

MYERS-BRIGGS TYPE INDICATOR® | STEP II™ PROFILE

Prepared for
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Your Myers-Briggs® Step II™ Profile gives you information about your personality type based on your answers to the MBTI® assessment. It first indicates your Step I™ results—your reported four-letter type. Next it shows your Step II results—your expression of five facets for each of the four Step I preference pairs.

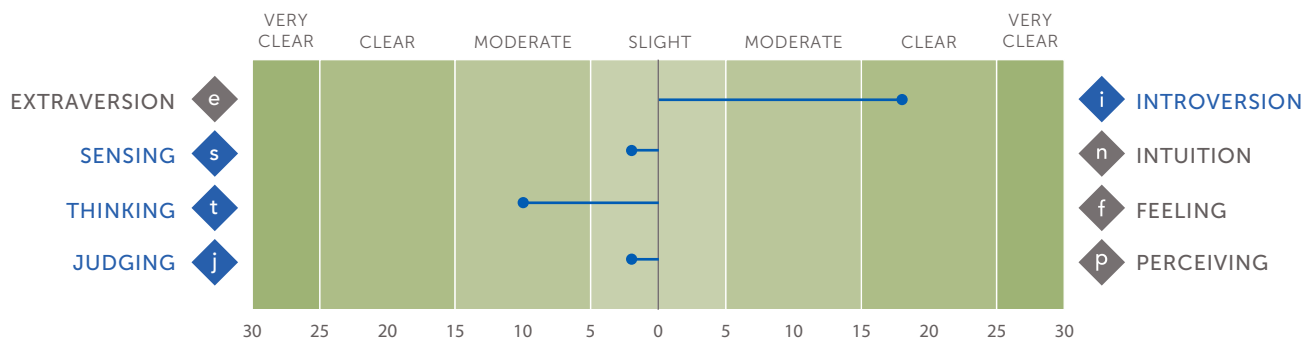
Your Step I™ Results

ISTJs tend to be serious, quiet, thorough, and dependable. They see to it that everything is well organized and accurate. They are practical, orderly, matter-of-fact, logical, and realistic. ISTJs take responsibility, notice what needs to be done, and follow through steadily, regardless of protests or distractions.

