent.





MBTI® Assessment Overview: Type Table

ISTJ <ul style="list-style-type: none"> Leads by bringing order and efficiency to meetings and tasks Influences by using logical arguments backed by specifics and realism Focus is on facts, details, and results 	ISFJ <ul style="list-style-type: none"> Leads by encouraging others in tasks that suit them best Influences by ensuring that information is accurate, things are organized Focus is on setting priorities based on the needs of people 	INFJ <ul style="list-style-type: none"> Leads by encouraging others to cooperate in working towards a vision Influences by being creative and dedicated Focus is on creative insight and strong values 	INTJ <ul style="list-style-type: none"> Leads by setting the course to make an idea become reality Influences by intellectual depth and dedication Focus is on designing systems, changing the status quo
ISTP <ul style="list-style-type: none"> Leads by quietly setting an example Influences, when asked, by having all the needed information ready Focus is on finding the logical ways to get things done 	ISFP <ul style="list-style-type: none"> Leads by encouraging others to cooperate Influences by example, helping others pursue their ideals Focus is on the practical care of people 	INFP <ul style="list-style-type: none"> Leads by promoting harmonious teams where each person is valued Influences by highlighting common ideas and new possibilities Focus is on group consensus and shared values 	INTP <ul style="list-style-type: none"> Leads by convincing others of the merit and logic of his/her ideas Influences by providing in-depth knowledge and analysis Focus is on logical, intellectual insights to problems
ESTP <ul style="list-style-type: none"> Leads by finding the most efficient way to work together Influences by establishing logical processes, pursuing them with enthusiasm Focus is on action, taking care of problems as they arise 	ESFP <ul style="list-style-type: none"> Leads by encouraging the contributions of others Influences by enthusiasm and enjoyment of the tasks at hand Focus is on creating an upbeat atmosphere for people 	ENFP <ul style="list-style-type: none"> Leads by creating a vision, helping people see their potential Influences by listening to and incorporating the ideas of others Focus is on exploring all the possibilities 	ENTP <ul style="list-style-type: none"> Leads by developing novel strategies for new enterprises Influences by going the extra mile Focus is on innovative models, conquering challenges
ESTJ <ul style="list-style-type: none"> Leads by planning, providing direction, and assigning responsibilities Influences by modeling the standards and commitment he/she expects from others Focus is on structuring tasks so goals are met 	ESFJ <ul style="list-style-type: none"> Leads by paying attention to the needs of others and making sure they feel important Influences by being conscientious and hard-working Focus is on getting things organized so that people's personal needs are met 	ENFJ <ul style="list-style-type: none"> Leads by facilitating, helping others plan and cooperate to meet goals Influences by clarifying processes by which goals can be met Focus is on encouraging others in building consensus 	ENTJ <ul style="list-style-type: none"> Leads by presenting a vision, then energizing and directing others to meet it Influences by objectively analyzing ideas, setting goals Focus is on making decisions

Source: Sandra Krebs. Hirsh and Jane A.G. Kise, *Using the MBTI® Tool in Organizations* (Mountain View, CA: CPP, Inc., 1999, 2001). Further reproduction is prohibited without the publisher's written consent.





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Key Applications and Concepts



Key Applications

- Team Building
- Management Training
- Leadership Development
- Individual Coaching
- Career Development
- Change Management





Key Applications: Team Building

S T J	S F J	N F J	N T J
I S T P	I S F P	I N F P	I N T P
E S T P	E S F P	E N F P	E N T P
E S T J	E S F J	E N F J	E N T J

N = _____
 E _____
 S _____
 T _____
 J _____

I _____
 N _____
 F _____
 P _____

Modal type (most frequent type) _____

Group Type (most frequent preferences)





Key Applications: Management and Leadership Development

Excerpted from *Introduction to Type[®] and Leadership*

ESTJ

8.7% of population
16.7% of leaders

Efficient Drivers

"I don't dislike her as a person. It's just that she's no use to me [in her job]. She doesn't do what she says she will. I'd respect her a lot more if she did."
—ESTJ leader in the pharmaceutical industry talking about a peer

