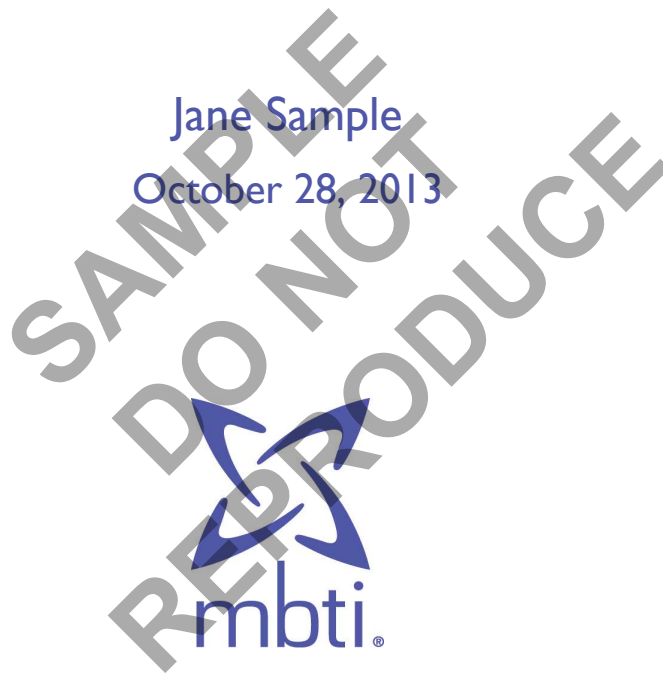


STEP III™ INTERPRETIVE REPORT

MBTI® STEP III™ INTERPRETIVE REPORT

PREPARED FOR

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About the MBTI® Step III™ Instrument

The Myers-Briggs Type Indicator® Step III™ instrument is based on C.G. Jung's theory of psychological type as developed and extended by Isabel Briggs Myers. Type theory is concerned with two basic processes:

Perception: How you take in information and what you do and do not pay attention to, and
Judgment: How you use that information to make decisions, form opinions, and take action.

How effectively you take in information and make decisions is important in determining how satisfied you are with your life, because some approaches are constructive and valuable, while others may prevent you from making important decisions or reaching your goals.

The MBTI® Step III™ instrument provides information about how you use your perception and judgment and suggests ways you can enhance your effectiveness. Isabel Myers firmly believed that: "Understanding your patterns of perception and judgment can make your perceptions clearer, your judgments sounder, and your life closer to your heart's desire."

The information in the report is derived from your responses to the Step III instrument.

You can use your MBTI Step III results to:

- Understand or gain insight into your typical behavior, attitudes, and motives
- Recognize and appreciate behaviors or choices that have been helpful to you
- Become aware of behaviors or choices that may be getting in your way
- Learn new behaviors
- Use different ways of evaluating your choices
- Decide whether to make different choices

The report was developed using the following assumptions:

- You have arrived at this particular point in your life for good reasons. You made the best choices you could, given the information and resources available and the inner and outer demands on you at the time.
- Any stress, strain, conflict, or dissatisfaction that you are experiencing at present may indicate that now is a good time to evaluate your current situation and think about your desires for the future.
- If you have experienced or learned new things, are in a different environment, or if the demands on you have changed, you may wish to reconsider your usual ways of doing things and explore other approaches.
- A decision not to change or do anything differently is also appropriate, especially if you are satisfied with yourself and the way your life is going.

This report is designed to be reviewed and interpreted with a professional who has been trained in Step III interpretation. The goal of this joint effort is to:

- Assess the accuracy of report contents: Only you can determine whether the results fit you or not.
- Discuss the results and explore the various ways you can use them to understand and gain insight into your current development and explore ways you might wish to enhance the way you function.

Part One: One of Sixteen General Personalities

Part One of the report shows which one of sixteen possible personalities you reported when you answered the Step III questions. It describes characteristics that come naturally to people whose personality is similar to yours. Each description emphasizes the advantages that result from doing what is natural and enjoyable for people with that personality. The description then lists some of the challenges people with your personality may experience when they are required to use opposite, less natural or enjoyable parts of their personality.

Depending on your age and stage of life, some advantages and challenges listed for people with a personality similar to yours may not describe you. Younger people may not have had enough experience to recognize some of their potential assets and older people may have already dealt successfully with some of their challenges. Your actual unique personality is the result of natural qualities, your stage of life and life experiences, the opportunities you've enjoyed, and the difficulties you've faced.