Your reported Myers-Briggs personality type
ISTJ

Your preferences
Introversion | Sensing | Thinking | Judging

CLARITY OF YOUR PREFERENCES: ISTJ



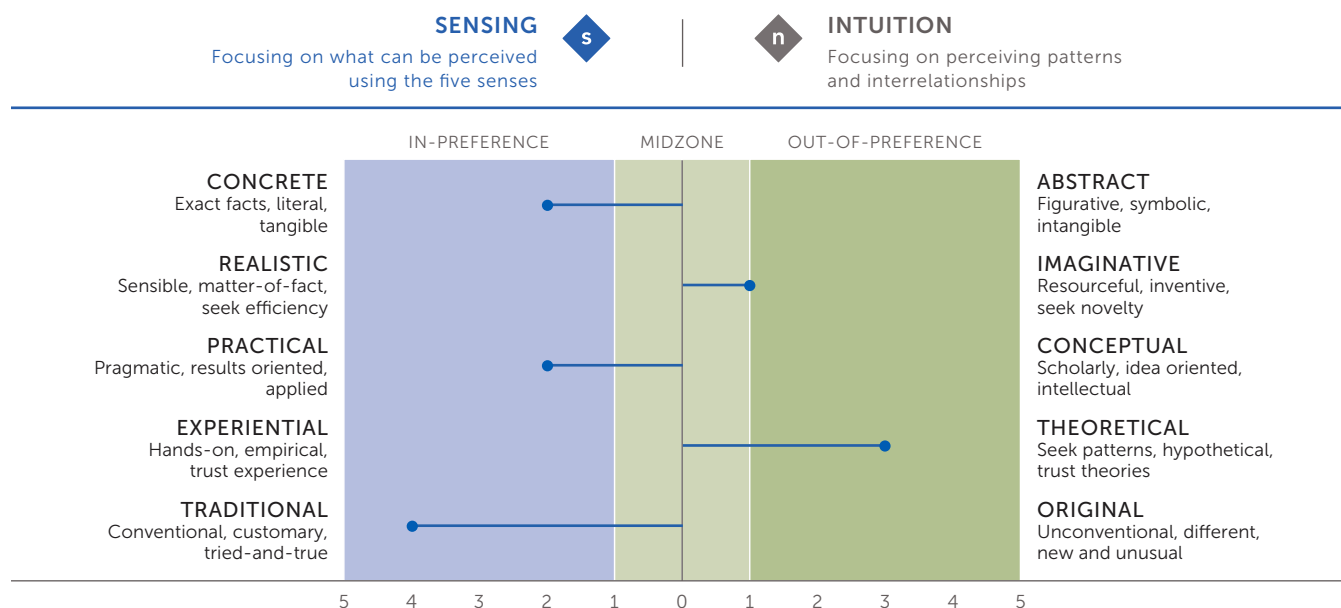
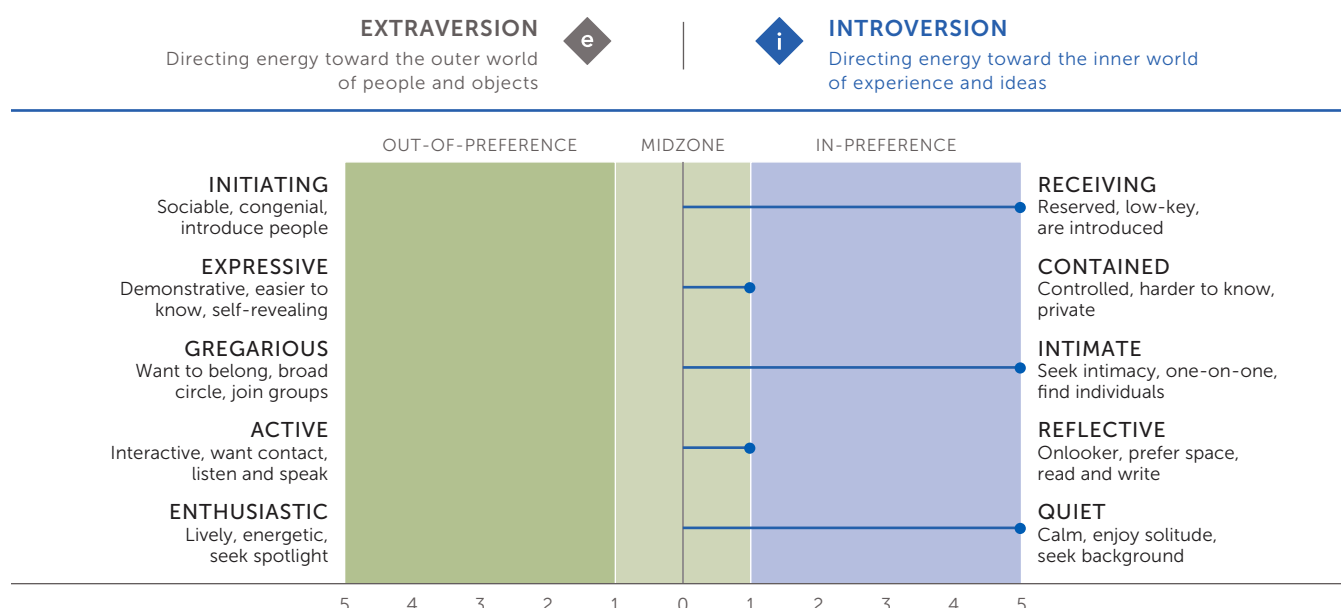
PCI RESULTS: INTROVERSION | 18 SENSING | 2 THINKING | 10 JUDGING | 2

The length of the lines on the preference clarity index (pci) graph above shows how clearly or consistently you chose one preference over the other in each pair. The longer the line, the more often your answers indicated that preference, and the more likely it is that the MBTI assessment has accurately reflected your preference.

Your Step II™ Results

The graphs that follow show your Step II results—your expression of five facets for each of the Step I preference pairs. Be aware that a preference is broader than its facets and so your five facet scores do not add up to your Step I preference score.

