

Interpretive Report

by Naomi L. Quenk, Ph.D., and Jean M. Kummerow, Ph.D.



Report prepared for

KIRK MARTIN

May 1, 2006

Interpreted by
Rodeth Morse
STATE FARM



THE MBTI® Personality Assessment

This Step II report is an in-depth, personalized description of your personality preferences, derived from your answers to the Myers-Briggs Type Indicator® (Form Q) instrument. It includes your Step I results (your four-letter type), along with your Step II results, which show some of the unique ways that you express your Step I type.

The MBTI® instrument was developed by Isabel Myers and Katharine Briggs as an application of Carl Jung’s theory of psychological types. This theory suggests that we have opposite ways of gaining energy (Extraversion or Introversion), gathering or becoming aware of information (Sensing or Intuition), deciding or coming to a conclusion about that information (Thinking or Feeling), and dealing with the world around us (Judging or Perceiving).

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

It is assumed that you use each of these eight parts of your personality but prefer one in each area, just as you have a natural preference for using one hand rather than the other. No preference pole is better or more desirable than its opposite.

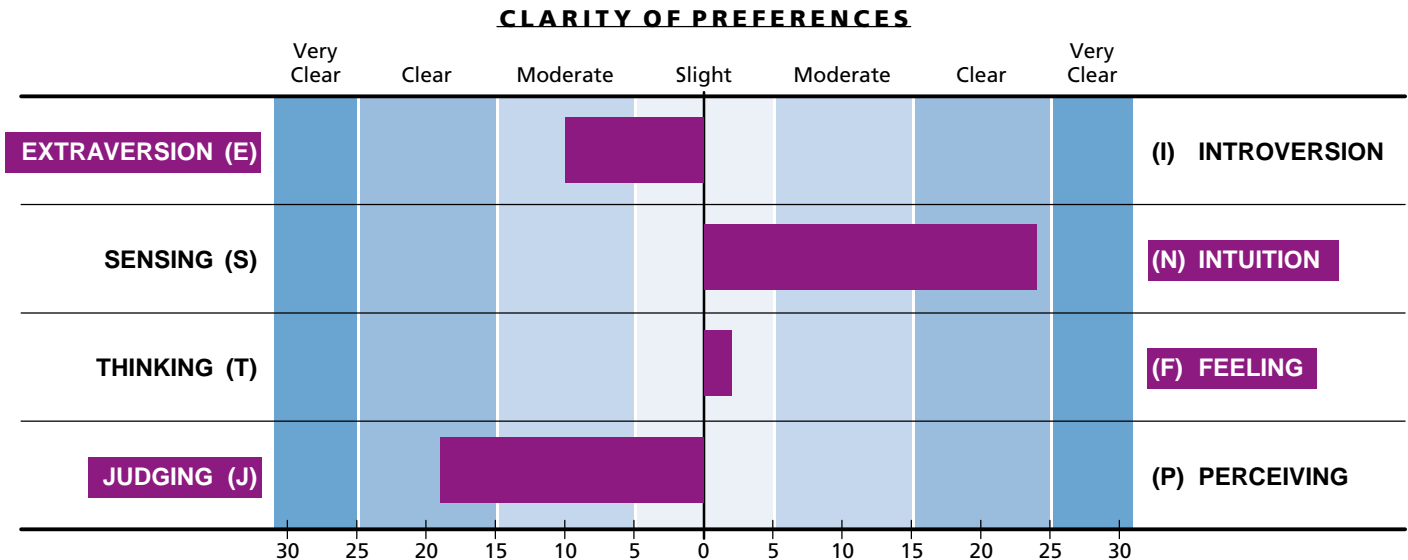
The MBTI instrument is not a measure of your skills or abilities in any area. Rather it is a way to help you become aware of your particular style and to better understand and appreciate the helpful ways that people differ from one another.

YOUR REPORT CONTAINS:

Your Step I Results	3
Your Step II Facets	4–8
Applying Step II to Communicating	9
Applying Step II to Making Decisions	10
Applying Step II to Managing Change	11
Applying Step II to Managing Conflict	12
How the Parts of Your Personality Work Together	13–14
Integrating Step I and Step II	15
Using Type to Gain Understanding	15
Overview of Your Results	16
Further Reading	17

Your Step I Results

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



Your type came out to be
ENFJ
 (Extraversion, Intuition, Feeling, Judging)

ENFJs are typically friendly, diplomatic, compassionate, and empathetic and place a high value on harmony between individuals. They are loyal to people and to their ideals. They are conscientious, persevering, and orderly in getting things done in a timely and caring manner.

ENFJs draw out what is best in other people. Even when there is conflict, they believe they can find common ground and harmony. They are sociable and enjoy talking things out with others.

They like working with people's potential and helping others grow and develop by focusing on visions, insights, and new ideas. Sometimes others may not be as interested in developing themselves as ENFJs are in helping them do so.

Although ENFJs like having some routine and reliable approaches to help them get things done, they prefer to focus on the big picture rather than details. They attend to specifics when needed and value consistency in themselves and others.

ENFJs are likely to be most satisfied in a work environment where they can help people achieve their potential. People can count on them to follow through in a concerned and organized manner and to encourage others' personal growth and development.

DOES THIS TYPE FIT YOU?

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

Your Step II Facet Results

Your personality is complex and dynamic. Step II describes some of that complexity by showing your results on five different parts or facets of each of the MBTI instrument's four pairs of opposite preferences shown below.

