

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 Communication |
|-------------------------------------|---|---|
| Initiating–Receiving Midzone | Are willing to introduce people to one another if no one else is doing so. | Be sensitive to the situation in deciding whether to take an initiating or a receiving role. |
| 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–Reflective Midzone | Are comfortable interacting in person or quietly observing, depending on the circumstances. | Pay attention to the style of those with whom you're interacting and try to match that style. |
| Enthusiastic | Readily show enthusiasm for the subject at hand. | Be careful not to overwhelm and override others; make sure you ask for input. |
| Concrete | Talk about the here-and-now detail. | Be open to the inferences that can arise from the details. |
| Questioning | Want to ask questions. | Be selective in choosing questions to ask so as not to intimidate people. |
| 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. |
| 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. |
| Emergent | Communicate what to do next when you are in the middle of the task. | Try to accommodate those who need more pieces of the task up front. |

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

Six 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 Midzone with an underlying Thinking preference.
This style means that you likely

- Pay attention to the Thinking and Feeling perspectives when you consider and actually make decisions.
- Make decisions from either point of view, depending on circumstances.
- Sometimes look back on a decision as good, but sometimes regret the decision and how you made it.
- Are better off in ambiguous situations basing your decisions on logical analysis, since that is consistent with your overall preference.

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™ 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 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. |
| Intimate | Discuss the changes and their impact on you only with those closest to you. | Consider sharing feelings with selected people outside your intimate circle. |
| Concrete | May get stuck on some aspects of change and ignore others. | Ask someone to help you move from the facts and details to reasonable possibilities. |
| 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 what 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. |
| Planful–Open-Ended Midzone | Like to know the general directions the changes may take but don't need to know all the plans. | Pay attention to when more specifics in the plan are needed and when they are not. |
| Emergent | Decide what is best to do next in the moment; resist planning. | Remember—planning some steps now may prevent problems in the future. |

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.

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.

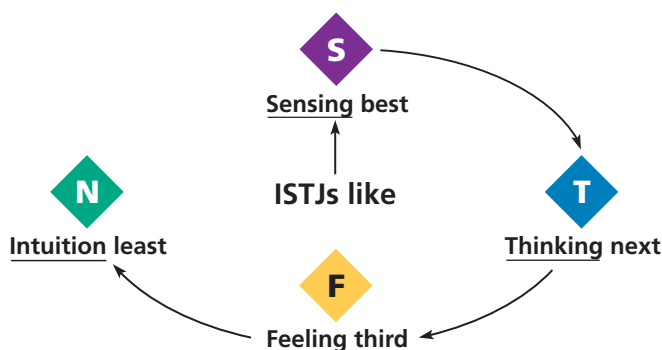
| Your Facet Result | Conflict-Management Style | Enhancing Conflict Management |
|-------------------------------------|--|---|
| Expressive–Contained Midzone | Discuss the conflict and your feelings about it but perhaps not immediately. | Notice the style of those you are with and attempt to match their needs to talk now or wait. |
| Intimate | Rely on yourself or a few trusted others in resolving the conflict. | Widen your circle to include others affected; they may have something valuable to contribute. |
| 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. |
| 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. |
| 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 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 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 Midzone Thinking. You are likely to pay attention to the logic of the situation, the people involved, and their feelings. To make your efforts to manage conflict more effective, consider these sides but weight the logical side more heavily because you prefer Thinking overall.

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 ISTJs:



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 ISTJs use

- Sensing mainly internally to consider the facts and details they have stored in their heads.
- Thinking mainly externally to communicate their structured, logical decisions to others.

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 of your natural comfort zone. You may feel awkward, tired, or frustrated at these times. As an ISTJ, you may become overly focused on details at first, and then worry a great deal about negative possibilities.

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 ways—Sensing and Thinking.

USING YOUR TYPE EFFECTIVELY

ISTJs' 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 ISTJ,

- 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 forget to compliment people when you should and ignore the impact of your decisions on others.

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, ISTJs 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 information-gathering style (Sensing) may not be appropriate, try to modify your Concrete approach (an in-preference result) by considering the meanings and implications of your factual information (Abstract).
- 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™ Information

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



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 type dichotomy 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.

