



MYERS-BRIGGS TYPE INDICATOR® | STEP II™ INTERPRETIVE REPORT

Prepared for
MARK RAZO

March 10, 2023

Developed by
Naomi L. Quenk, PhD
Jean M. Kummerow, PhD



+1 800 624 1765 | www.themyersbriggs.com

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About Your Report

Your Myers-Briggs® Step II™ Interpretive Report is an in-depth, personalized description of your personality preferences, derived from your answers to the MBTI® assessment. It includes your Step I™ results and your four-letter type, along with your Step II results, which show some of the unique ways you express your Step I type.









The MBTI assessment was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung's theory of personality types. This theory suggests that we have opposite ways of directing and receiving energy (Extraversion or Introversion), taking in information (Sensing or Intuition), deciding or coming to conclusions about that information (Thinking or Feeling), and approaching the outside world (Judging or Perceiving).

Everyone can and does use each of these eight parts of personality at least some of the time but prefers one in each pair over the other, just as most people have a natural preference for using one hand rather than the other. No preference in a pair is better or more desirable than its opposite.

The MBTI assessment does not measure your skills or abilities in any area. Rather, it is a tool to help you become aware of your particular style and to better understand and appreciate the helpful ways that people differ from one another.

YOUR REPORT CONTAINS

- Your Step I™ Results
- Your Step II™ Facet Results
- Applying Step II™ Results to Communicating
- Applying Step II™ Results to Making Decisions
- Applying Step II™ Results to Managing Change
- Applying Step II™ Results to Managing Conflict
- How the Parts of Your Personality Work Together
- Integrating Step I™ and Step II™ Information
- Using Type to Gain Understanding
- Overview of Your Results

<p>Extraversion You focus on the outside world and get energy through interacting with people and/or doing things.</p>			<p>Introversion You focus on the inner world and get energy through reflecting on information, ideas, and/or concepts.</p>
<p>Sensing You notice and trust facts, details, and present realities.</p>			<p>Intuition You attend to and trust interrelationships, theories, and future possibilities.</p>
<p>Thinking You make decisions using logical analysis to achieve objectivity.</p>			<p>Feeling You make decisions using person-centered values to achieve harmony.</p>
<p>Judging You tend to be organized and orderly and to make decisions quickly.</p>			<p>Perceiving You tend to be flexible and adaptable and to keep your options open as long as possible.</p>



Your Step I™ Results

The paragraphs below and the graph that follows them provide information about the personality type you reported. Each of the four preferences you indicated is shown by a line on that side of the graph. The longer the line, the more clearly you expressed that preference.

Your reported Myers-Briggs personality type
ESTP

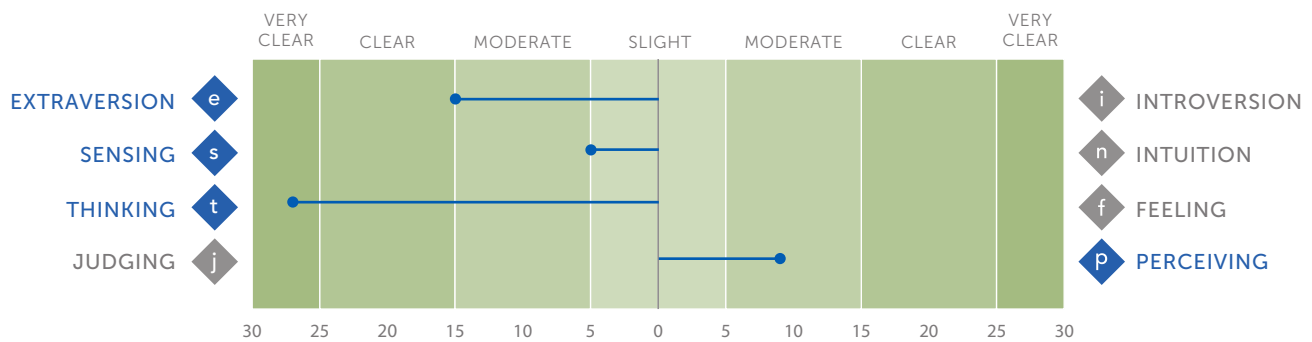
Your preferences
Extraversion | Sensing | Thinking | Perceiving

ESTPs are typically able to see current needs. They realistically and quickly assess situations and search for solutions that work. They are not necessarily blocked by rules but rather adapt them to the current situation. Noticing details and facts, ESTPs rely on experiences rather than theories to show them what's important. They are curious and open-minded and often tolerant of different ways of doing things.

They prefer to try things themselves rather than simply listen to others' advice and solutions to problems. They search for the guiding principles in their experiences and those of others they respect. They quickly apply logic and then move on to the next situation. ESTPs try to make life fun and often enjoy material possessions as well as physical activity. Their attitude is that life is to be lived, not analyzed in depth, and thus they are not ones to sit still. They focus on the here and now.

ESTPs are likely to be most satisfied in a work environment that values realism, action, efficiency, and adaptability. People can count on them to focus on the current situation and take things as they come, while searching for and then implementing a solution.

CLARITY OF YOUR PREFERENCES: ESTP



PCI RESULTS: **EXTRAVERSION | 15** **SENSING | 5** **THINKING | 27** **PERCEIVING | 9**

Does This Type Fit You?

Note the parts of the preceding description that fit you and any that don't. Your Step II results on the next pages may help clarify any areas that don't describe you well. If the Step I type you reported doesn't fit, your Step II results may help suggest a different type that is more accurate for you.

STEP II™ FACETS



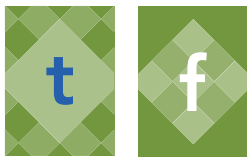
Extraversion Introversion

Initiating	Receiving
Expressive	Contained
Gregarious	Intimate
Active	Reflective
Enthusiastic	Quiet



Sensing Intuition

Concrete	Abstract
Realistic	Imaginative
Practical	Conceptual
Experiential	Theoretical
Traditional	Original



Thinking Feeling

Logical	Empathetic
Reasonable	Compassionate
Questioning	Accommodating
Critical	Accepting
Tough	Tender



Judging Perceiving

Systematic	Casual
Planful	Open-Ended
Early Starting	Pressure-Prompted
Scheduled	Spontaneous
Methodical	Emergent

Your Step II™ Facet Results

The MBTI Step II assessment indicates some of the complexity of your personality by showing your results on five different parts, or *facets*, for each of the Step I preference pairs, as shown on the left. Knowing your results on these 20 facets can help you better understand your unique way of experiencing and expressing your type.