EXTRAVERSION (E) ↔ (I) INTROVERSION initiating expressive gregarious active enthusiastic receiving contained intimate reflective quiet	SENSING (S) ↔ (N) INTUITION concrete realistic practical experiential traditional abstract imaginative conceptual theoretical original
THINKING (T) ↔ (F) FEELING logical reasonable questioning critical tough empathetic compassionate accommodating accepting tender	JUDGING (J) ↔ (P) PERCEIVING systematic planful early starting scheduled methodical casual open-ended pressure-prompted spontaneous emergent

In reviewing your results, keep in mind that

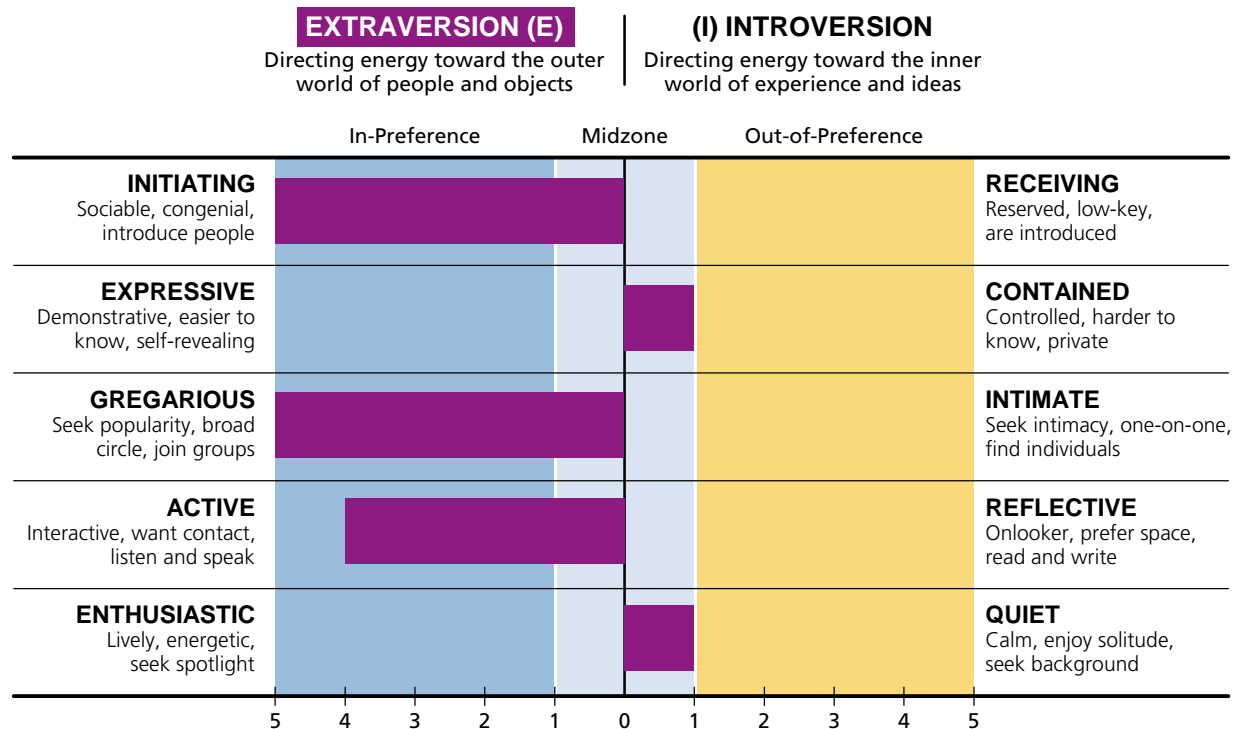
- Each facet has two opposite poles. You are more likely to favor the pole that is on the same side as your overall preference (an in-preference result)—for example, the Initiating pole if you prefer Extraversion, or the Receiving pole if you prefer Introversion.
- For any particular facet, you might favor a pole that is opposite to your overall preference (an out-of-preference result) or show no clear preference for either pole (a midzone result).
- Knowing your preferences on these twenty facets can help you better understand your unique way of experiencing and expressing your type.

HOW TO READ YOUR STEP II RESULTS

The next four pages (5–8) give you information for each set of facets. Each page has a graph of your results on the facets. The graph gives

- Brief definitions of the MBTI Step I preferences shown.
- The names of the five facet poles associated with each MBTI preference along with three descriptive words or phrases for each facet pole.
- A bar showing the pole you prefer or the midzone. The length of that bar shows how clearly you reported your preference for that pole. By looking at the graph, you can see whether your result on a facet is in-preference (scores of 2–5 on the same side as your preference), out-of-preference (scores of 2–5 on the side opposite your preference), or in the midzone (scores of 0 or 1).

Below the graph are statements that describe the characteristics of each in-preference, out-of-preference, or midzone result. To contrast your results, look at the three words or phrases that describe the opposite facet pole on the graph at the top of the page. If a set of statements does not seem to fit, perhaps you would be better described by the opposite pole or by the midzone.



Initiating (in-preference)

- Are assertively outgoing in social situations, planning and directing gatherings.
- Act as a social facilitator, arranging the situation to get what you feel is best.
- Carry out social obligations with finesse, introducing people to each other with ease.
- Enjoy linking people whose interests are similar.
- Genuinely want people to interact and get to know each other.