The length of each line on the graphs shows how consistently you chose one facet pole over the other. The longer the line, the clearer your preference is for that pole. Scores of 2–5 that are on the same side as your Step I preference indicate *in-preference* results. Scores of 2–5 on the opposite side of your Step I preference indicate *out-of-preference* results. Scores of 0 and 1 are in the *midzone* and often mean a situational or muted use of either pole.





PROFILE

MYERS-BRIGGS TYPE INDICATOR® | STEP II™

MICHAEL HEBB

ISTJ | 4

THINKING

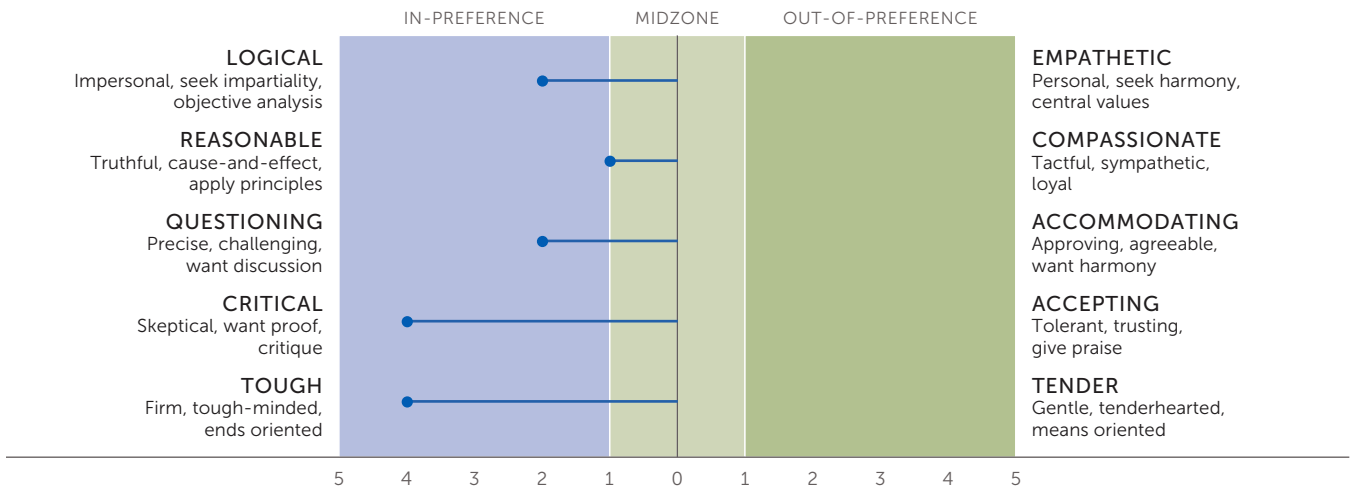


Basing conclusions on logical analysis
with a focus on objectivity



FEELING

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



JUDGING

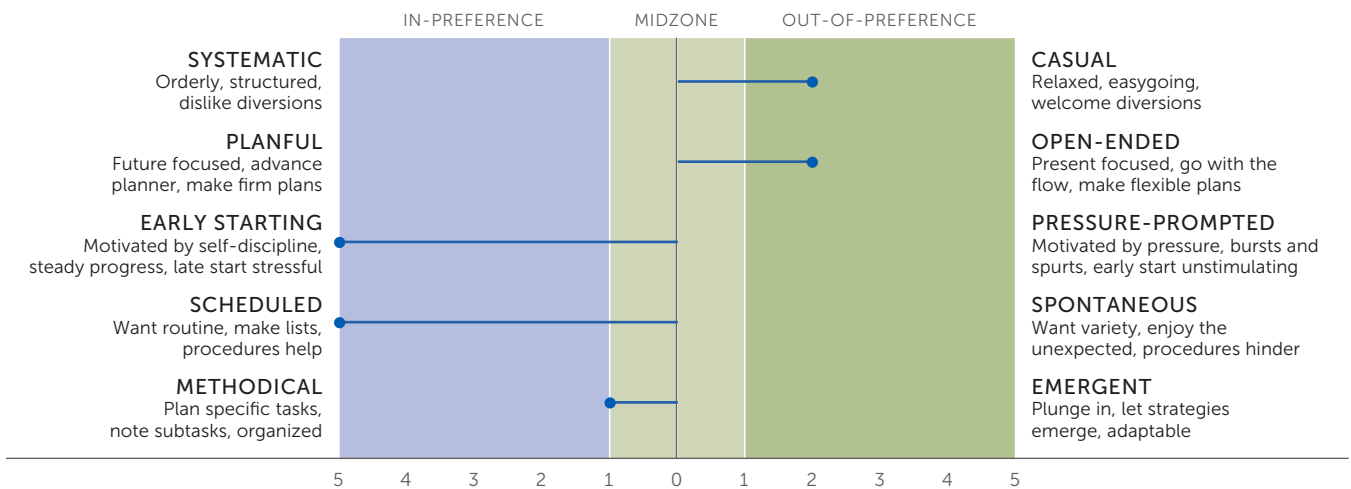


Preferring decisiveness and closure



PERCEIVING

Preferring flexibility and spontaneity



Interpreter's Summary

PREFERENCE CLARITY FOR REPORTED TYPE: ISTJ

Introversion: Clear (18)

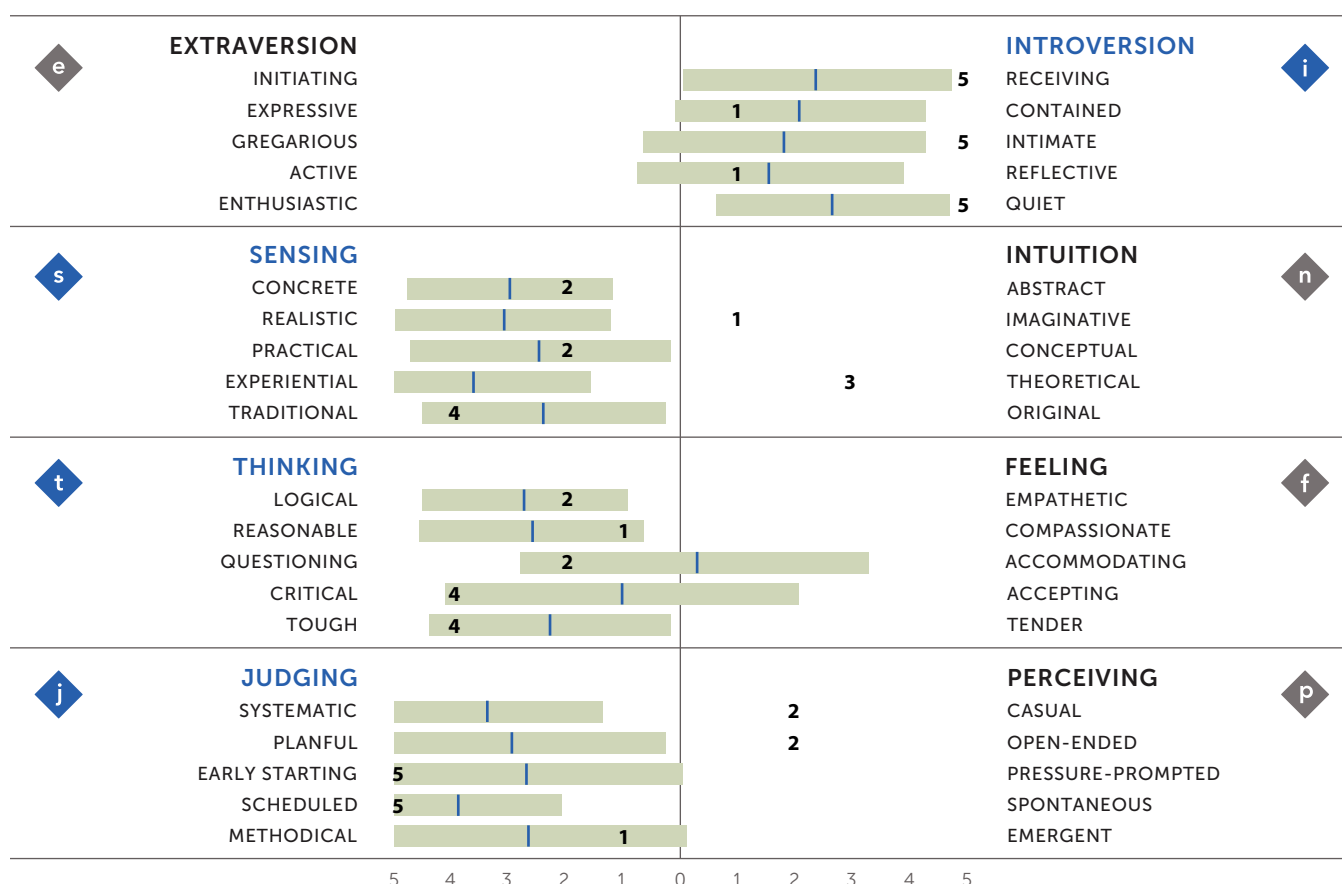
Sensing: Slight (2)

