Myers – Briggs Type Indicator®
Leadership Style Report

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SAMPLE
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Introduction

This report serves as a guideline to make you understand the awareness of your personality preferences on your ‘Leadership Style’. It is based on your results on the Myers-Briggs Type Indicator® (MBTI®) assessment, a self-awareness tool built on the theories of Swiss psychologist Carl Gustav Jung by an American mother-and-daughter team, Katharine Cook Briggs and Isabel Briggs Myers. With more than 60 years of research and development supporting its reliability and validity, the MBTI tool has helped millions worldwide develop a deeper understanding of themselves and others through an investigation of what they prefer, or their personality preferences.

This Report Can Help You

- Understand your results on the MBTI assessment
- Discover how your personality preferences influence your Leadership style
- Learn about and appreciate your natural Leadership style
- Acquire strategies to make both your individual and group Leadership style more successful

In understanding your MBTI results, remember that the MBTI tool

- Describes rather than prescribes, and therefore is used to open possibilities, not to limit options
- Identifies preferences, not skills, abilities, or competencies
- Assumes that all preferences are equally important and can be used by every person
- Is well documented with thousands of scientific studies conducted during a sixty-year period
- Is supported by ongoing research

How Your MBTI® Leadership Style Report Is Organized

- Summary of Your MBTI® Results
- Your Preferences and Leadership Style
  - Setting Direction
  - Inspiring Others to Follow
  - Mobilizing Accomplishment of Goals
  - Moving Beyond Your Comfort Zone
  - Leadership Development Path
- References
Summary of Your MBTI® Results

The MBTI instrument assesses preferences for how you tend to focus your attention, take in and process information, evaluate information, and deal with the outer world. The preferences combine and interact to form your MBTI type. The chart below summarizes these preferences and highlights your results on each preference pair.

<table>
<thead>
<tr>
<th>Best Fit Type</th>
<th>Where you focus their attention</th>
<th>The way you take in information</th>
<th>The way you make decisions</th>
<th>How you deal with the outer world</th>
</tr>
</thead>
<tbody>
<tr>
<td>E Extraversion</td>
<td>Preferences for drawing energy from the outside world of people, activities, and things</td>
<td>S Sensing</td>
<td>Preferences for taking in information through the five senses and noticing what is actual</td>
<td>J Judging</td>
</tr>
<tr>
<td>I Introversion</td>
<td>Preferences for drawing energy from one’s inner world of ideas, emotions, and impressions</td>
<td>N Intuition</td>
<td>Preferences for taking in information through a “sixth sense” and noticing what might be</td>
<td>F Feeling</td>
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<tr>
<td>T Thinking</td>
<td>Preferences for organizing and structuring information to decide in a logical, objective way</td>
<td>P Perceiving</td>
<td>Preferences for living a spontaneous and flexible life</td>
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**ESFP Leader**  
Enthusiastic Improvisers
Your Leadership Style

ESFP Characteristic Snapshot

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

When Setting Direction

Strengths you have:

- Generate options that will benefit individuals; favor choices that resonate with own values.
- Be quick to see “what is” and what’s needed next.
- Be comfortable operating spontaneously in fast-paced, energetic environments.
- Seek straightforward, practical solutions.

Challenges you face:

- Avoid visioning and strategic planning, finding these activities to be draining.
- Focus on quick, practical solutions, sometimes overlooking root causes.
- Get easily distracted by new data, slowing the decision-making process.
- Feel discomfort with conflicting views, making it hard to pick a direction that displeases others

When Inspiring Others to Follow

Strengths you have:

- Have a friendly, outgoing style and an optimistic outlook, creating rapport and inspiring followers.
- Seek and value input from others and use input to reach consensus.
- Easily understand others needs
- Cultivate long-term relationships that contribute to their own advancement.
Challenges you face:

- Have a fun-loving style that is not effective with everyone; must cultivate a way to engage the more serious folks, too.
- Be drawn to people who are outgoing and may undervalue or overlook quieter people.
- Lose interest in and try to avoid the mundane or repetitive activities of an organization.
- Be critical of those who rely on their intuition.