Expressive–Contained (midzone)

- Give the impression of readily confiding in others, since you talk comfortably about many things.
- Are genuinely interested in others but selective in what you reveal about yourself.
- Keep much of your private life to yourself; others rarely hear your private thoughts and feelings.
- Give the impression that others know you well, when on reflection they do not.

Gregarious (in-preference)

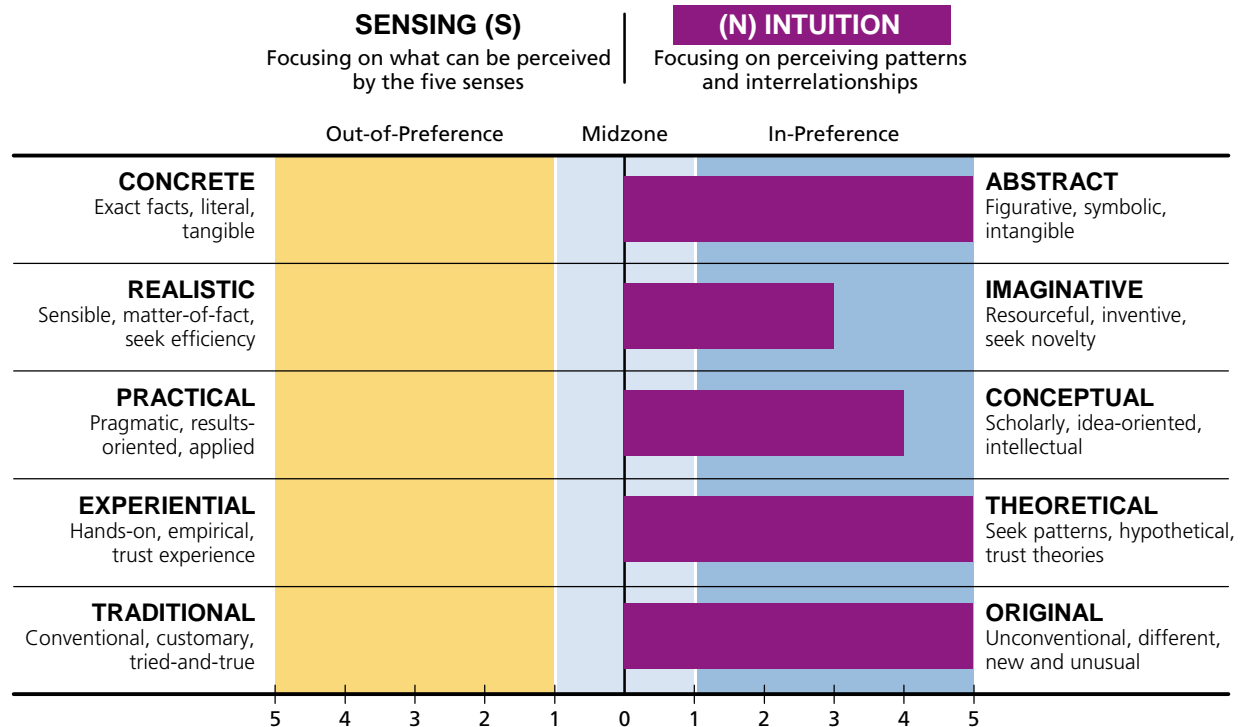
- Enjoy being with others and dislike being alone.
- Are socially poised with both strangers and friends.
- Make few distinctions between friends and acquaintances.
- Join groups to enjoy the sense of belonging.
- Feel that being popular and accepted is important.
- Want to be asked to participate in activities, even if you're not really interested in them.
- Have many acquaintances.

Active (in-preference)

- Prefer active participation rather than passive observation.
- Learn better by doing, hearing, and asking questions than by reading and writing.
- Like to communicate in person, either face-to-face or voice-to-voice.
- Would rather talk than write about a topic.

Enthusiastic–Quiet (midzone)

- Show enthusiasm when you know the people or the topic well; if not, you stay in the background.
- Find that your desire for quiet or action depends on how full or quiet your day has been.
- Are seen quite differently by the people who regularly see your enthusiastic side and the people who regularly see your quiet side.



Abstract (in-preference)

- Like to go beyond the surface and read between the lines.
- May use metaphors to explain your views.
- Consider context and interrelationships important.
- Make mental leaps and enjoy brainstorming.
- May find it hard to identify the evidence for your ideas.
- May find it hard to disengage from the tangents you've followed.

Imaginative (in-preference)

- Like ingenuity for its own sake.
- Want to experience what is innovative and different.
- Are resourceful in dealing with new and unusual experiences.
- Prefer not to do things the same way twice.
- Readily envision what is needed for the future and enjoy strategic planning.
- May enjoy humor and word games based on nuance.