ISTJ

ISFJ

INFJ

INTJ

ISTP

ISFP

INFP

INTP

ESTP

ESFP

ENFP

ENTP

ESTJ

ESFJ

ENFJ

ENTJ

	Assets: ESTJ leaders tend to...	Challenges: ESTJ leaders tend to...
Setting Direction	<ul style="list-style-type: none"> ■ Decide on a direction quickly, seemingly starting at the end point ■ Know exactly what needs to be accomplished to achieve clearly defined objectives ■ Be able to identify what is practical to implement ■ Create plans thoroughly and quickly, modeling for others the planning standards they value 	<ul style="list-style-type: none"> ■ Try to avoid long discussions of options and revisiting decisions, even when new information would make it prudent ■ Have a hard time creating a vision or direction that describes the ideal rather than the practical ■ Struggle to articulate a direction in a way that inspires a broad audience ■ Leap so quickly to the "right" answer that they lose the benefit of others' input and support for the plan
Inspiring Others to Follow	<ul style="list-style-type: none"> ■ Set high standards and provide clearly defined roles so that others know what is expected of them ■ Use goals and plans to motivate people and enlist their assistance ■ Be generally concise and clear in their communication ■ Enjoy working with others, especially when things are going well, taking pride in being part of a community 	<ul style="list-style-type: none"> ■ Be impatient with people who decide or act more slowly than they do, even judging them to be less bright than they are ■ Be outspoken and even blunt, not liking to mince words or waste time ■ Give more negative feedback than positive, which can leave others feeling criticized even when that wasn't the intention ■ Drive others too hard, damaging relationships to the point that colleagues will hesitate to offer valuable counterviews when they have them
Mobilizing Accomplishment of Goals	<ul style="list-style-type: none"> ■ Have the ability to outline clear, efficient, structured plans to reach intended goals ■ Focus doggedly on the goal and follow up to ensure that progress is on track ■ Be extremely effective at following their plans and meeting deadlines ■ Deploy resources efficiently in getting tasks done 	<ul style="list-style-type: none"> ■ Accept doing things the way they've always worked, rather than looking for a better process ■ Micromanage if work seems off schedule, alienating others and hindering accomplishment ■ Be more focused on the tasks to be done than the people doing them, causing them to ignore development needs until progress is being hampered

16

Source: Sharon Lebovitz Richmond, *Introduction to Type[®] and Leadership*, (Mountain View, CA: CPP, Inc., 2008). Further reproduction is prohibited without the publisher's written consent.

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Key Applications: Career Development

- Helps clients find promising occupations to explore
- Explains how an individual's MBTI preferences affect what her or she likes in a career



Myers-Briggs Type Indicator®
Career Report

JANE SAMPLE / ENFP
Page 6

How Your Type Affects Your Career Development

Your career development process will be influenced by your ENFP preferences. Career development almost always involves coping with new demands that do not come naturally to you and often requires working and communicating with people with different preferences. At times, career change can be a beneficial stimulus to further development of your type. Type development means knowing and accepting your natural preferences and then consciously choosing to use nonpreferred preferences in certain situations when appropriate. Listed below are some typical strengths of and challenges faced by ENFPs, as well as some suggestions for development.

Your style has probably helped you develop strengths in:

- Identifying and pursuing multiple possibilities
- Brainstorming and creatively solving problems; developing new products or services
- Motivating others by bringing energy and enthusiasm to any task
- Communicating or selling ideas and possibilities to others
- Working closely with teams

Challenges

- You may have trouble determining priorities amid the many possibilities you can see.
- You may burn out from following every possibility and overcommitting.
- You may not follow through on decisions or projects.

Suggested Strategies

- Reflect quietly on what is most important to you.
- Figure out what needs to be done first. What will have the most impact?
- Enroll in stress reduction or yoga classes with some friends.
- Every time you take on a new project, ask yourself what you will have to give up.
- Ask yourself how you or others will feel if you don't complete this task. Who might you be letting down?
- How will you feel if you develop a reputation as someone who doesn't honor his or her commitments?

Action Steps

- ▶ Identify a career or job you are considering.
- ▶ Review the list of strengths and challenges above.
- ▶ Evaluate how much the job you have in mind will allow you to use your natural strengths and challenge you to use other preferences. You will probably be most satisfied with a job that allows you to use your strengths most of the time but also provides a manageable degree of challenge.



Source: Allen L. Hammer, *MBTI® Career Report*, (Mountain View, CA: CPP, Inc., 1992, 1998, 2004). Further reproduction is prohibited without the publisher's written consent.