Part Two: Your Unique Personality

Part Two of the report is also derived from your responses to the Step III questions. It contains four individualized sections that describe your current approach to:

- A. Yourself and the World
- B. People and Relationships
- C. Responsibility and Work
- D. Problem solving and Decision making

Each of these four sections contains brief statements that describe your present approach in that area. Each statement is followed by questions or suggestions that appear in italics for easy identification. You may wish to think about and/or discuss some or all of these questions and suggestions. Doing so may give you important insights into yourself or a different way of looking at how you function. Such an exploration can help you achieve greater satisfaction and effectiveness in key areas of your life. The professional with whom you are working is trained to help you focus on the areas that will be of most interest and use to you. He or she can also recommend additional resources as necessary.

PART ONE

The personality description that follows is an extension of the work of Isabel Briggs Myers and is one of the sixteen distinct personalities identified by Myers. It is a general description of people whose personality is similar to yours and therefore it probably won't fit you in all respects. You can use this general description along with the individualized material in Part Two of the report to understand your particular path to development and the effective use of your personality.

Your Personality*

Your responses to the Step III™ instrument indicate that you are most energized when you are seeing patterns, connections, and future possibilities that engage your values and creative interests. You probably enjoy lively group discussions and brainstorming as ways to come up with a great many new ideas in a wide range of areas. At times you may become so overwhelmed by all the exciting possibilities you envision that you flit from one idea to another without following through on any of them. To help you narrow your attention and sphere of interest, you typically rely on your natural tendency to consult your inner values as a way to decide where best to devote your energies. People tend to see you as innovative, enthusiastic, sociable, optimistic, and willing to take risks for your beliefs.

Your combination of gifts may give you an uncanny vision about future happenings in the outside world, especially those that involve people, so you may anticipate both potential problems and likely solutions long before they are acknowledged by others. You are at your best when you can freely follow your inspirations and ideals without being required to attend to a lot of facts and details or to have your projects withstand logical scrutiny.

Your Personality Development

- The unique way in which you have moved toward your present effectiveness has been influenced by the natural characteristics of your personality, as described above.
- Some behaviors, attitudes, and approaches are likely to be relatively easy for you because they "fit" with your natural personality. These are the "developmental advantages" that are natural and expected for people with your personality.
- Other behaviors, attitudes, and approaches may be more difficult and tiring because they require you to "go against" your preferred characteristics. These are the "developmental challenges" that are natural and expected for people with your personality.

Developmental Advantages

The behaviors, attitudes, and approaches that fit your natural personality may make it relatively easy for you to:

- Show confidence in yourself and your ability to perform competently in your chosen areas of interest
- Devote lots of energy to your enthusiasms
- Function well in situations that might be quite stressful for others, such as those that are fast-paced, rapidly changing, or require quick responses
- Gather and be aware of a very broad range of information in your areas of interest
- Look for ways to enhance the well-being of yourself and others
- Look at things that others may consider to be obstacles as minor inconveniences, and have faith that they will be overcome and that things will work out in the end
- Avoid worrying very much
- Commit yourself to major activities without doing much advance planning, yet manage to pull everything together, handle the unexpected, and innovate when something initially fails. You do this by using your extensive network of people, including total strangers, as well as your knack for noticing and connecting dots most other people don't see

Developmental Challenges

The behaviors, attitudes, and approaches that don't fit your natural personality may result in the following:

- You may not actually feel as confident and competent as you appear, because you communicate lively enthusiasm and a "can-do" attitude—so others may not be aware that you sometimes need a good deal of encouragement and validation
- Because of your natural instinct to trust people and the outside world, you may bypass your own inner judgment and let others influence you excessively
- You likely pay too little attention to the factual data and details that are related to your interests
- Since you genuinely enjoy making people happy, you may be too accommodating to others, and therefore neglect your own needs. Since you honor personal values over logic, it is probably difficult for you to identify or take logical consequences into account, especially when others demand that you be logical or ask you to respond to logical questions
- You likely find it hard to stop coming up with new ideas and gathering new information so you can decide what must be done and finish what must be finished
- Because you function best when you are free to follow your own inspirations, it is probably hard for you to avoid becoming dissatisfied, unmotivated, and uncooperative when you are forced to deal with arbitrary rules, procedures, and details

- You may not notice when your enthusiasm is approaching burnout level, and thus continue to overcommit your time and fail to back off for the sake of your own health, welfare, or more pressing issues
- Given your natural tendency to imagine the best and trust it will happen, you may not know when there is something you should worry about

Evaluating Your Personality Description

You can use this general personality description to help you better understand and evaluate the individualized results in Part Two of the report. Bear in mind, however, that if the above description seems way off the mark, it may not be accurate for you. If that occurs, the professional with whom you are working can help you identify the personality description that fits you best.