Conceptual (in-preference)

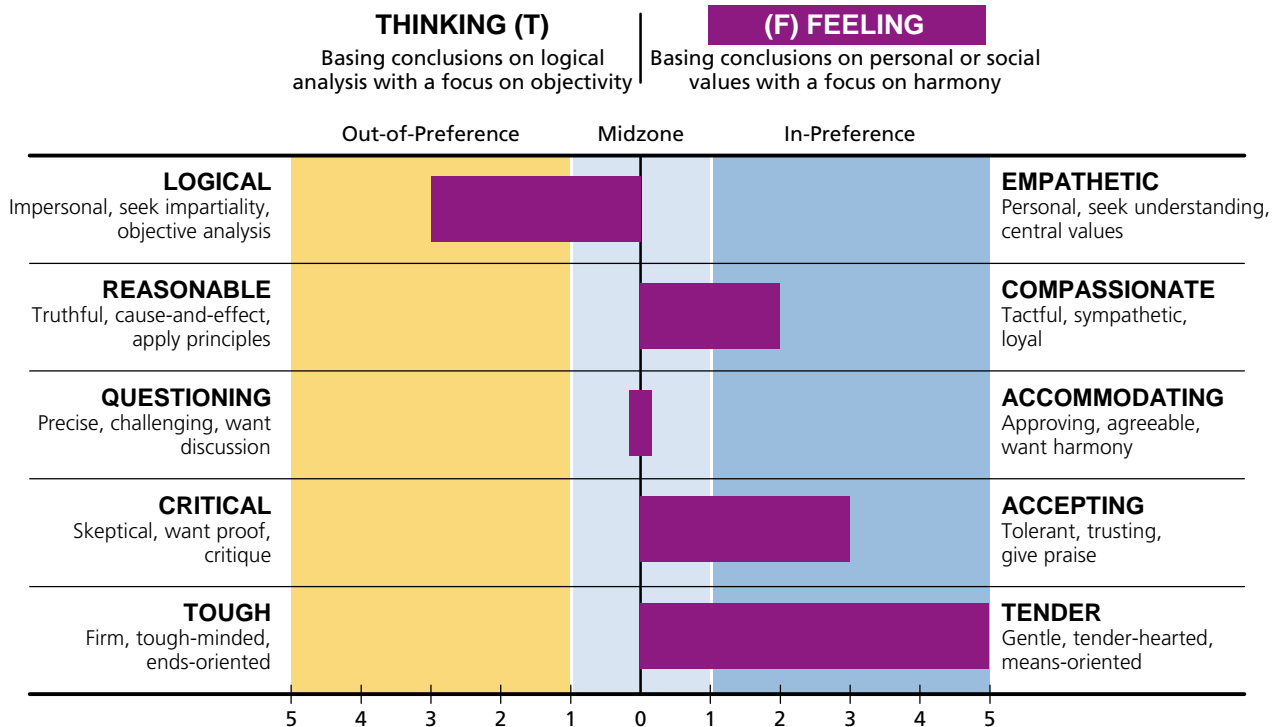
- Enjoy the role of scholar and thinker.
- Like acquiring new knowledge for its own sake.
- Value mental virtuosity.
- Focus on the concept, not its application.
- Prefer starting with an idea.
- Find that practical uses for your ideas may come as afterthoughts.

Theoretical (in-preference)

- Trust theory and believe it has a reality of its own.
- Enjoy dealing with the intangible.
- Like to invent new theories even more than applying your "old" ones.
- See almost everything as fitting into a pattern or theoretical context.
- Are future-oriented.

Original (in-preference)

- Place a high value on uniqueness.
- Need to demonstrate your own originality.
- Value cleverness and inventiveness.
- Would rather figure out your own way than read the directions.
- Will change things whether or not they work as they are.



Logical (out-of-preference)

- Value accuracy and precision.
- Are seen by others as rational.
- May not always apply logic well.
- Look for pros and cons when making a decision.

Compassionate (in-preference)

- Trust your own values as a reliable basis for decision making.
- Are in touch with your own and others' feelings and values.
- Influenced by your likes and dislikes in making decisions.
- Subjectively decide, based on benefit and harm to the people involved.

Questioning–Accommodating (midzone)

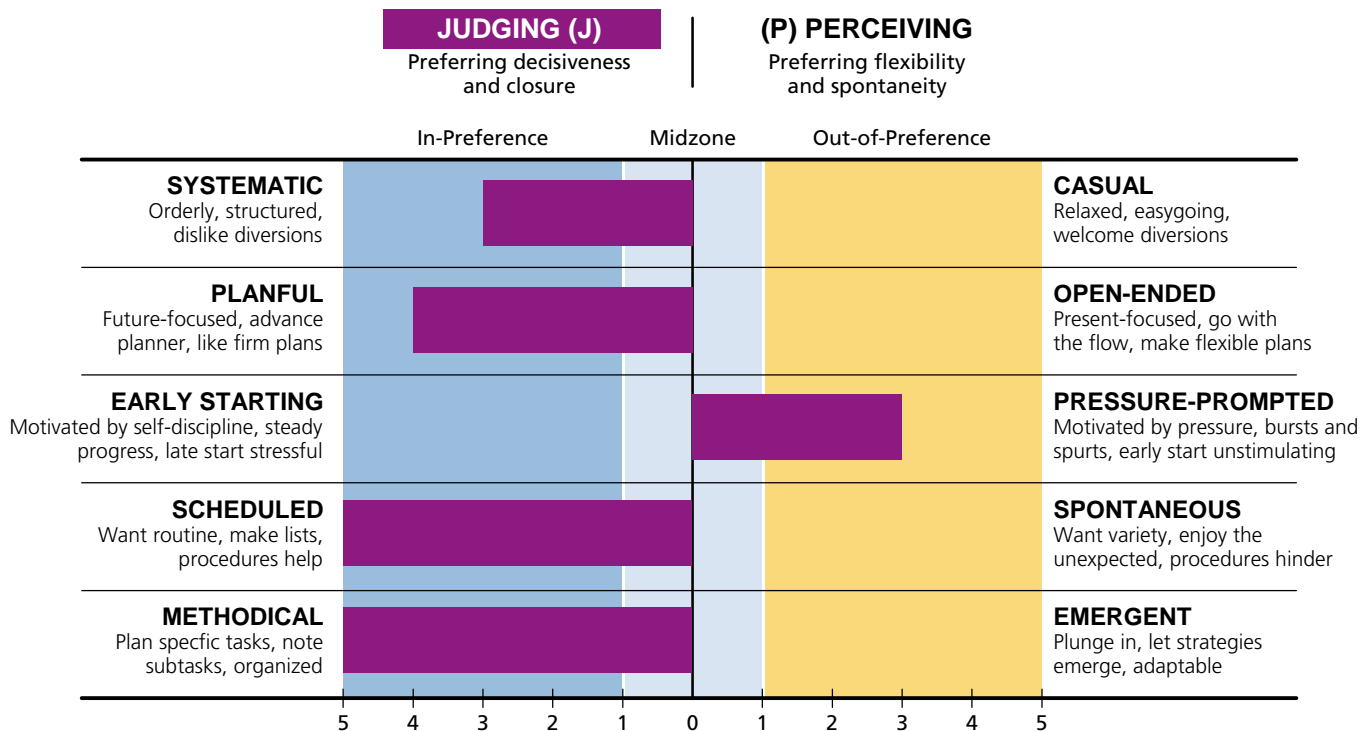
- Ask questions only as needed.
- Ask questions mildly and tactfully with the goal of facilitation.
- Question and disagree in a style that is neither confrontational nor conciliatory.
- Become more confrontational and direct when an important value is threatened.