Key Applications: Career Development

- Lists the most and least popular occupations for client's type
- Occupational information is presented using O*NET™ classifications for easy research and follow-up

Source: Allen L. Hammer, *MBTI® Career Report*, (Mountain View, CA: CPP, Inc., 1992, 1998, 2004). Further reproduction is prohibited without the publisher's written consent.





Key Concepts: Order or Preferences

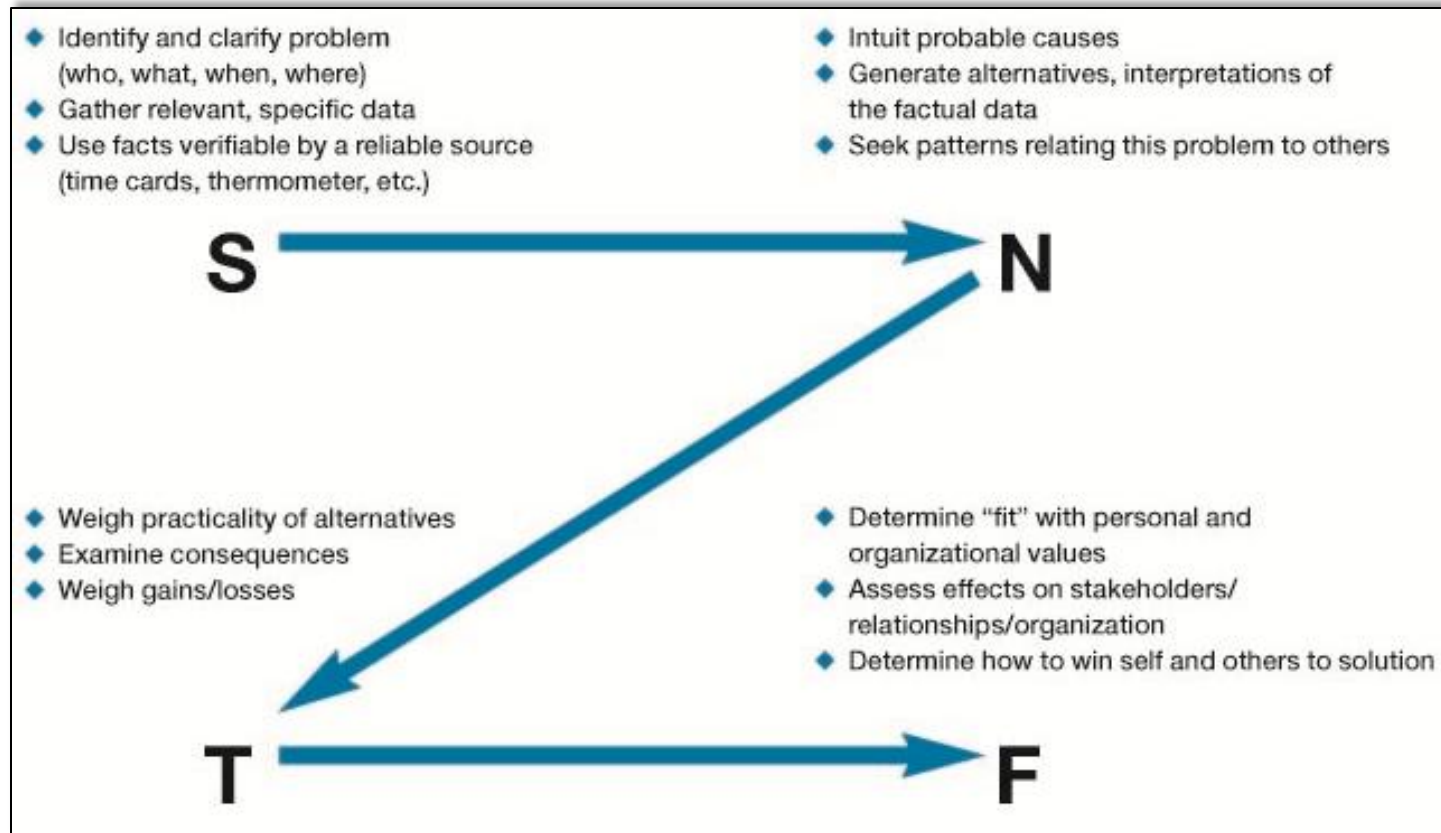
ISTJ 1. Sensing 2. Thinking 3. Feeling 4. Intuition	ISFJ 1. Sensing 2. Feeling 3. Thinking 4. Intuition	INFJ 1. Intuition 2. Feeling 3. Thinking 4. Sensing	INTJ 1. Intuition 2. Thinking 3. Feeling 4. Sensing
ISTP 1. Thinking 2. Sensing 3. Intuition 4. Feeling	ISFP 1. Feeling 2. Sensing 3. Intuition 4. Thinking	INFP 1. Feeling 2. Intuition 3. Sensing 4. Thinking	INTP 1. Thinking 2. Intuition 3. Sensing 4. Feeling
ESTP 1. Sensing 2. Thinking 3. Feeling 4. Intuition	ESFP 1. Sensing 2. Feeling 3. Thinking 4. Intuition	ENFP 1. Intuition 2. Feeling 3. Thinking 4. Sensing	ENTP 1. Intuition 2. Thinking 3. Feeling 4. Sensing
ESTJ 1. Thinking 2. Sensing 3. Intuition 4. Feeling	ESFJ 1. Feeling 2. Sensing 3. Intuition 4. Thinking	ENFJ 1. Feeling 2. Intuition 3. Sensing 4. Thinking	ENTJ 1. Thinking 2. Intuition 3. Sensing 4. Feeling