Thinking: Moderate (10)

Judging: Slight (2)

FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ISTJs

The bars on the graph below show the average range of scores that occurred for the ISTJs 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 ISTJs' mean score. The bold numbers show the respondent's scores.



Polarity Index: 65

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

ISTJ

ISTJ people accept responsibilities beyond the call of duty. Of the two ways to perceive (sensing and intuition) and the two ways to judge (thinking and feeling, they like and use sensing best and thinking second best. As introverts, ISTJ people focus their sensing process on the inner world of ideas and run their outer lives with their thinking process.

This combination produces an extremely dependable type with a complete, realistic, practical respect for the facts and for whatever responsibilities those facts create. Sensing provides the facts, and after an introvert's characteristic pause for reflection, thinking accepts the responsibilities.

ISTJ people absorb, remember and use facts by the bushel. They like everything kept factual, clearly stated and not too complex. Not until you know them very well do you discover that behind their outer calm, they are looking at the facts from an intensely individual angle (sensing) ... often a droll one. Their private reaction (sensing), the way a thing will strike them, is quite unpredictable.

What ISTJ people actually do will be sound and sensible because it is part of their outer lives and so is governed by their best judgment (thinking). Therefore, ISTJ's have the stability of a judging type. No type is more thorough, painstaking, systematic, hard-working, or patient with detail and routine than an ISTJ. The extreme perseverance of this type tends to stabilize everything with which they are concerned. They do not enter things impulsively, but once committed ... they are very hard to distract, discourage, or stop. ISTJ's do not quit unless experience convinces them they are wrong.

The ISTJ thinking pattern emphasizes analysis and logic and (like Mr. Spock) finds a large portion of the human race illogical. It is difficult for ISTJ's to see any sense in needs differing widely from their own. However, when they see something mattering a lot to someone right before their eyes, this becomes a fact and, in most cases, is accepted as a responsibility.

Every type needs to be balanced in order to function most effectively. Thus, an ISTJ needs balance by adequately developing thinking. Adequate judgment is the tool with which the ISTJ deals with the world and it must balance the introverted perception which by itself does not wish to deal with people or things. If judgment (thinking) remains immature, the world is not dealt with properly, and the ISTJ retreats into absorption with inner reactions to come from this self-indulgence.

Well-balanced ISTJ people have both perception (sensing) and judgment (thinking) well developed. The problem is merely to use the right one at the right time. A safe rule for an ISTJ is to use judgment (thinking) on inanimate objects and their own conduct, and perception (sensing) on people. ISTJ's will be in no danger of overriding people less forceful than they are if the rule is practiced, and will find themselves richly paid in their human relationships.