Accepting (in-preference)

- Focus on the good in people and situations.
- Like to praise, forgive, and be kind to others.
- Expect others to respond to you with kindness.
- Believe a win-win situation is usually possible.
- May be very disappointed when a win-win outcome does not occur.

Tender (in-preference)

- Want people to like you and are seen as warm.
- Use gentleness and affection to achieve your objective.
- See lots of ways to arrive at an agreement.
- Recognize that a purely rational decision can't always be achieved.
- Give others the benefit of the doubt.
- Want everyone to feel good with the end result.



Systematic (in-preference)

- Live by the motto, "Be prepared!"
- Plan for the worst-case scenario with many contingencies in place.
- Work within a superstructure of efficiency.
- Dislike any kind of diversion.
- Do not like surprises.

Planful (in-preference)

- Like to make long-range plans, especially for leisure activities.
- Enjoy looking ahead and planning for the future.
- May enjoy the planning more than the doing.
- Feel that long-range planning makes you more efficient and ensures that things will happen the way you want.

Pressure-Prompted (out-of-preference)

- Get bored if too little is happening.
- Like the variety and challenge of keeping several activities running smoothly at the same time.
- Rather enjoy the stress of meeting deadlines.
- Find that when you use your organizational skills effectively you can successfully manage multiple activities.

Scheduled (in-preference)

- Are comfortable with routines and do not like them upset.
- Like established methods and procedures.
- Prefer to control how you spend your time.
- Enjoy scheduling both work and fun activities.
- Others may be more aware of your routines than you are.
- Appear rather predictable but like it that way.

Methodical (in-preference)

- Develop detailed plans for the task at hand.
- Define the subtasks of your work, including the order in which things should happen.
- Thoroughly prepare in precise ways, specifying all the steps needed to accomplish the goal.
- Are likely to deliver what you have prepared in advance with little deviation.

Applying Step II 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 Communication
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—Quiet Midzone	Show your enthusiasm or not, depending on your interest in the topic.	Be aware that people will see different sides of you (depending on the context) and may be confused.
Abstract	Talk about what you can infer from the here-and-now data.	Be open to the important details that you may be ignoring.
Questioning—Accommodating Midzone	Ask some questions comfortably as long as this does not impede group consensus.	Choose carefully when you need to agree or when you need to ask questions.
Accepting	Take a naturally inclusive stance toward a broad range of views.	Be aware that others may be frustrated by your refusal to favor one view over the others.
Tender	Try to win people over to your point of view.	Accept that someone may get hurt; sometimes a win-win result is not possible.
Methodical	Identify the steps and their order before starting a task.	Be tolerant of others who plunge in without identifying steps.

Applying Step II to Making Decisions

Effective decisions require gathering information from a variety of perspectives and applying sound methods of evaluating that information. The Step II facets give 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 bold italics. If you are in the midzone, neither pole is italicized.

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

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

Your style is Logical and Compassionate.

This style means that you likely

- Work very hard to gain consensus.
- Are generally seen as self-determined, efficient, and confident while also being flexible and caring.
- Sometimes appear unpredictable in your decisions.
- May regret decisions that you made when your compassion overruled your initial logical approach.

TIPS

In individual problem-solving, start by asking all the questions in the boxes above.

- Pay careful attention to the answers. The questions that are opposite to the ones in bold 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 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 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 Change Management
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.
Abstract	May make unwarranted inferences about the meaning of the change.	Check out your inferences with some facts and data.
Imaginative	Enjoy the novel aspects of the change and the resourcefulness it requires.	Recognize that there are real costs involved in pursuing novelty.
Theoretical	Put the change into a theoretical system.	Recognize that people's experiences may not be explained adequately by your theory.
Original	Embrace change for the sake of change.	Be selective about what changes are really worth pursuing.
Tender	Want people affected by the changes treated with kindness and consideration.	Decide how much insensitivity you can tolerate and act accordingly.
Planful	Plan as far in advance as possible for the changes.	Allow for the unexpected in your long-range plan—it will happen!
Methodical	Detail the many steps necessary to implement the changes.	Know that circumstances may require that carefully developed steps be changed in the moment.