Key Concepts: A Problem-Solving Model

Function Pairs: ISTJ & ENFP



Source: Sandra Krebs. Hirsh and Jane A.G. Kise, *Using the MBTI® Tool in Organizations* (Mountain View, CA: CPP, Inc., 1999, 2001). Further reproduction is prohibited without the publisher's written consent.





MBTI® Assessment Options

- Step I™ (Form M): Four-letter type
- MBTI® Complete: Four-letter type plus an interactive learning session
- Step II™ (Form Q): Four-letter type, plus five facets per dichotomy





Product Options: MBTI® Step I™ Assessment

- 93 items
- Provides 4-letter type
- Faster to complete
- Multiple applications: coaching, personal development, career awareness, communication, etc.



Myers-Briggs Type Indicator®
Profile

JANE SAMPLE / ENFP
October 28, 2009

This profile is designed to help you understand your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment. Based on your individual responses, the MBTI instrument produces results to identify which of sixteen different personality types best describes you. Your personality type represents your preferences in four separate categories, with each category composed of two opposite poles. The four categories describe key areas that combine to form the basis of a person's personality as follows:

- Where you focus your attention—Extraversion (E) or Introversion (I)
- The way you take in information—Sensing (S) or Intuition (N)
- The way you make decisions—Thinking (T) or Feeling (F)
- How you deal with the outer world—Judging (J) or Perceiving (P)

Your MBTI type is indicated by the four letters representing your preferences. Based on your responses to the assessment, your reported MBTI type is ENFP, also described as Extraverted Intuition with Feeling. Your results are highlighted below.

Reported Type: ENFP			
Where you focus your attention	E Extraversion People who prefer Extraversion tend to focus their attention on the outer world of people and things.	I Introversion People who prefer Introversion tend to focus their attention 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 prefer to have things settled.	P Perceiving People who prefer Perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open.	

Your responses to the MBTI assessment not only indicate your preferences; they also indicate the relative *clarity* of your preferences—that is, how clear you were in expressing your preference for a particular pole over its opposite. This is known as the *preference clarity index*, or *pci*. The bar graph that follows charts your *pci* results. Note that a longer bar suggests you are quite sure about your preference, while a shorter bar suggests you are less sure about that preference.



Source: *MBTI® Profile* (Mountain View, CA: CPP, Inc., 1998, 2004). Further reproduction is prohibited without the publisher's written consent.