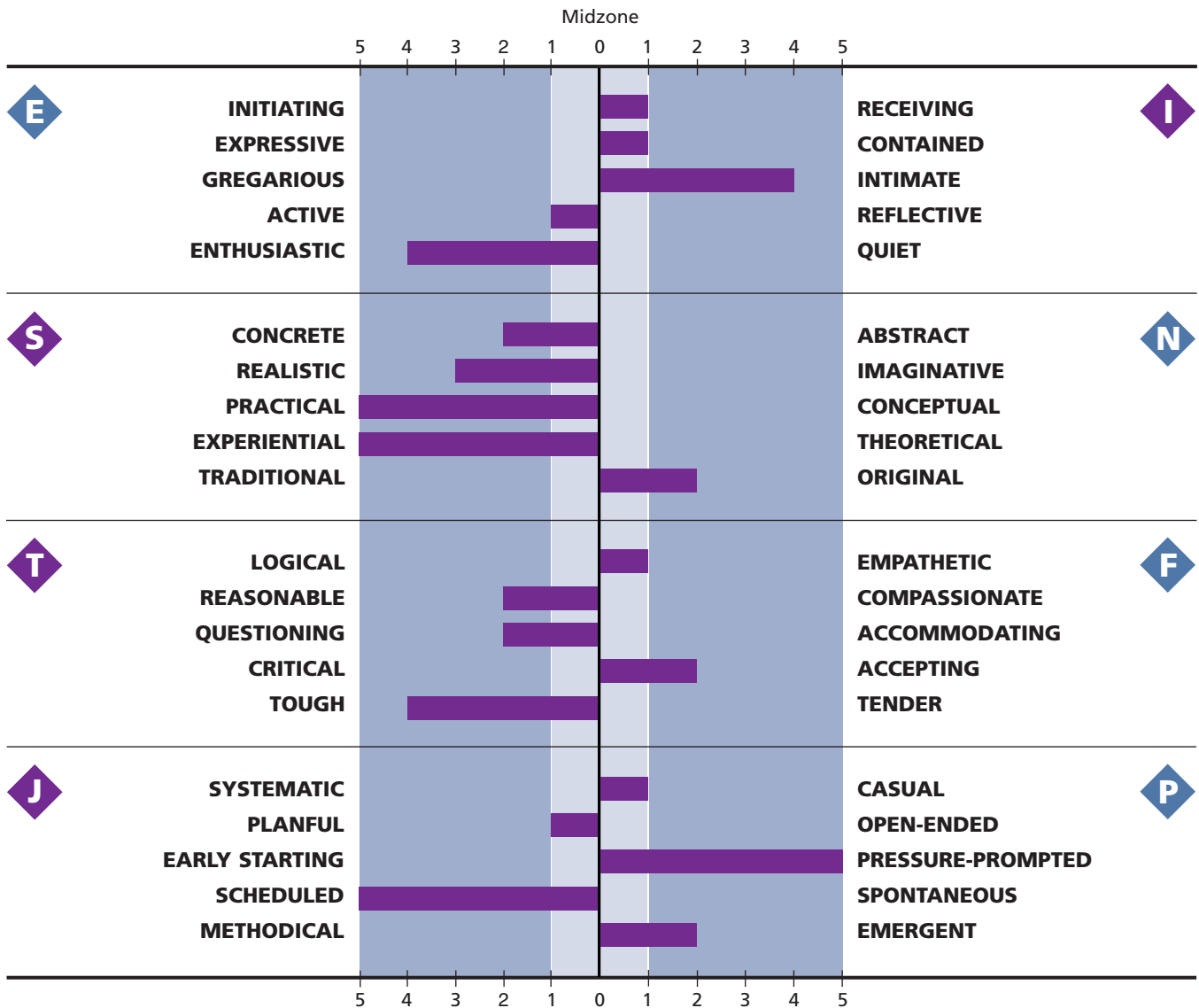
Reading about type and observing yourself and others from the standpoint of type will enrich your understanding of personality differences and encourage constructive uses of those differences.