Applying Step II to Managing Conflict

In working with others, conflicts are inevitable. People of different personality types may differ in what they define as conflict, how they react to it, and how they reach resolution. Although sometimes unpleasant, conflicts can 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.

Some aspects of conflict management may be unique to your results on six Step II facets. The table below explains how your results on these facets may affect your efforts to manage conflict.

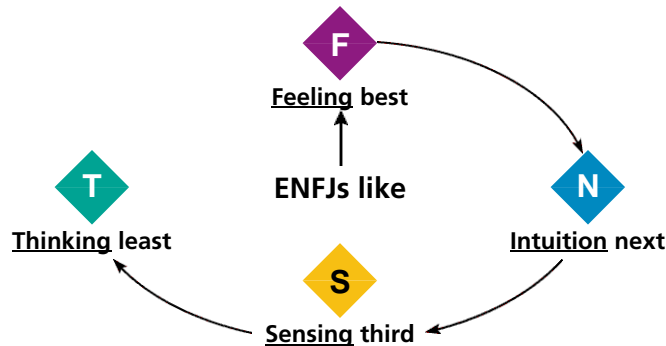
Your Facet Result	Conflict Management Style	Enhancing Conflict Management
Expressive—Contained Midzone	Discuss the conflict and your feelings about it but perhaps not immediately.	Notice the style of those you are with and attempt to match their needs to talk now or wait.
Gregarious	Involve all relevant 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—Accommodating Midzone	Ask some questions for clarification before reaching agreement.	Be cautious that your style of questioning does not appear confrontational.
Accepting	Look for points of agreement in others' arguments and ideas.	Recognize that some things are really worthy of criticism so don't insist on agreement.
Tender	Strive for cooperation and minimize points of disagreement.	Recognize when cooperation is no longer helpful; sometimes people need to agree to disagree.
Pressure-Prompted	Feed off the pressure of working at the last minute so do not 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 your completing tasks.

In addition to your facet results, your decision-making style (as explained on page 10) affects how you manage conflict. Your decision-making style is Logical and Compassionate. You likely intend to take a dispassionate approach to conflict but end up being overly solicitous to people. To make your efforts to manage conflict more effective, be aware that others may see you as inconsistent or as playing favorites. Try to be clear on what you are doing and why.

How the Parts of Your Personality Work Together

The essence of type involves the way information is gathered (Sensing and Intuition) and how decisions are made (Thinking and Feeling). Each type has favorite ways 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.

Here's the way it works for ENFJs:



USING YOUR FAVORITE PROCESSES

Extraverts like to use their favorite process mostly in the outer world of people and things. For balance, they use their second favorite in their inner world of ideas and impressions. Introverts tend to use their favorite process mostly in their inner world and to balance this with the use of their second favorite process in the outer world.

Thus ENFJs use

- Feeling mainly externally to communicate what is important to themselves and others.
- Intuition mainly internally to develop a unifying vision of what really matters.

USING YOUR LESS-FAVORED PROCESSES

When you frequently use the less-preferred parts of your personality, Sensing and Thinking, remember that you are working outside of your natural comfort zone. You may feel awkward, tired, or frustrated at these times. As an ENFJ, you may become excessively focused on harmony at first, and then express strong criticism of others as well as doubting your own competence.

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—Sensing and Thinking.
- Make an effort to find time to do something enjoyable that involves using your favorite ways—Feeling and Intuition.

USING YOUR TYPE EFFECTIVELY

ENFJs' preference for Feeling and Intuition makes them mostly interested in

- Creating and maintaining harmony in their own and other people's lives.
- Exploring ideas and possibilities.

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

As an ENFJ,

- If you rely too much on your Feeling, you may ignore the flaws, the pros and cons, and the logical implications of your decisions.
- If you pay attention exclusively to your Intuition, you are likely to miss the relevant facts and details and what past experience might suggest.

Your personality type is likely to develop in a natural way over your life. As people get older, many become interested in using the less familiar parts of their personality. When they are in midlife or older, ENFJs often find themselves devoting more time to things that were not very appealing when they were younger. For example, they report greater pleasure in tasks that require logical analysis and attention to facts and details.

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 information-gathering style (Intuition) may not be appropriate, try to modify your Abstract approach (an in-preference result) by considering important facts and details you may have missed (Concrete).
- If you are in a situation where you might need to adapt your way of getting things done (Judging), try to modify your Scheduled approach to accomplishing tasks (an in-preference result) by asking yourself if staying open to unexpected events (Spontaneous) might lead to better results in this particular situation.

Integrating Step I and Step II

When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualized type description:

Logical, Pressure-Prompted **ENFJ**

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 on any pair of preferences 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. (See the reading list on page 17.)
- 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.