When Mobilizing Accomplishment of Goals

Strengths you have:

- Know how to replicate success by recognizing and repeating a good process.
- Stimulate others to take action.
- Be hands-on and spontaneous and enjoy coaching other to success.
- Reward and celebrate the completion of milestone tasks to keep team motivated.

Challenges you face:

- Have underdeveloped organizational skills, meaning resources are not marshaled and execution suffers.
- Miss important deadlines because they are too flexible and lose focus on the critical path.
- Be seen sometimes as playing favorites when evaluating performance and providing opportunities to others.
- Be not very self-reflective, which may make them unreceptive to feedback from others.

10% Stretch – Moving Beyond Your Comfort Zone

Expanding Your Leadership Mind-Set:

- In addition to placing a priority on meeting people’s needs, you must recognize when an authoritative approach best serves the organization’s purpose and set a clear direction.
- Supplement your view that leadership needs to be fun with a willingness to be accountable for outcomes. Accountability can help you put more thought into choices instead of acting on impulse.
• Take time to think more long-term and strategically about your organization. Consider its needs and its environment as if it were a person. Talk your ideas through with a trusted colleague or adviser, until you’re clear on your picture of the organization’s future direction.

Broadening Your Style:

• You come across as energetic, initiating, resourceful, changeable, and willing to take risks. Invest your energy in what’s most important to accomplish. Being busy is not the same as doing what’s important.

• Being cool under pressure can lead to a perception that you are glib in your responses to challenges. Though you can usually make decisions quickly, it may help you to pause—visibly—before sharing your conclusion.

• Imagine fulfilling your role as leader as if you were stepping into a character role onstage. This may help you be tougher and more direct with people when you need to, despite the discomfort you feel.

Developing Additional Skills:

• Strategic decision-making. Discover how to focus less on the present in your decision making and instead look more overtly at the long-term, logical consequences of the options.

• Clarification of values. Take time to reflect deeply on your values and goals. Knowing what matters most to you and slowing down momentarily to ask yourself about the pros and cons of a choice will help improve the decisions you make under stress.

Change How You Relate to Your Context

• Though you believe rules are for the most part meant to be changed, if you work in an organization, consider what the cost might be of ignoring your organization’s norms. Know when it’s best to follow the rules, and if you conclude that the current rules do not work, work with others to purposefully change the norms.

• Make sure your friendly interactions with others don’t undermine your effectiveness. Keep “talkers” from eating up your whole day, for example, so that you can fully meet your commitments, without relying on a last minute rush.
Leadership Development Path  

1. **Extraverted Sensing (Sₑ)**. Use details about your audience to tailor your message to their needs, not yours. For example, watch that you don’t overwhelm colleagues with too many specifics when presenting choices. Balance content to include both the purpose and the specifics.

2. **Introverted Feeling (Fᵢ)**. Your naturally energetic style often keeps you jumping from action to action. Learn to slow down; observe both your inner feelings about what matters in a situation and the nuanced cues for what others care about. This may help you anticipate others’ concerns.

3. **Thinking (T)**. While you’re ease taking your life journey one step at a time. Challenge yourself to develop your analytic side. Try setting specific goals for where you’d like to be in three to five years. Evaluate your progress periodically.

4. **Introverted Intuition (Nᵢ)**. Use your intuition to uncover the meaning of others’ words. For example, others may criticize you by saying you’re too easygoing when a situation seems serious or worrisome to them. Ask yourself questions that may help discover the underlying truth. Do others see your lighthearted style as a lack of gravitas, undermining their trust in you? Or do they actually wish they were as easygoing as you are?

For more than 60 years, the MBTI tool has helped millions of people throughout the world gain a deeper understanding of themselves and how they interact with others, helping them improve how they communicate, work, and learn.

**REFERENCES**