* This description is based on the reported personality type ENFP, which is one of the sixteen personality types elicited by the Myers-Briggs Type Indicator® (MBTI®) instrument. An ENFP is a person who prefers Extraversion, Intuition, Feeling, and Perceiving. If you would like further information about your own and other personality types, consult the professional with whom you are working and/or the resources listed at the end of this report.

SAMPLE
DO NOT
REPRODUCE

PART TWO

The four sections in **Part Two** cover attitudes and behaviors that influence four important areas of your everyday functioning—how you see yourself and your relationship to the world, how you relate to other people, the way you approach responsibility and work, and how you go about making decisions and solving problems. The particular combination of descriptive statements in your report is unique to you—it is virtually impossible for anyone else's report to be exactly the same as yours!



SECTION A

Your Approach to Yourself and the World

Depending on how you answered the Step III questions, you may find statements in Section A of your report about your current level of self-confidence, your approach to difficulties, your sources of enjoyment, your general outlook on life, and a number of other relevant areas.

YOUR RESULTS

- You may be so anxious about doing well that your self-confidence is suffering.
Seek information about your competence from people you respect, and if necessary, ask them what you need to improve. Then you won't have to use your energy worrying about it. You may also wish to explore ways to control your level of anxiety, since it may be affecting your ability to work, as well as your peace of mind. [A16]
- Your self-confidence seems somewhat low at this time.
Is there something in your current life situation that may be affecting your confidence at this time or is low confidence typical for you? In either case, explore possible ways to add to your level of confidence, perhaps by taking on a few tasks where you are likely to succeed. [C030]
- You seem to dislike dealing with difficulties in certain areas of your life and may try to avoid those kinds of difficulties.
What kinds of difficulties do you dislike the most and which areas are easier for you to deal with? Perhaps you can use some of the techniques that work in the "easy" areas for the more vexing difficulties. If this approach works, you may then be able to face up to and deal directly with a wider array of difficulties. [M060]

- You seem to worry or become preoccupied about things quite a lot.
Explore alternative ways to reduce your worrying. Some people use exercise, yoga or meditation, others talk to someone they trust. [L09I]
- You seem to have so many people in your social circle that you have only enough time to touch base with each of them very briefly.
You might find it worthwhile to spend more of your social time visiting with a few of your closer friends. [E - A - 63L]
- You typically interact with others and participate actively in projects in pursuing your interests and learning whatever is necessary.
Some topics may be better approached by working alone, reading, or reflecting, so it might be useful to set aside a few hours each week to engage in some solitary project or hobby that interests you. [E - A - 64L]
- Overall, you seem most interested in the ideas behind whatever you are working on and like seeing how those concepts are relevant for other projects.
Make sure to look at specific features of situations to try to get a good fix on how your conceptual understanding applies or doesn't apply to those situations. [N - A - 9R]
- In your general approach to the world you seem to be attracted to theories and concepts about how the world works.
To broaden your perspective, check your theoretical knowledge and understanding against your own and others' tangible experience. [N - A - 10R]



SECTION B

Your Approach to People and Relationships

Possible statements in this section cover a wide range of attitudes and behaviors relating to your relationships with people in both your personal and work life. Areas addressed may include how you relate to individuals and groups, the way you handle disagreement, your attitude toward friendships and intimate relationships, and how others see you.

YOUR RESULTS

- In general, you appreciate the good qualities of others.
Are there some people whose qualities you just have a hard time appreciating? [L052]
- You tend to express your feelings and opinions quite openly.
What are the advantages and disadvantages of your free expression? When, if ever, do you keep your feelings and opinions to yourself? [E025]



SECTION C

Your Approach to Responsibility and Work

Statements in this section cover areas such as leadership, taking on responsibility, working with others, dealing with deadlines and other pressures, satisfaction with work, and preferred work style.

YOUR RESULTS

- You tend to take responsibility only for things that really interest you and reject responsibility in other areas, perhaps because you are not sure of yourself in those areas, or because you don't want to be burdened by being responsible for things in which you have no interest.
When you're not interested in being responsible for a particular effort or project where you may have some expertise, consider helping by offering constructive suggestions. If you have no expertise to offer, let those in charge exercise their superior skill and knowledge. Don't criticize their efforts without a firm basis for your criticism. [P111]
- When it's important to you, you tend to put off the pleasant activities of today for the benefit of something desirable in the future.
Is it hard for you to do this? Are there times when you regret having given up a current pleasure for a future goal? [L103]

- It takes effort and willpower for you to apply yourself to tasks that are necessary, but are not of any immediate interest to you.