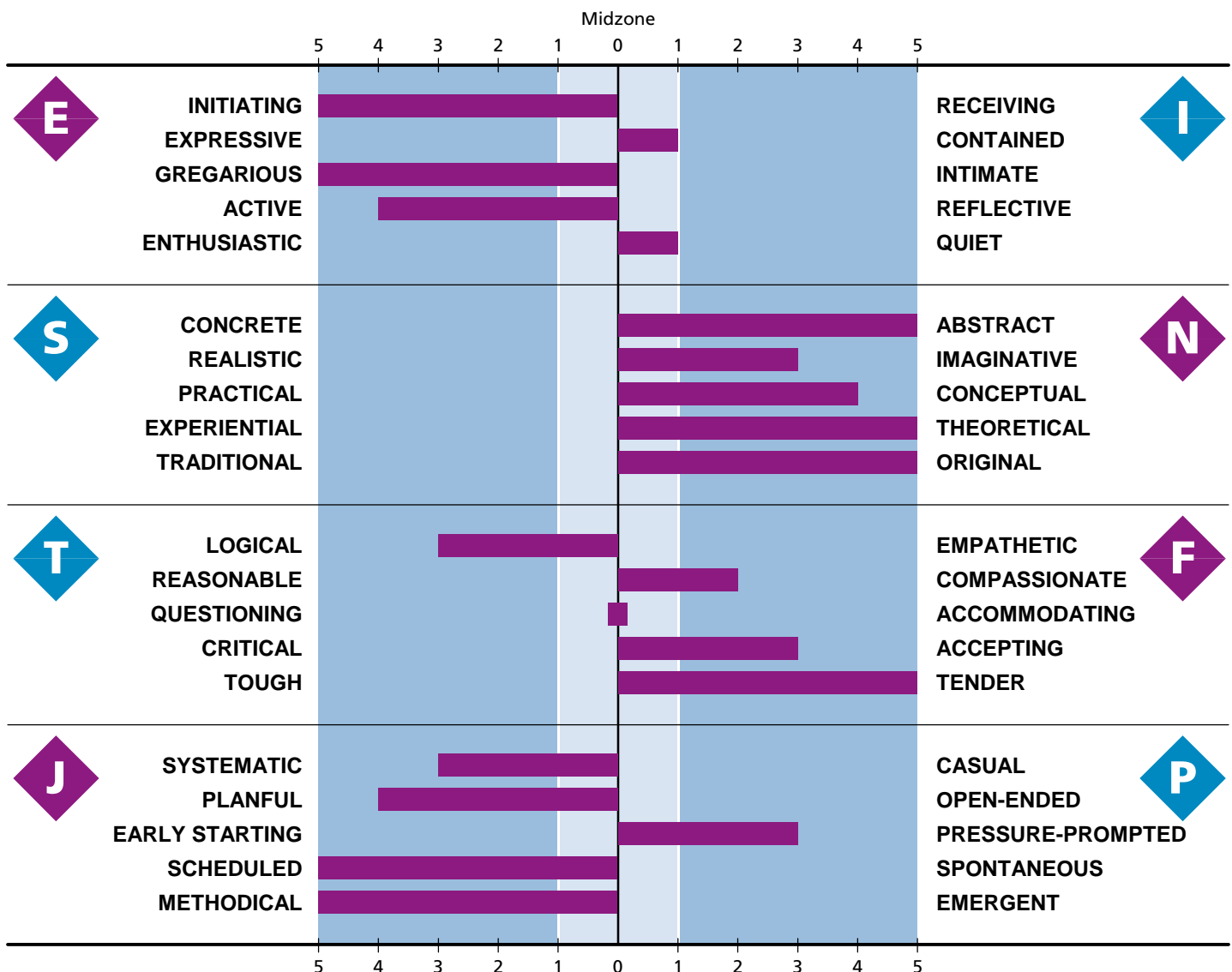
To further explore the theory and applications of type, consult the reading list on page 17. Observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.

Overview of Your Results

STEP I: YOUR FOUR-LETTER TYPE

ENFJs tend to be sociable, diplomatic, empathetic, responsive, and responsible. They feel concern for what others think or want and try to handle things with due regard for the other person's feelings. They enjoy being in groups and enjoy helping others develop their potential.

STEP II: YOUR RESULTS ON THE 20 FACETS



When you combine your Step I reported type and your Step II out-of-preference facets, the result is your individualized type description:

Logical, Pressure-Prompted
ENFJ

Further Reading

GENERAL INFORMATION ON MBTI® STEP I AND STEP II INVENTORIES

- Hirsh, S. K., & Kummerow, J. M. (1998). *Introduction to Type® in organizations* (3rd ed.). Mountain View, CA: CPP, Inc.
- Hirsh, S. K., & Kummerow, J. M. (1989). *LIFETypes*. New York: Warner Books.
- Myers, I. B. (1998). *Introduction to Type®* (6th ed.). Mountain View, CA: CPP, Inc.
- Myers, I. B., with Myers, P. B. (1995). *Gifts differing*. Mountain View, CA: Davies-Black Publishing.
- Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer, A. L. (1998). *MBTI® manual: A guide to the development and use of the Myers-Briggs Type Indicator®* (3rd ed.). Mountain View, CA: CPP, Inc.
- Quenk, N. L. (2000). *Essentials of Myers-Briggs Type Indicator® assessment*. New York: Wiley.
- Quenk, N. L., Hammer, A. L., & Majors, M. M. (2001). *MBTI® Step II manual: Exploring the next level of type with the Myers-Briggs Type Indicator® Form Q*. Mountain View, CA: CPP, Inc.