Facts About the Facets

- The five facets within a preference do not cover or explain the full meaning of the preference.
- Each facet has a theme, such as “Ways to connect with others.”
- Each facet has two opposite poles (e.g., Initiating and Receiving).
- The facets are scored differently than are the preferences, and so your five facet scores don’t add up to your Step I preference score.

How to Read Your Step II™ Results

The next few pages show graphs of your facet results. Each graph includes

- Brief descriptions of two opposite MBTI Step I preferences.
- The names of the five facet poles associated with each Step I preference and three descriptive words or phrases for each pole.
- A line indicating your score. The length of the line shows how clearly you scored toward that pole.
 - You are more likely to favor the pole on the same side as your Step I preference, an *in-preference* result, represented by a score of 2–5 on a blue background. Thus you are more likely to favor the Initiating pole if you prefer Extraversion and the Receiving pole if you prefer Introversion.
 - Or you might favor a pole that is opposite to your Step I preference, an *out-of-preference* result, represented by a score of 2–5 on the opposite side on a dark green background.
 - Or you might show no clear preference for either pole, a *midzone* result, represented by a score of 0 or 1 on either side on a light green background.

Below each graph is a chart describing your facet results. The left column lists the facet theme (e.g., “Ways to connect with others”), your facet result, and its category (in-preference, out-of-preference, or midzone). The middle and right columns list ways people with your facet results are typically described. If a set of statements in the chart doesn’t seem to fit, perhaps you would be better described by the opposite pole or the midzone. To understand an opposite facet pole, read the short descriptors for each in the graph above.



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | STEP II™

MARK RAZO

ESTP | 5

EXTRAVERSION

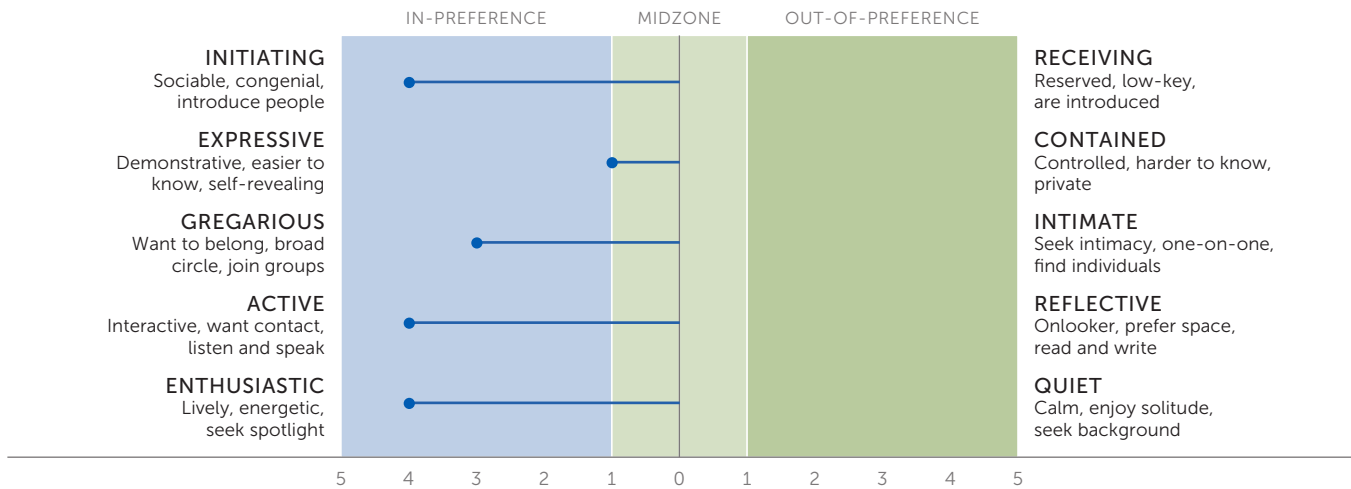


Directing energy toward the outer world of people and objects

INTROVERSION



Directing energy toward the inner world of experience and ideas



<p>Ways to connect with others</p> <p>INITIATING in-preference</p>	<p>Are assertively outgoing in social situations, planning and directing gatherings.</p> <p>Act as a social facilitator.</p> <p>Carry out social obligations with finesse, introducing people to each other with ease.</p>	<p>Enjoy linking people whose interests are similar.</p> <p>Genuinely want people to interact and get to know each other.</p>
<p>Communicating feelings, thoughts, interests</p> <p>EXPRESSIVE-CONTAINED midzone</p>	<p>Give the impression of readily confiding in others, since you talk comfortably about many things.</p> <p>Are genuinely interested in others but selective in what you reveal about yourself.</p>	<p>Keep much of your private life to yourself; others rarely hear your private thoughts and feelings.</p> <p>Give the impression that others know you well, when on reflection they don't.</p>
<p>Breadth and depth of relationships</p> <p>GREGARIOUS in-preference</p>	<p>Enjoy being with others and dislike being alone.</p> <p>Are socially poised with both strangers and friends.</p> <p>Make few distinctions between friends and acquaintances.</p>	<p>Join groups to enjoy the sense of belonging.</p> <p>Feel that being popular and accepted is important.</p> <p>Want to be asked to participate in activities, even if you're not really interested in them.</p> <p>Have many acquaintances.</p>
<p>Ways to communicate, socialize, learn</p> <p>ACTIVE in-preference</p>	<p>Prefer active participation rather than passive observation.</p> <p>Learn better by doing, hearing, and asking questions than by reading and writing.</p>	<p>Like to communicate in person, either face-to-face or voice-to-voice.</p> <p>Would rather talk than write about a topic.</p>
<p>Level and kind of energy</p> <p>ENTHUSIASTIC in-preference</p>	<p>Like being where the action is.</p> <p>Often seek to be the center of attention.</p> <p>Show wit and humor when you talk with others.</p>	<p>Feel that life is meant to be exciting.</p> <p>Catch others up in your enthusiasms.</p> <p>Get bored without activity, so you make it happen and often engage others in it.</p>