Product Options: MBTI® Complete

Key Features:

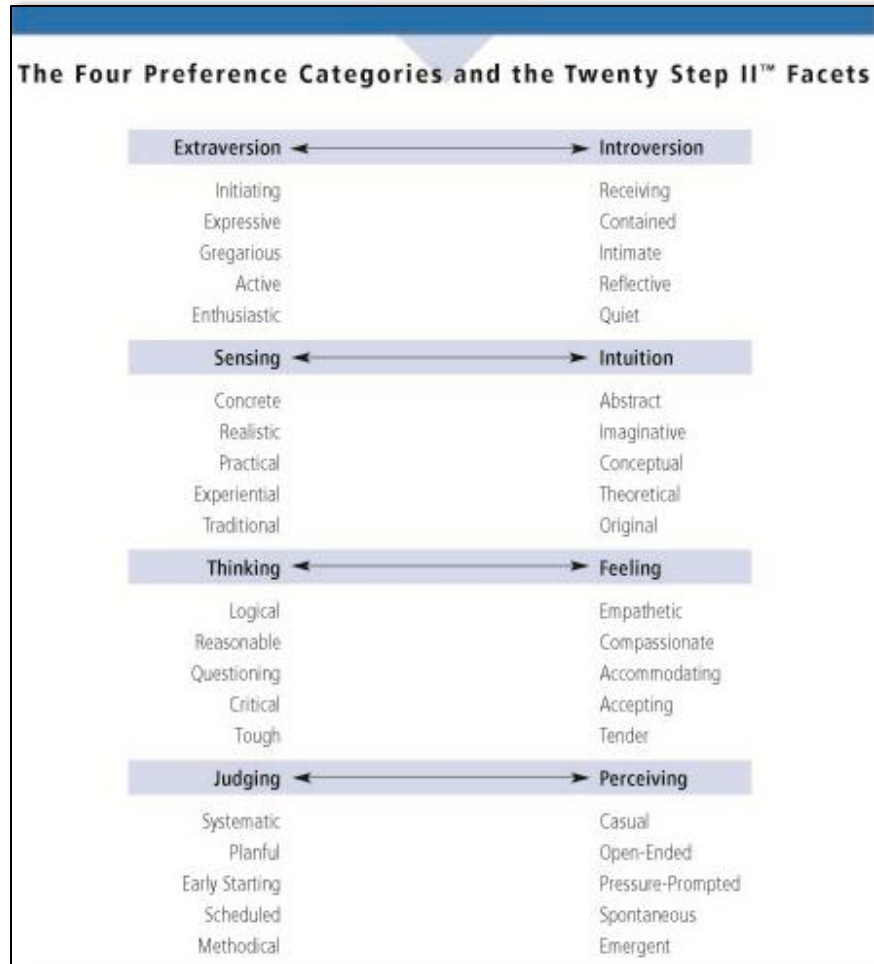
- Combines Step I™ administration and interpretation
- Leads the participant through the essential “best-fit” type exercise
- Reinforces learning about type
- Saves time by allowing practitioners to focus on applications versus verification





Product Options: MBTI® Step II™ Assessment

- **144 items**
- **Provides 4-letter type, plus preferences on 5 facet scales for each dichotomy**
- **Takes slightly longer to complete and debrief**
- **Provides more in-depth understanding of type preferences**
- **Explains uniqueness within each type**



Source: Jean M. Kummerow and Naomi L. Quenk, *Understanding Your MBTI® Step II™ Results*, (Mountain View, CA: CPP, Inc., 2003). Further reproduction is prohibited without the publisher's written consent.



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Customer Successes



Testimonials:

"Respect is imperative within the Hilton organization. Using the MBTI® assessment has given us the opportunity to start creating relationships within our management teams."

—Javier Araya, Learning & Development Manager, Hilton Grand Vacations

"Communication with managers and others can be improved with sensitivity to type and a bit of flexing.... In a clinical setting, patient satisfaction scores go up. In an administrative office, employee satisfaction goes up."

—Judith O'Rourke, Senior Learning Consultant





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Getting Started



Getting Started

To purchase the MBTI® Step I™ and II™ instruments, you

- Must successfully complete CPP's MBTI® Certification Program

OR

- Have a master's degree or higher in psychology, counseling, organizational development, or a related field





Getting Started

The 4-Day MBTI® Certification Program

- Become eligible to purchase and administer the MBTI assessment upon successful completion
- Practice how to administer and interpret the latest forms of the MBTI assessment including Form M (Step I™) and Form Q (Step II™)
- Build confidence in presenting type theory and explore MBTI application tips and exercises
- Receive a practitioner's starter kit—including manuals, presentation slides, books, and client booklets—to prepare you for implementation success
- Earn hours/CEUs from several professional organizations (public programs only)
- Visit www.cpp.com/mbticertification to access the schedule and learn more about in-house delivery options





Getting Started: Delivery Options

CPP offers fast, easy, and convenient administration and reporting of the assessments through