Popular Occupations for ISTJs

Business

Office Manager
Accountant
Auditor
Manager/supervisor
Word processing specialist
Insurance underwriter
Efficiency expert/analyst

Finance

Credit analyst
Bank examiner
Investment securities officer
Tax examiner
Stockbroker
Estate planner

Legal/Technical

Law researcher
Legal secretary
Electrician
Engineer
Mechanic
Computer programmer
Technical writer

Education

School principal
Librarian
Administrator
Teacher: technical/industrial/math/physical
education

Civil Service

IRS Agent
Government employee
Military officer
Police officer/detective
Corrections officer

Medicine

Dentist
Surgeon
Lab technologist
Veterinarian
Nursing administrator
Pharmacist

Effects of Preferences in Work Situations*

Extraversion	Introversion
Like variety and action	Like quiet for concentration
Often impatient with long, slow jobs	Tend not to mind working on one project for a long time uninterruptedly
Are interested in the activities of their work and in how other people do it	Are interested in the facts/ideas behind their work
Often act quickly, sometimes without thinking	Like to think a lot before they act, sometimes without acting
When working on a task, find phone calls a welcome diversion	When concentrating on task, find phone calls intrusive
Develop ideas by discussion	Develop ideas by reflection

Sensing	INTuition
Like using experience and standard ways to solve problems	Like solving new complex problems
Enjoy using developed skills more than learning new ones	Enjoy learning a new skill more than using it
May distrust and ignore their inspirations	May follow their inspirations, good or bad
Seldom make errors of fact	Frequently make errors of fact
Like to do things with a practical bent	Like to do things with an innovative bent
Like to present the details of their work first	Like to present an overview of their work first
Prefer continuation of what is, with fine tuning	Prefer change, sometimes radical, to continuation of what is

Thinking	Feeling
Use logical analysis to reach conclusions	Use values to reach conclusions
Can work without harmony	Work best in harmony with others
May hurt people's feelings without knowing it	Enjoy pleasing people, even in unimportant things
Tend to decide impersonally, sometimes paying insufficient attention to people's wishes	Often let decisions be influenced by their own and other people's likes and dislikes
Tend to be firm-minded and can give criticism when appropriate	Tend to be sympathetic and dislike, even avoid, telling people unpleasant things
Look at the principles involved in the situation	Look at the underlying values in the situation

Judgment	Perception
Work best when they can plan their work and follow their plan	Enjoy flexibility in their work
Like to get things settled and finished	Like to leave things open for last-minute changes
May not notice new things that need to be done	May postpone unpleasant tasks that need to be done
Tend to be satisfied once they reach a decision on a thing, situation, or person	Tend to be curious and welcome a new light on a thing, situation, or person
Reach closure by deciding quickly	Postpone decisions while searching for options
Seek structure and schedules	Adapt well to changing situations and feel restricted without change

Preferred Methods of Communication*

Extraversion	Introversion
Communicate energy and enthusiasm	Keep energy and enthusiasm inside
Respond quickly without long pauses to think	Like to think before responding
Focus of talk is on people and things in the external environment	Focus is on internal ideas and thoughts
Need to moderate expression	Need to be drawn out
Seek opportunities to communicate in groups	Seek opportunities to communicate one-to-one
Prefer face-to-face over written communication	Prefer written over face-to-face communication
In meetings, like talking out loud before	In meetings, verbalize already well
Sensing	INTuition
Like evidence (facts, details, and examples) presented first	Like global schemes, with broad issues presented first
Want practical and realistic applications shown	Want possible future challenges discussed
Rely on direct experience to provide anecdotes	Rely on insights and imagination to provoke discussion
Use an orderly step-by-step approach in presentations	Use a round-about approach in presentations
Like suggestions to be straightforward and feasible	Like suggestions to be novel and unusual
Refer to a specific example	Refer to a general concept
Thinking	Feeling
Prefer to be brief and concise	Prefer to be sociable and friendly
Want the pros and cons of each alternative to be listed	Want to know why an alternative is valuable and how it affects people
Can be intellectually critical and objective	Can be interpersonally appreciative
Convinced by cool, impersonal reasoning	Convinced by personal information, enthusiastically delivered
Present goals and objectives first	Present points of agreement first
Consider emotions and feelings as data to weigh	Consider logic and objectivity as data to value
Judgment	Perception
Want to discuss schedules and timetables with tight deadlines	Willing to discuss the schedule but are uncomfortable with tight deadlines
Dislike surprises and want advance warning	Enjoy surprises and like adapting to last-minute changes
Expect others to follow through, and count on it	Expect others to adapt to situational requirements
State their positions and decisions clearly	Present their views as tentative and modifiable
Communicate results and achievements	Communicate options and opportunities
Talk of purpose and direction	Talk of autonomy and flexibility
In meetings, focus on the task to be done	In meetings, focus on the process to be appreciated
—	