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | STEP II™

MARK RAZO

ESTP | 6

SENSING

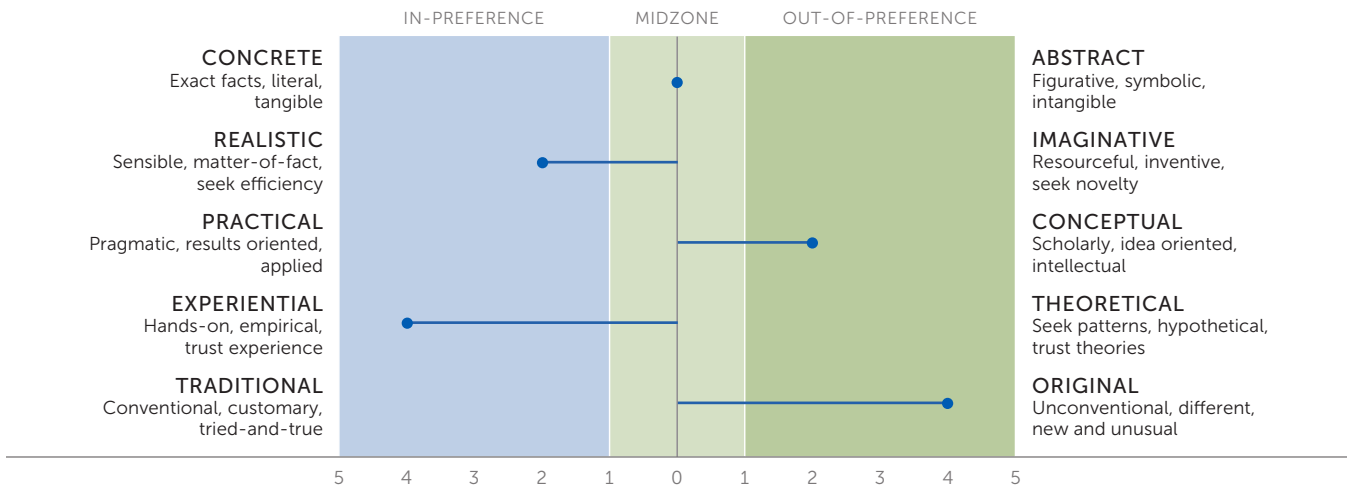


Focusing on what can be perceived using the five senses





INTUITION

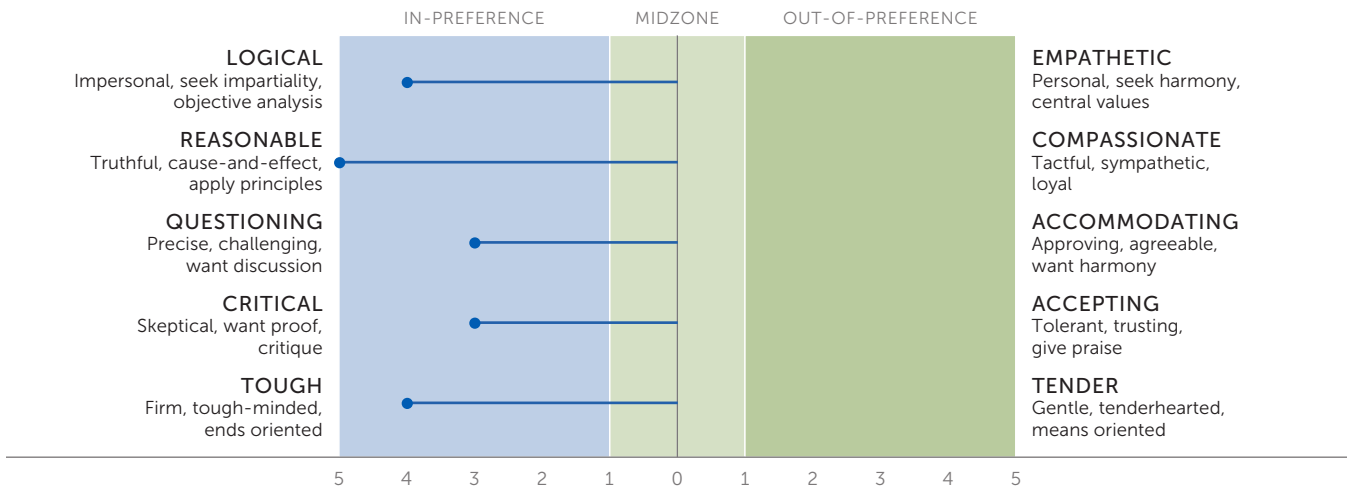
Focusing on perceiving patterns and interrelationships



<p>Focus of attention CONCRETE-ABSTRACT midzone</p>	<p>Start with the facts but move on to their meanings. Like to know the details but can move ahead if a few details are missing.</p>	<p>Need facts to stay comfortably grounded. May get stuck on a fact when under pressure and have difficulty seeing the larger context.</p>
<p>How information is used REALISTIC in-preference</p>	<p>Take pride in your common sense and ability to realistically appraise situations. Value efficiency, practicality, and cost-effectiveness. Are seen as matter-of-fact and sensible.</p>	<p>Appreciate direct experiences and tangible results. Believe that good techniques lead to good results.</p>
<p>How ideas are used CONCEPTUAL out-of-preference</p>	<p>Read avidly and enjoy exploring the world of ideas. Research a problem by finding out what has been written about it. May be more attracted to an academic career in your area than to being a practitioner.</p>	<p>Build a conceptual framework from the facts. Need facts and examples to make abstract concepts real. Like refining and improving others' ideas.</p>
<p>Kind of knowledge trusted EXPERIENTIAL in-preference</p>	<p>Learn best from direct, hands-on experience and rely on it to guide you. Are careful not to generalize too much. Focus more on the past and present than the future.</p>	<p>Concentrate on what is happening now rather than thinking about meanings and theories. May sometimes get stuck on details at the expense of larger considerations.</p>
<p>Approach to traditions ORIGINAL out-of-preference</p>	<p>Look for what could be better, new, or different. Like being original and different, but not so much as to be out of the mainstream.</p>	<p>Are often seen as both creative and practical. May occasionally surprise others by going off in new and different directions.</p>