- SkillsOne.com, our secure and efficient Web-based delivery platform
- A self-scorable, paper-and-pencil version
- The method of administration will determine which types of reports are available for your clients or employees

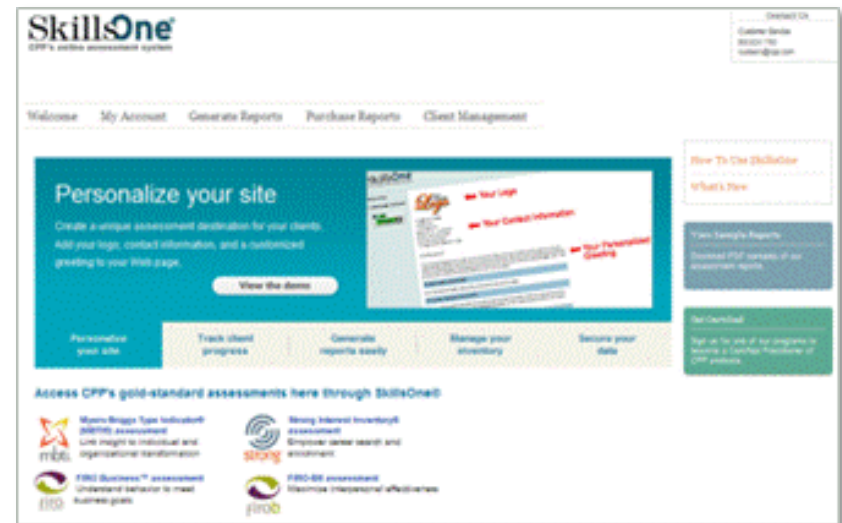




Getting Started: SkillsOne®

CPP's assessment delivery platform: SkillsOne.com

- Enables client access and assessment administrations from anywhere Internet access is available
- Sends real-time notifications when an assessment is complete
- Provides instant report generation, printing, and ability to e-mail PDFs to your clients





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Popular Products and Support Resources



Popular MBTI® Products

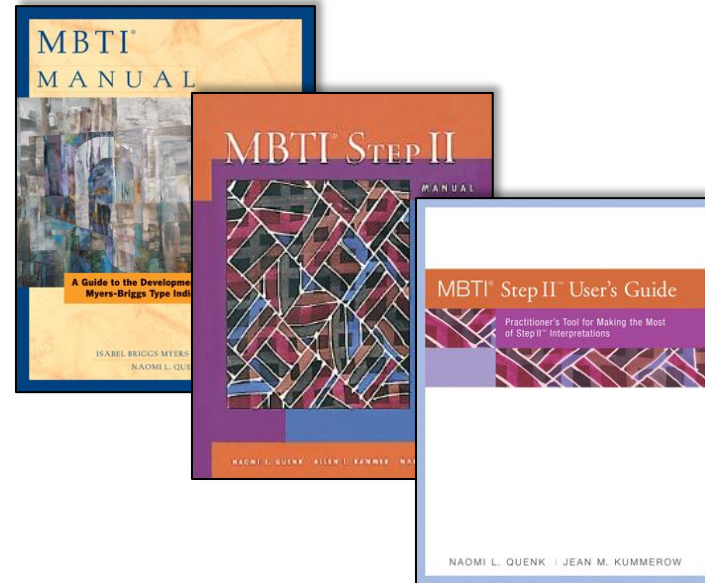
Keep type learning concepts top of mind for everyday use with our *Introduction to Type*® series (20 booklets in all)—available in print or PDF format





Popular MBTI® Products

Manuals and user's guides to expand your knowledge and improve your interpretations



Workshop and activity resources to extend the value of your training





Support Resources

Available on www.cpp.com in the Knowledge Center:

- Case Studies
 - Southwest Airlines
 - Ernst & Young
 - Kaiser Permanente
- Webinars
- MBTI Form M and Form Q Manual Supplements:
www.cpp.com/mbtivalidity

Networking Opportunities & Free Resources

- Independent Consultant community—ICON Success:
www.cppiconsuccess.com
- Twitter: www.twitter.com/thembti
- Facebook: www.facebook.com/thembti
- MBTI® Talk Blog: www.mbtitalk.com
- MBTI® Type Tips Facebook Application: www.cpp.com/mbtitips





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Thank You

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