

BASIC INTERPRETATION OF YOUR MBTI® RESULTS

The MBTI instrument describes four pairs of opposite preferences, called dichotomies. All eight preferences are valuable, and everyone uses each of them at least some of the time. However, each individual tends to prefer one preference in each pair and generally uses it more than its opposite.

Your MBTI preferences are ENTJ. Each of these preferences is described in the chart below.

Ways of gaining energy	E Extraversion You focus on your outside world and get energy through interacting with people and doing things.	I Introversion You focus on your inner world and get energy through reflecting on information, ideas, and concepts.
Ways of taking in information	S Sensing You notice and trust facts, details, and present realities.	N Intuition You attend to and trust interrelationships, theories, and future possibilities.
Ways of making decisions	T Thinking You make decisions using logical, objective analysis.	F Feeling You make decisions to create harmony by applying person-centered values.
Ways of living in the world	J Judging You prefer to be organized and orderly and to make decisions quickly.	P Perceiving You prefer to be flexible and adaptable and to keep your options open.

Below are a dozen adjectives that describe ENTJs in general. Because there are individual differences within each type, not every adjective may apply to you.

- Challenging
- Controlled
- Critical
- Decisive
- Fair
- Logical
- Objective
- Planful
- Straightforward
- Strategic
- Theoretical
- Tough

Effects of Your Preferences in Work Settings

<p>Extraversion [E]</p> <ul style="list-style-type: none"> • Like variety and action • Are often impatient with long, slow jobs • Are interested in the activities of your work and in how other people do them • Act quickly, sometimes without thinking • When working on a task, find phone calls a welcome diversion • Develop ideas through discussion • Like having people around 	<p>Intuition [N]</p> <ul style="list-style-type: none"> • Like solving new, complex problems • Enjoy learning a new skill more than using it • May follow your inspirations, good or bad • May make errors of fact • Like to do things with an innovative bent • Like to present an overview of your work first • Prefer change, sometimes radical, to continuation of what is • Usually proceed in bursts of energy
<p>Thinking [T]</p> <ul style="list-style-type: none"> • Use logical analysis to reach conclusions • Can work without harmony • May hurt people’s feelings without knowing it • Tend to decide impersonally, sometimes paying insufficient attention to people’s wishes • Tend to be firm minded and can give criticism when appropriate • Look at the principles in the situation • Feel rewarded when job is done well 	<p>Judging [J]</p> <ul style="list-style-type: none"> • Work best when you can plan your work and follow your plan • Like to get things settled and finished • May not notice new things that need to be done • Tend to be satisfied once you reach a decision on a thing, situation, or person • Reach closure by deciding quickly • Seek structure and schedules • Use lists to prompt action on specific tasks

The Role You Take On in an Organization

Each of the sixteen MBTI types has a unique leadership role. Your leadership role based on your MBTI type, ENTJ, is described below. As you read the description, remember that everyone has the potential to play more than one kind of leadership-related role in a group.

Your preferences suggest that you may be most comfortable in the role of Field Marshal.* In this role, you take charge quickly and challenge everyone to pursue difficult goals.

* This work role and fifteen other work roles based on MBTI® type are described in Olaf Isachsen and Linda V. Berens, *Working Together: A Personality-Centered Approach to Management*, 3rd ed. (San Juan Capistrano, CA: Institute for Management Development, 1995), 92–107.