THINKING 
Basing conclusions on logical analysis
with a focus on objectivity

FEELING 
Basing conclusions on personal or social values
with a focus on harmony



<p>Ideal decision-making approach LOGICAL in-preference</p>	<p>Believe that logical analysis is best for decision making.</p> <p>Use sequential reasoning, with premises and defined rules, to reach consistent conclusions.</p> <p>Use hard data to make your decisions.</p>	<p>Focus on cause and effect.</p> <p>Like to maintain clear boundaries between issues.</p> <p>Can easily identify the pros and cons of an issue.</p>
<p>Actual decision-making method REASONABLE in-preference</p>	<p>Are confident and clear about your objectives and decisions.</p> <p>Live your life logically, with premises leading to conclusions.</p>	<p>Use reasoning to make decisions.</p> <p>Approach situations as an impartial observer.</p> <p>View situations objectively and analytically.</p>
<p>Ways to handle differences QUESTIONING in-preference</p>	<p>Are intellectually independent.</p> <p>Use questions to clarify ideas.</p> <p>Are precise in your questions, liking to zero in on discrepancies.</p> <p>Are tenacious in getting the answers you need.</p>	<p>May need to have all your questions answered before you can trust any conclusions.</p> <p>Feel questioning is appropriate, even if something is already right.</p>
<p>Communicating about disagreements CRITICAL in-preference</p>	<p>Are argumentative and skeptical.</p> <p>Appear almost unemotional in your interactions.</p> <p>Like to clarify what's wrong, since nothing is perfect.</p>	<p>Take little for granted and concede little.</p> <p>Like to critique, are surprised when others don't accept critiques as justified and helpful.</p> <p>Engage in critique rather than criticism when at your best.</p>
<p>How to carry out decisions TOUGH in-preference</p>	<p>Like to use intellectual and interpersonal pressure to get your way.</p> <p>Focus firmly on achieving your objective.</p> <p>Once a decision has been made, assume there are no alternatives or those available won't work.</p>	<p>Are results oriented and comfortable focusing on the bottom line.</p> <p>Don't pay much attention to people's emotions and may be seen as cold.</p>



INTERPRETIVE REPORT

MYERS-BRIGGS TYPE INDICATOR® | STEP II™

MARK RAZO

ESTP | 8

JUDGING

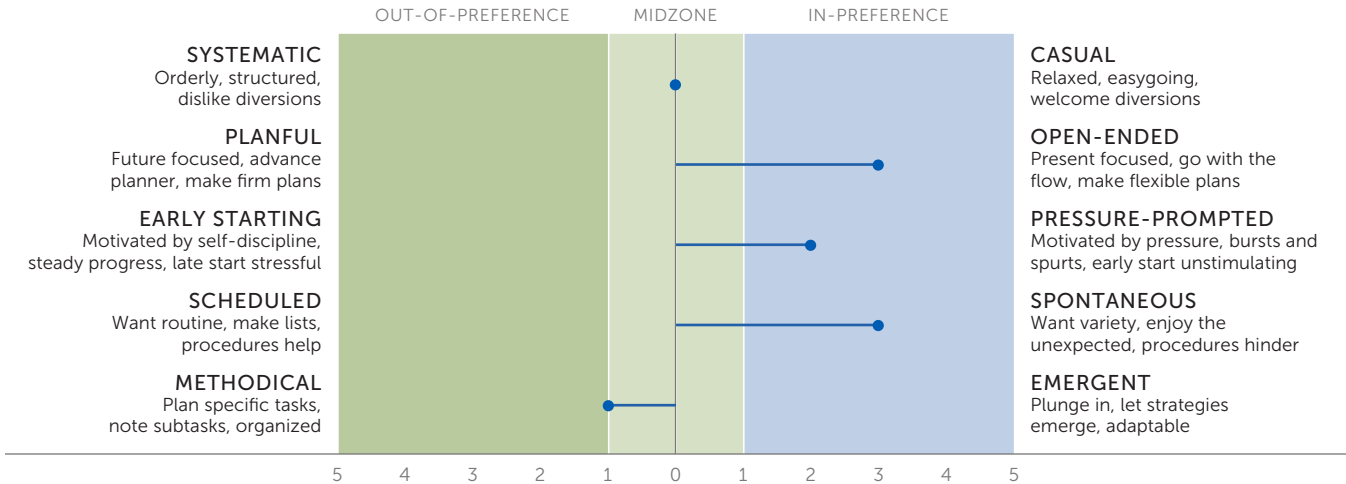


Preferring decisiveness and closure



PERCEIVING

Preferring flexibility and spontaneity



<p>General organizational style SYSTEMATIC-CASUAL midzone</p>	<p>Like a general plan with some contingencies.</p> <p>Find too much detail in a plan inhibiting.</p> <p>Don't mind interruptions if no agenda is in place.</p>	<p>Dislike distractions when involved in a project.</p> <p>Find that an advance plan permits comfortable deviation because you can always return to the plan.</p>
<p>Approach to planning OPEN-ENDED in-preference</p>	<p>Like to make plans on the spur of the moment, especially in your leisure activities.</p> <p>Feel that spontaneous plan making happens almost magically.</p> <p>Prefer flexibility so activities can unfold.</p>	<p>Regret commitments to binding engagements because they close you in.</p> <p>Have long-range fantasies rather than long-range plans.</p>
<p>Ways to manage time pressures PRESSURE-PROMPTED in-preference</p>	<p>Find that time pressures help you do better.</p> <p>Are easily bored when not doing something.</p> <p>Enjoy juggling several tasks, moving quickly from one to another.</p> <p>Feel most creative under the pressure of a deadline and like being taken by surprise.</p>	<p>Find that your mind is working on an assigned task even though nothing is on paper.</p> <p>Need to know just how late you can start and still meet the deadline.</p> <p>Find that success using this approach depends on excellent timing and some planning skills.</p>
<p>Use of schedules and routines SPONTANEOUS in-preference</p>	<p>Enjoy freedom and openness to new experiences.</p> <p>Are at your best when you're free to work spontaneously.</p> <p>Don't like scheduling your creativity.</p>	<p>Feel that routine interferes with your ability to respond to unexpected opportunities.</p> <p>Are uncomfortable with routines and see them as constraints.</p>
<p>Approach to completing large tasks METHODICAL-EMERGENT midzone</p>	<p>Prefer having some detailed plans in an unfamiliar situation.</p> <p>Are comfortable without a plan when quite sure of yourself.</p>	<p>Don't need all the steps in place before you move ahead.</p> <p>Are seen by others as flexible and able to change course.</p>