Find some techniques to accomplish those uninteresting tasks in the most efficient and most pleasant way possible. Perhaps alternating doing the less interesting parts and then rewarding yourself by doing an interesting part, if possible, might help. If there simply are no interesting parts or they have to be done in a specific order, reward yourself by taking a break to do something you really enjoy. Successfully doing this may actually free up your time and energy for what you enjoy doing. [L083]

- You rather enjoy the challenge of working under time pressure when the matter at hand is important.

What happens if you are required to work under time pressure on something which you judge to be relatively unimportant? [M032]

- You like working on innovative projects, enjoy doing things in new ways, and prefer being free to follow your hunches.

How do you react when you don't have that freedom? [A7]

- You seem unable or unwilling to exert the necessary effort to accomplish your goals, and instead engage in wishful thinking and rely on luck to get you where you want to be.

Perhaps the goals you envision are so distant from your current situation that you don't know where to begin to get closer to them. Consider working backwards from your large goals so you can break the process of getting there into small and manageable pieces. It may be useful to seek some help by talking to someone you trust or to a coach or counselor. [K021]

- You may be dissatisfied with your present work situation partly because you have a negative attitude towards some of the people and/or some of the procedures at work.

Identify the specific sources of your dissatisfaction at work. Then explore ways to modify the nature of your work, the people with whom you work, or your work setting. [A42]



SECTION D

Your Approach to Problem Solving and Decision Making

This section may contain statements that describe the way you go about solving problems, what factors you consider when making decisions and the kind of information you rely on, how much effort you devote to decision making, and how comfortable you are solving problems and acting on your decisions.

YOUR RESULTS

- You seem to be quite comfortable with and probably effective in situations that require you to stay open to new viewpoints or to engage in troubleshooting.
Do you enjoy some kinds of troubleshooting more than others? How do you usually approach a troubleshooting situation? And do you become bored or impatient if there are no new challenges to troubleshoot? [L142A]
- You may find it hard to make tough decisions because you are quite tender-hearted and gentle.
If at times tough decisions are required of you, talk the situation over with someone you trust and who respects your natural style and discomfort with this unfamiliar approach. Together you can figure out how best to handle the situation. [T062]
- You may find it hard to deal with situations that require you to take a detached and logical approach in making a decision.
Seek advice from people who seem to be genuinely comfortable in taking a detached approach to making decisions, and take their perspective seriously. [L041]
- You likely find it hard to be firm when the situation requires it.
Discussing problem situations with someone you trust may help you know when being firm is really necessary, and when it is appropriate to exercise a "softer" approach. [T063]

- At times your tendency to consider the "big picture" is very effective, while at other times you may not pay enough attention to some important concrete facts and current realities when making decisions.

Before you make your decisions final, remember to ask yourself whether you have paid attention to the concrete facts and evidence that may be relevant to the situation. Consider asking someone who is good at details whether you might have overlooked anything important. [W16]

- You seem to be very indecisive at this time, and may tend to vacillate, postpone, rely on others, or simply not decide at all.

Think about whether your indecisiveness is habitual or is related to your current situation. In either case, try to identify the sources of your indecision. [P130]

- You seem to place a high value on freedom of action and choice, and prefer not to be tied down by commitments, prior agreements, or the expectations of others. You likely feel cheated and frustrated when prior obligations prevent you from "seizing the moment," and this makes you wary of making definite commitments and planning in advance.

What have you found to be the advantages and disadvantages of your approach? [W11]

- You greatly appreciate a spontaneous approach to living, perhaps even to the point of taking deliberate risks to add excitement and spice to both your life and others' lives.

What are the advantages and disadvantages of your spontaneous approach? [L132]

- You seem to have a sense that you have failed at many things in your life and expect more of the same in the future.

Identify someone who can help you to objectively assess your previous successes and failures, and explore ways to assess yourself more appropriately. [C064]

Going From Here

Take a moment to reflect on the information you've received in your Step III™ Interpretive Report:

- Did the results overall fit you well?
- Did you gain insight into why some people may misunderstand you or misinterpret your motives?
- Were you pleased to find that your own efforts to develop parts of yourself "showed up" in the report?
- Did some of the questions, comments, and suggestions help you think differently about some aspects of your life?
- Were you initially surprised at some statements but on reflection, discover interesting ways they might be accurate for you?

Resources

If you are interested in additional exploration, the resources below are designed to help you learn more about your own and other personalities and how they develop. You may also find it interesting and helpful to reread your report from time to time. Sometimes information can take on different meanings at a different time or when it is viewed from the vantage point of age and new life experiences.

Myers, I.B. (1998) Introduction to Type, Sixth Edition, Rev. by Kirby, L.K. and Myers, K. D. Palo Alto, CA: CPP, Inc.

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