Overview of Your Results

YOUR FOUR-LETTER TYPE FROM THE STEP I™ INSTRUMENT

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 RESULTS ON THE 20 FACETS FROM THE STEP II™ INSTRUMENT



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

Enthusiastic,
Original, Accepting,
Pressure-Prompted, Emergent
ISTJ



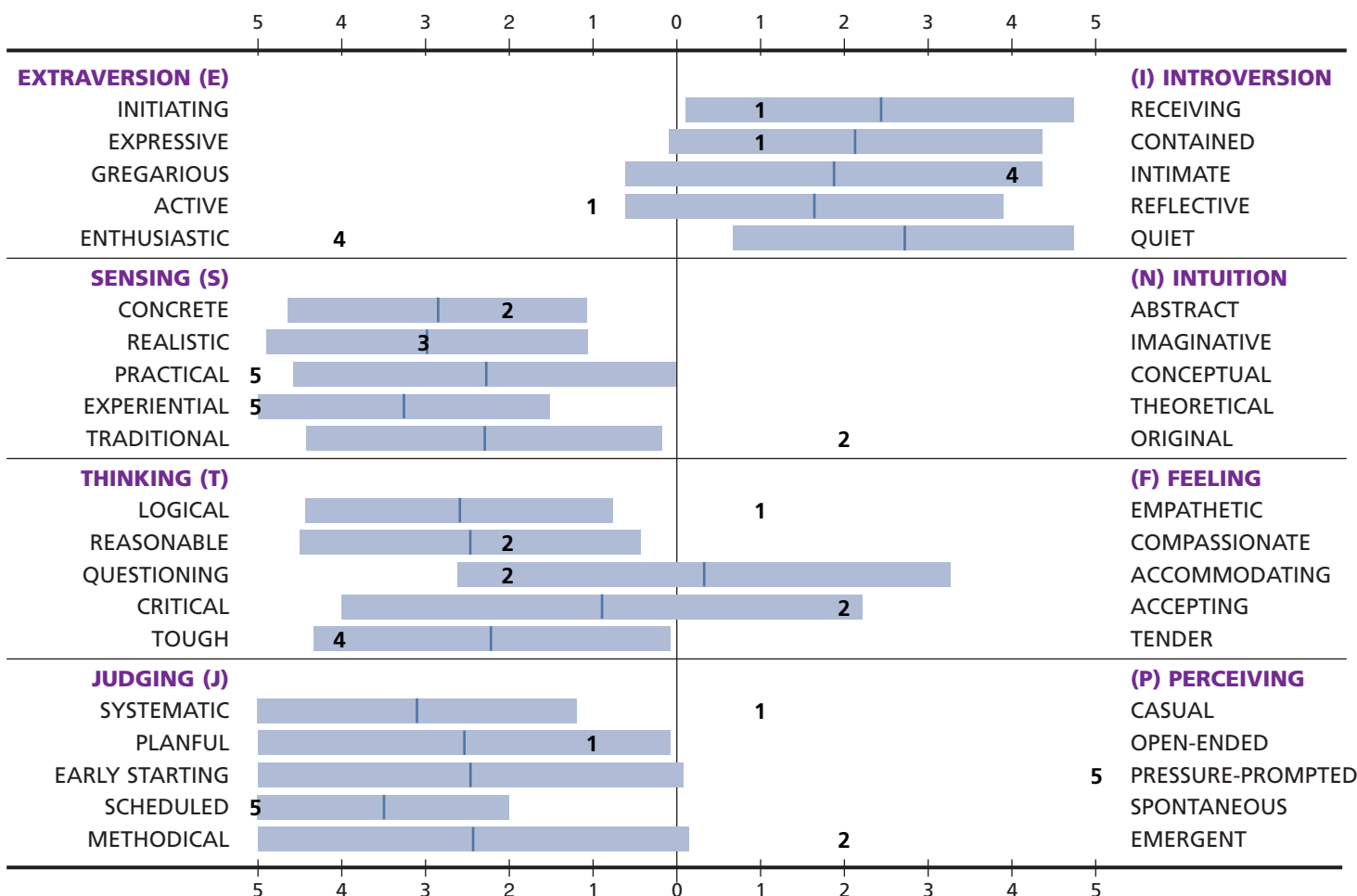
Interpreter's Summary

PREFERENCE CLARITY INDEXES FOR REPORTED TYPE: ISTJ

| | | | |
|------------------------------------|----------------------------------|--------------------------------|-------------------------------|
| Introversion: Slight (3) | Sensing: Moderate (12) | Thinking: Slight (4) | Judging: Slight (1) |
|------------------------------------|----------------------------------|--------------------------------|-------------------------------|

FACET SCORES AND THE AVERAGE RANGE OF SCORES FOR OTHER ISTJs

The bars on the graphs below show the average range of scores that occurred for the ISTJs in the 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: 60

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