Applying Step II™ Results to Communicating

All aspects of your type influence how you communicate, especially as part of a team. Nine of the facets are particularly relevant to communication. Your preferences for these nine facets along with tips for better communication appear below.





In addition to the tips in the table, keep in mind that communication for every type includes

- Telling others what kind of information you need.
- Asking others what they need.
- Monitoring your impatience when other styles dominate.
- Realizing that others likely are not trying to annoy you when they use their own communication styles.

YOUR FACET RESULT	COMMUNICATION STYLE	ENHANCING YOUR STYLE
Initiating	Start interactions by helping people get to know one another.	Make sure that people actually need and want these introductions.
Expressive–Contained midzone	Share some of your reactions with others but not all of them.	Consider which people need to hear your reactions and which people don't.
Active	Like to communicate and interact with others face-to-face.	Recognize when face-to-face communication may be intrusive or unnecessary.
Enthusiastic	Readily show enthusiasm for the subject at hand.	Be careful not to overwhelm and override others; make sure you ask for input.
Concrete–Abstract midzone	Talk about <i>some</i> of the facts and details as well as their meanings.	Be aware of when you are focusing on details and when on meanings and choose the focus that is better for the situation.
Questioning	Want to ask questions.	Be selective in choosing questions to ask so as not to intimidate people.
Critical	Naturally take a critiquing stance to just about everything.	Recognize that others may mistake your critiquing for personal criticism and be clear when this isn't your intent.
Tough	Embody the phrase "Let's get on with it!"	Be aware that sometimes your way of moving ahead may be wrong for the situation.
Methodical–Emergent midzone	May or may not give others detailed procedures for the task, depending on the circumstances.	Pay attention to which focus others need for a particular task.

Applying Step II™ Results to Making Decisions

Effective decision making requires gathering information from a variety of perspectives and applying sound methods of evaluating that information. Knowledge of the Step II facets gives us specific ways to enhance our decision making, especially those facets related to Sensing, Intuition, Thinking, and Feeling. Below are general questions associated with those facets. The facet poles you prefer are in *blue italics*. If you are in the midzone, neither pole is highlighted.

SENSING 	INTUITION 
Concrete: What do we know? How do we know it?	Abstract: What else could this mean?
<i>Realistic: What are the real costs?</i>	Imaginative: What else can we come up with?
Practical: Will it work?	<i>Conceptual: What other interesting ideas are there?</i>
<i>Experiential: Can you show me how it works?</i>	Theoretical: How is it all interconnected?
Traditional: Does anything really need changing?	<i>Original: What's a new way to do this?</i>
THINKING 	FEELING 
<i>Logical: What are the pros and cons?</i>	Empathetic: What do we like and dislike?
<i>Reasonable: What are the logical consequences?</i>	Compassionate: What impact will this have on people?
<i>Questioning: But what about...?</i>	Accommodating: How can we make everyone happy?
<i>Critical: What's wrong with this?</i>	Accepting: What's beneficial in this?
<i>Tough: Why aren't we following through now?</i>	Tender: What about the people who will be hurt?

Six different ways of evaluating information, called decision-making styles, have been identified based on two facets of the Thinking–Feeling preference pair: Logical–Empathetic and Reasonable–Compassionate.

Your style is **Logical and Reasonable**. This style means that you likely

- Trust the Thinking preference and readily make decisions based on logical analysis of data.
- Recognize the impact of your decisions on people and relationships but see that as secondary.
- Focus on accuracy to achieve a good decision.
- Are seen as precise, objective, and confident.
- Are sometimes seen as inflexible.

TIPS

In individual problem solving, start by asking *all* the questions in the chart above.

- Pay careful attention to the answers. The questions that are opposite to the ones in *blue italics* may be key since they represent perspectives you aren't likely to consider.
- Try to balance your decision-making style by considering the less preferred parts of your personality.

In group problem solving, actively seek out people with different views. Ask for their concerns and perspectives.

- Do a final check to make sure that all the questions above have been asked and that different decision-making styles are included.
- If you are missing a perspective, make extra efforts to consider what it might add.



Applying Step II™ Results to Managing Change

Change seems to be inevitable and affects people in different ways. To help you deal with change,

- Be clear about what is changing and what is remaining the same.
- Identify what you need to know to understand the change and then seek out that information.

To help others deal with change,

- Encourage open discussion about the change; be aware that this is easier for some than for others.
- Make sure that both logical reasons and personal or social values have been considered.

Your personality type also influences your style of managing change, particularly your results on the nine facets below. Review the facets and tips for enhancing your response to change.

YOUR FACET RESULT	CHANGE MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive–Contained midzone	Let others know some of your views about the change but keep some to yourself.	Be sensitive to your need to share or withhold your views in a particular circumstance, and act accordingly.
Gregarious	Discuss the changes and their impact on you with the broadest range of people.	Be aware that people vary in their level of interest in what you have to say and thus be selective in whom you talk to.
Concrete–Abstract midzone	May shift from one perspective to the other, thus confusing yourself and those around you.	Identify which perspective you are in and see if it's appropriate; switch focus if needed.
Realistic	Focus on the commonsense aspects of the change.	Realize that commonsense outcomes may not be immediately apparent.
Experiential	Want to see an example of how the change will work.	Accept that the impact of some changes can't be demonstrated in advance.
Original	Embrace change for the sake of change.	Be selective about which changes are really worth pursuing.
Tough	Will actively embrace or resist change, depending on whether you agree with it.	Step back and consider whether your stance will really get you what you want in the long run.
Open-Ended	Let the changes unfold as they may.	Be aware that others may be uneasy with your unfolding approach; fill them in whenever you can.
Methodical–Emergent midzone	Know some steps involved in implementing the change but don't need to know all of them.	Be aware that when there are lots of unknowns, more steps are helpful; when more is known, fewer steps are needed.