*Adapted from Talking in Type by Jean Kummerow, Center for Applications of Psychological Type, 1985

TEACHING AND LEARNING BEHAVIORS BY STYLES

SF

ST

NT

NF

TEACHERS MAY BE CHARACTERIZED AS:

- | | | | |
|--------------|-------------------------|---------------------------|-----------------------|
| -Nurturers | -Trainers | -Intellectual Challengers | -Facilitators |
| -Supporters | -Information Givers | -Inquirers | -Stimulators |
| -Empathizers | -Instructional Managers | -Theoreticians | -Creators/Originators |

LEARNERS MAY BE CHARACTERIZED AS:

- | | | | |
|---------------------------|-----------------|---------------------|--------------|
| -Sympathetic | -Realistic | -Logical | -Curious |
| -Friendly | -Practical | -Intellectual | -Insightful |
| -Interpersonally Oriented | -Matter of Fact | -Knowledge Oriented | -Imaginative |

CURRICULUM OBJECTIVES EMPHASIZE:

- | | | | |
|------------------------|-------------------------|----------------------|--------------------|
| -Positive Self Concept | -Basic Skills | -Critical Thinking | -Creative Thinking |
| -Socialization | -Acquisition of Content | -Concept Development | -Moral Development |

LEARNING ENVIRONMENTS EMPHASIZE:

- | | | | |
|--------------------------------|-------------------------------|---------------------------|------------------------------|
| -Personal Warmth | -Purposeful Work | -Discovery | -Originality |
| -Interaction and Collaboration | -Organization and Competition | -Inquiry and Independence | -Flexibility and Imagination |

INSTRUCTIONAL STRATEGIES EMPHASIZE:

- | | | | |
|--------------------------------|----------------------------|-------------------------|-------------------------------|
| -Personal and Social Awareness | -Behavior Modification | -Information Processing | -Self Expression |
| -Group Projects | -Practice and Drill | -Research | -Imagination |
| -Personal Sharing | -Convergent Thinking Tasks | -Inductive Reasoning | -Divergent Thinking |
| -Oral Reports | -Demonstrations | -Written Reports | -Creative-Artistic Expression |
| -Communications | -Producing Products | -Problem-Solving | -Values Clarification |

TEACHING STRATEGIES INCLUDE:

- | | | | |
|-----------------------------|-------------------------|---|--|
| -Group Investigations | -Programmed Instruction | -Inquiry Training | -Non-directive Teaching |
| -Classroom Meetings | -Command Style Teaching | -Concept Formation | -Synectics |
| -Peer Tutoring | -Mastery Learning | -Use of Socratic Methods of Questioning | -Boundary-breaking (breaking mind sets) |
| -Lab Training | -Drill and Repetition | -Problem-solving | -Analyzing and working with Moral Dilemmas |
| -Team Games and Tournaments | -Memorization | -Comprehensive Planning | -Creative Problem Solving |

EVALUATION PROCEDURES INCLUDE:

- | | | | |
|---------------------------------|------------------------------------|---------------------------------|--|
| -Personal Journals | -Objective Tests | -Open Ended Questions | -Fluency of Expression |
| -Sociograms | -Checklists | -Essays | -Flexibility of Response |
| -Oral Reports | -Behavioral Objectives | -Demonstration of Abilities to: | -Originality of Response |
| -Ranking Procedures | -Use of Mechanical Devices | -Apply Synthesize | -Elaboration of Detail |
| -Trained Observations | -Demonstrations of Specific Skills | -Interpret Intergrate | -Development of Aesthetic Criteria |
| -Collection of Unobtrusive Data | -Criterion Referenced Tests | -Analyze Evaluate | -Producing Creative Products |
| -Self Reporting | | -Think Divergently | -Observations of Value Systems in Action |
| | | | -Unobtrusive Data Collection |