APPLICATIONS OF TYPE (PAGES 9–12)

- Barger, N. J., & Kirby, L. K. (1995). *The challenge of change in organizations: Helping employees thrive in the new frontier*. Mountain View, CA: Davies-Black Publishing.
- Fitzgerald, C., & Kirby, L. K. (eds.). (1997). *Developing leaders: Research and applications in psychological type and leadership development*. Mountain View, CA: Davies-Black Publishing.
- Hirsh, S. K., with Kise, J. A. G. (1996). *Work it out. Clues for solving people problems at work*. Mountain View, CA: Davies-Black Publishing.
- Kummerow, J. M., Barger, N. J., & Kirby, L. K. (1997). *WORKTypes*. New York: Warner Books.

TYPE DYNAMICS AND DEVELOPMENT (PAGES 13–14)

- Myers, K. D., & Kirby, L. K. (1994). *Introduction to Type® dynamics and development*. Mountain View, CA: CPP, Inc.
- Quenk, N. L. (2000). *In the grip: Understanding type, stress, and the inferior function* (2nd ed.). Mountain View, CA: CPP, Inc.
- Quenk, N. L. (2002). *Was that really me? How everyday stress brings out our hidden personality*. Mountain View, CA: Davies-Black Publishing.



Interpreter's Summary

PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: ENFJ

Extraversion: Moderate (10)

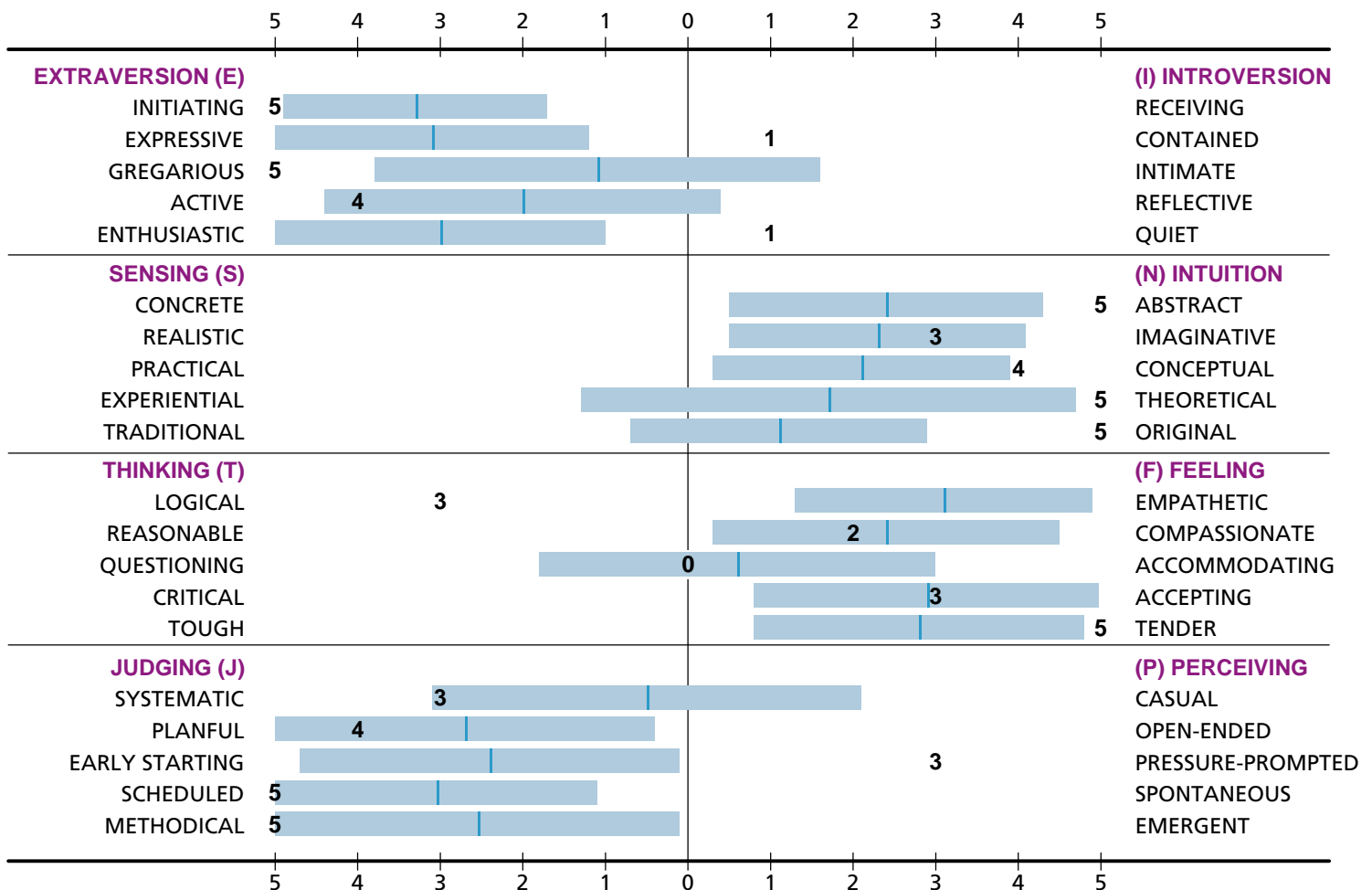
Intuition: Clear (24)

Feeling: Slight (2)

Judging: Clear (19)

FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ENFJs

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



POLARITY INDEX: 75

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