Applying Step II™ Results to Managing Conflict

Conflicts are inevitable when working with others. People of distinct personality types may differ in what they define as conflict, how they react to it, and how they reach resolution. Although sometimes unpleasant, conflicts often lead to improved work situations and enhanced relationships.

Part of conflict management for every type includes

- Taking care of getting the work done while maintaining your relationships with the people involved.
- Recognizing that all perspectives have something to add, but any perspective used in its extreme and to the exclusion of its opposite will ultimately impede conflict resolution.

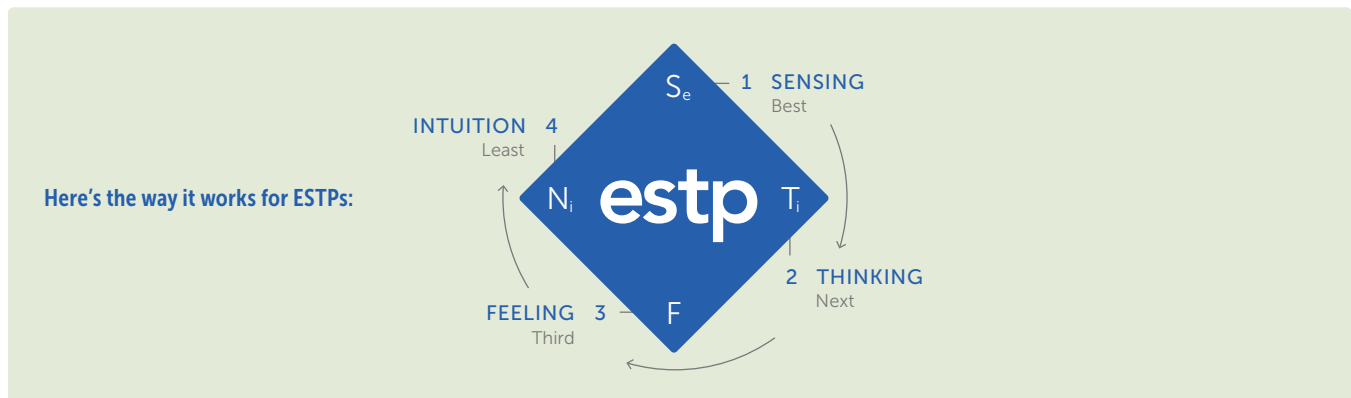
The table below explains how your results on six Step II facets may affect your efforts to manage conflict.

YOUR FACET RESULT	CONFLICT MANAGEMENT STYLE	ENHANCING YOUR STYLE
Expressive–Contained midzone	Discuss the conflict and your feelings about it, but perhaps not immediately.	Notice the style of those you are with and attempt to match their need to talk now or wait.
Gregarious	Involve all relevant people in resolving the conflict, not just those you know well.	Respect the need of some people to remain uninvolved until they are ready to participate.
Questioning	Ask many questions of others to reveal all the issues in the conflict.	Be aware that people may take your questioning style as challenging rather than helpful in resolving the issue; be clear about your intent.
Critical	Point out what is still wrong and needs correcting.	Realize that your style may upset others and try to pull back and be more accepting.
Tough	Push to resolve the conflict immediately so that progress can be made.	Recognize that delays in implementation may be necessary to reach the goal.
Pressure-Prompted	Feed off the pressure of working at the last minute and so fail to recognize that conflict can emerge from this style itself.	Use your style when working alone but set earlier deadlines for yourself when others depend on you to complete tasks.

In addition to your facet results, your decision-making style (as explained earlier) affects how you manage conflict. Your decision-making style is Logical and Reasonable. You are likely to focus on the logic of the situation, thinking that others see it the same way. To make your efforts to manage conflict more effective, keep in mind that not all situations are win-lose, and resist taking a competitive stance.

How the Parts of Your Personality Work Together

The essence of type involves the way people take in information (Sensing or Intuition) and how they make decisions (Thinking or Feeling). Each type has a favorite way of doing those two things. The two middle letters of your four-letter type (S or N and T or F) show your favorite processes. Their opposites, whose letters don't appear in your four-letter type, are third and fourth in importance for your type. Remember—you use all parts of your personality at least some of the time.



Using Your Favorite Processes

People who prefer Extraversion like to use their favorite process mostly in the outer world of people and things. For balance, they use their second process in their inner world of ideas and impressions. People who prefer Introversion tend to use their favorite process mostly in their inner world and to balance this with the use of their second process in the outer world.

Thus ESTPs use

- Sensing mainly externally (S_e) to notice the important facts and details.
- Thinking mainly internally (T_i) to analyze and logically reach conclusions.

Using Your Less Favored Processes

When you frequently use the less preferred parts of your personality, Feeling and Intuition, remember that you are working outside your natural comfort zone. You may feel awkward, tired, or frustrated at these times. As an ESTP, you may become excessively focused on a few trivial details at first and then come up with complex theories to explain those details.

To bring back some balance, try the following:

- Take more breaks in your activities when you are using these less familiar parts of your personality—Feeling and Intuition.
- Make an effort to find time to do something enjoyable that involves using your favorite processes—Sensing and Thinking.



Using Your Type Effectively

ESTPs' preference for Sensing and Thinking makes them mostly interested in

- Acquiring and using facts and experiences.
- Reaching logical conclusions about them.

They typically devote little energy to the less preferred parts of their personality, Intuition and Feeling. These parts may remain inexperienced and be less available for use in situations where they might be helpful.