Characteristics Frequently Associated With Each Type

Sensing Types		Intuitive Types		
I N T R O V E R T S	ISTJ Serious, quiet, earn success by concentration and thoroughness. Practical, orderly, matter-of-fact, logical, realistic, and dependable. See to it that everything is well organized. Take responsibility. Make up their own minds as to what should be accomplished and work toward it steadily, regardless of protests or distractions.	ISFJ Quiet, friendly, responsible, and conscientious. Work devotedly to meet their obligations. Lend stability to any project or group. Thorough, painstaking, accurate. Their interests are usually not technical. Can be patient with necessary details. Loyal, considerate, perceptive, concerned with how other people feel.	INFJ Succeed by perseverance, originality, and desire to do whatever is needed or wanted. Put their best efforts into their work. Quietly forceful, conscientious, concerned for others. Respected for their firm principles. Likely to be honored and followed for their clear convictions as to how best to serve the common good.	INTJ Usually have original minds and great drive for their own ideas and purposes. In fields that appeal to them, they have a fine power to organize a job and carry it through with or without help. Skeptical, critical, independent, determined, sometimes stubborn. Must learn to yield less important points in order to win the most important.
	ISTP Cool onlookers -- quiet, reserved, observing and analyzing life with detached curiosity and unexpected flashes of original humor. Usually interested in cause and effect, how and why mechanical things work, and in organizing facts using logical principles.	ISFP Retiring, quietly friendly, sensitive, kind, modest about their abilities. Shun disagreements, do not force their opinions or values on others. Usually do not care to lead but are often loyal followers. Often relaxed about getting things done, because they enjoy the present moment and do not want to spoil it by undue haste or exertion.	INFP Full of enthusiasms and loyalties, but seldom talk of these until they know you well. Care about learning, ideas, language, and independent projects of their own. Tend to undertake too much, then somehow get it done. Friendly, but often too absorbed in what they are doing to be sociable. Little concerned with possessions or physical surrounding.	INTP Quiet and reserved. Especially enjoy theoretical or scientific pursuits. Like solving problems with logic and analysis. Usually interested mainly in ideas, with little liking for parties or small talk. Tend to have sharply defined interests. Need careers where some strong interest can be used and useful.
E X T R A V E R T S	ESTP Good at on-the-spot problem solving. Do not worry, enjoy whatever comes along. Tend to like mechanical things and sports, with friends on the side. Adaptable, tolerant, generally conservative in values. Dislike long explanations. Are best with real things that can be worked, handled, taken apart, or put together.	ESFP Outgoing, easygoing, accepting, friendly, enjoy everything and make things more fun for others by their enjoyment. Like sports and making things happen. Know what's going on and join in eagerly. Find remembering facts easier than mastering theories. Are best in situations that need sound common sense and practical ability with people as well as with things.	ENFP Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything that interests them. Quick with a solution for any difficulty and ready to help anyone with a problem. Often rely on their ability to improvise instead of preparing in advance. Can usually find compelling reasons for whatever they want.	ENTP Quick, ingenious, good at many things. Stimulating company, alert and outspoken. May argue for fun on either side of a question. Resourceful in solving new and challenging problems, but may neglect routine assignments. Apt to turn to one new interest after another. Skillful in finding logical reasons for what they want.
	ESTJ Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organize and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.	ESFJ Warm-hearted, talkative, popular, conscientious, born cooperators, active committee members. Need harmony and may be good at creating it. Always doing something nice for someone. Work best with encouragement and praise. Main interest is in things that directly and visibly affect people's lives.	ENFJ Responsive and responsible. Generally feel real concern for what others think or want, and try to handle things with due regard for the other person's feelings. Can present a proposal or lead a group discussion with ease and tact. Sociable, popular, sympathetic. Responsive to praise and criticism.	ENTJ Hearty, frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well informed and enjoy adding to their fund of knowledge. May sometimes appear more positive and confident than their experience in an area warrants.

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