As an ESTP,

- If you rely too much on your Sensing, you are likely to miss the big picture, other meanings of the information, and new possibilities.
- If you make judgments exclusively using Thinking, you may neglect to compliment people when you should and fail to notice the impact of your decisions on others.

Your personality type is likely to develop in a natural way over your lifetime. As people get older, many become interested in using the less familiar parts of their personality. When they are in midlife or older, ESTPs often find themselves devoting more time to things that were not very appealing when they were younger. For example, they report greater pleasure in considering new ways of doing things and in personal relationships.

How the Facets Can Help You Be More Effective

Sometimes a particular situation calls for using a less preferred part of your personality. Your facet results can make it easier for you to temporarily adopt a less natural approach. Begin by identifying which facets are relevant and which poles are more appropriate to use.

- If you are *out-of-preference* on one or more of the relevant facets, make sure to focus on using approaches and behaviors related to those out-of-preference facets.
- If you are in the *midzone*, decide which pole is more appropriate for the situation at hand and make sure you use approaches and behaviors related to that pole.
- If you are *in-preference*, ask someone at the opposite facet pole for help in using that approach or read a description of that pole to get clues for modifying your behavior. Once you have a good approach, resist shifting back into your comfort zone.

Here are two examples of how to apply these suggestions.

- If you are in a situation where your natural way of taking in information (Sensing) may not be appropriate, try using your midzone approach on Concrete–Abstract to consider which pole would provide the best information in the present situation—focusing on the facts themselves (Concrete) or looking at the possible meaning of those facts (Abstract).
- If you are in a situation where you might need to adapt your way of getting things done (Perceiving), try modifying your Spontaneous approach to accomplishing tasks (an in-preference result) by asking yourself if following some routines (Scheduled) would help you achieve better results in this particular situation.

YOUR STEP II™
INDIVIDUALIZED TYPE

Conceptual
Original

estp

Integrating Step I™ and Step II™ Information

When you combine your Step I reported type and your Step II out-of-preference facets, the result is your Step II individualized type, shown on the left.

If, after reading all the information in this report, you don't think you have been accurately described, perhaps a different four-letter type or some variation on the facets will fit you better.

To help you figure out your best-fit type,

- Focus on any type letters you thought were incorrect or any preference pairs on which you had some out-of-preference or midzone facet results.
- Read the type description for the type you would be if the letter or letters you question were the opposite preference.
- Consult your MBTI interpreter for suggestions.
- Observe yourself and ask others how they see you.

Using Type to Gain Understanding

Knowledge of type can enrich your life in several ways. It can help you

- *Better understand yourself.* Knowing your own type helps you understand the assets and liabilities of your typical reactions.
- *Understand others.* Knowing about type helps you recognize that other people may be different. It can enable you to see those differences as useful and broadening, rather than annoying and restricting.
- *Gain perspective.* Seeing yourself and others in the context of type can help you appreciate the legitimacy of other points of view. You can then avoid getting stuck in believing your way is the only way. No perspective is always right or always wrong.

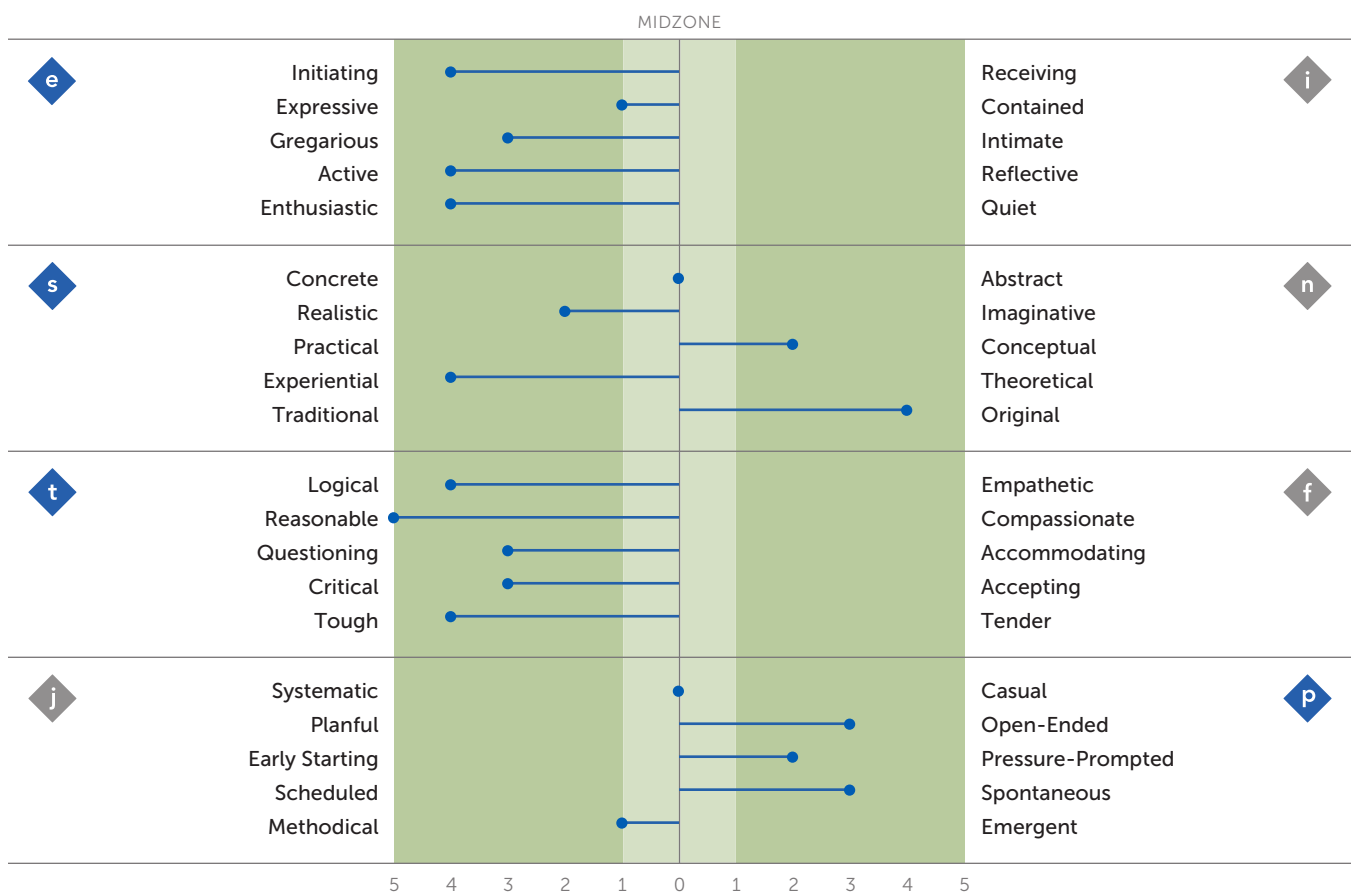
Reading about type and observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive use of those differences.

Overview of Your Results

Your Four-Letter Type from the Step I™ Assessment

ESTPs tend to be easygoing, adaptable, action-oriented realists. They like on-the-spot problem solving. They don't worry much about the future but rather enjoy what's happening now. They prefer actions to long explanations. They are most comfortable with real things that can be handled, taken apart, and put together.

YOUR RESULTS ON THE 20 FACETS FROM THE STEP II™ ASSESSMENT



YOUR STEP II™ INDIVIDUALIZED TYPE

Conceptual, Original
ESTP

Interpreter's Summary

PREFERENCE CLARITY FOR REPORTED TYPE: ESTP

Extraversion: Moderate (15)

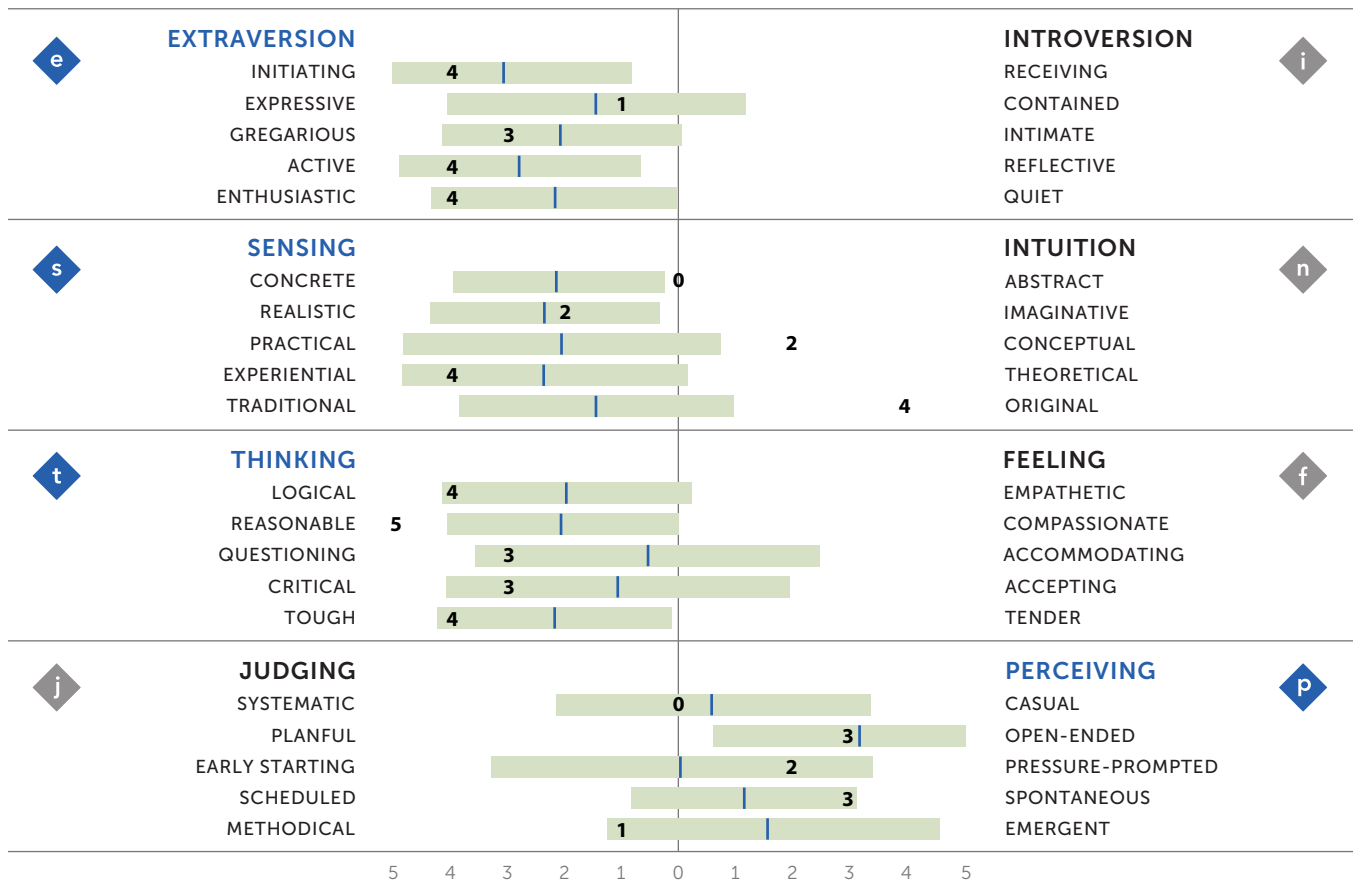
Sensing: Slight (5)

Thinking: Very Clear (27)

Perceiving: Moderate (9)

FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ESTPs

The bars on the graph below show the average range of scores that occurred for the ESTPs in the US national sample. The bars show scores that are -1 to +1 standard deviation from the mean. The vertical line in each bar shows ESTPs' mean score. The bold numbers show the respondent's scores.



Polarity Index: 63

The polarity index, which ranges from 0 to 100, shows the consistency of a respondent's facet scores within a profile. Most adults score between 50 and 65, although higher indexes are common. An index that is below 45 means that the respondent has many scores in or near the midzone. This may be due to mature situational use of the facet, answering the questions randomly, lack of self-knowledge, or ambivalence about use of a facet. Some such profiles may be invalid.

Number of Omitted Responses: 0