

Myers-Briggs Type - Coaching Process

Step II Interpretive Report Form Q

1. Instruct the client to take the instrument from their most natural or true self. It takes about 45 minutes.
2. After the client takes the Assessment, run the client's Step II Form Q Interpretive Report - *Reported Type*.
3. After verification
 - If their type is the same as the Reported Type Report, forward the report to the client.
 - If their type is different, run a Verified Type report with the new 4 letters and forward the *Verified Type* Report to the client.

Outline the Process for the Client

1. Short overview of Myers Briggs Instrument (MBTI).
2. Define dichotomies.
3. Determine best fit type using questions to explore your type.
4. Read your type for best fit.
5. Review your Myers-Briggs Best fit type Interpretive Report
6. Determine what you've learned about yourself
7. Identify areas to be aware of or work on.
8. See how your personality Type could impact how you perform your job or how you lead your team
 - For career – your job choice and explore possibilities

Short overview of Myers Briggs Instrument (MBTI)

- Based on a theory by Jung, developed in the 1940s by Briggs and Myers, most widely used personality inventory in the world.
- Can help you at home and at work.
- Is confidential.
- All 16 types are leaders and are in every occupation, they just lead or approach their job in a different way. There is no right or wrong type.

Define Dichotomies

Dichotomies are two opposites. Loud-Quiet, Problem-Solution, Unsure-Confident, Controlled-Uncontrolled.

MBTI has four sets of dichotomies. Everyone uses both, you just have a preference for one or the other. And the one you prefer you will go to first and will take less energy to use.

Determining Best Fit Type With Client

1. Start with the Handedness exercise (write the preferred hand, then write with non-preferred hand).
 - Why was that easy to choose? What would happen if you had to use your non-preferred hand?
 - Distinguish natural preference from developed skills.
 - All types are positive, yet we all can have areas we can improve. We all have gifts we bring to situations.

2. In the Introduction to Myers-Briggs Type Book (pages in my notebook).
 - Review type pairs on page 4 at the bottom.
 - i. Which one sounds like you?
 - ii. When do you think you use each side of the dichotomies.
 - iii. Which do you use first?
 - Review each pair type in detail page 5-6 and ask for each pair, which seems to match them.
 - i. Which do you think is your natural preference? (handedness)
 - ii. Tell me a bit more.
 - Use the verification tool page 9.

E or I (Extraversion vs. Introversion) – Direct or Receive Information

What is your comfort level:

- At a party?
- Working with a team?
- Working on your own?
- Being home alone?

Do you have a lot of friends or just close friends?

What energizes you – being alone or being with people?

When you've been with people during the day, do you feel energized or need alone time for recovery?

Extroversion	Introversion
Focus on Outside world	Drawn to inner world
Like to talk and do	Like to reflect

S or N (Sensing or Intuition) – Take In Information

- How do you prefer to learn about something?
- How do you learn how to do a process when it changes?
- Do you prefer to receive details or conceptual information?
- Describe an everyday object to me. What about what you noticed about the object informs you about your preference? Do you think you looked for more details (*Sensing* information) or more concepts and patterns (*Intuition*)?
- Look at a picture, what do you notice?

S Sensing	N Intuition
Described in detail exactly what they saw	Looked for themes
Factual	Meanings
Specific	Stories
Concrete	Conceptual

T or F (Thinking of Feeling) – Make Decisions

Reflect on a recent decision you made, what was important to you about the decision?

- Were you detached when making the decision (*Thinking*) or did you identify with the feelings of others first (*Feeling*)?
- What criteria were important to you in making the decision? (If people’s feelings then *Feeling*, if facts and outcomes then *Thinking*)
- How do you help your friends or co-workers when they are making a decision?

A friend has arrived at a party and what she is wearing a very pretty top, but a skirt that is too short and is inappropriate for the party. What say to her? or What would you do?

Thinking	Feeling
Think about achieving the desired outcome	Think about how the friend will feel
Frank and to the point	Concerned about embarrassing the person, are more tactful, indirect
Look for faults and helpfully point them out	Look for the good things and point them out
Organization first, then the people	Go to the people first, then the organization
Direct	Caring
	Feelings

J or P (Judging or Perceiving) – Approach the Outside World

- How do you approach a new project? How do you think that informs you about which preference you have? (Create a plan *Judging*, dive in *Perceiving*)
- Do you use plans? Do you use agendas? If so, how do you use them? (Create detailed plans and agendas and follow them *Judging*, don't use them or use them loosely *Perceiving*)
- How do you deal with last minute changes in plans? (Have difficulty may be *Judging*, go with the flow *Perceiving*)
- What do your responses indicate about which way you approach the outside world?

Describe how you would go about initiating a company event.

Judging	Perceiving
Plan, Agenda	Look for Information
Organized, systematic, methodical	Flexible
Scheduled	Spontaneous

4. Go to their identified type in "Introduction to Myers Briggs Type" book P. 9.
 - a. Any words they agree with, highlight in yellow, any words they disagree with highlight in pink.
 - b. If two types are in consideration, ask the client to review both types and see if they can determine which matches them more.
5. If the client's type matches, send them their report. If it does not match, run the preferred type report and send it to them.

NOTE:

If the client is confused about their type S-N or T-F dichotomies, they can purchase Introduction to Type Dynamics & Development (can get Kindle version) and read pages 38-41 and determine which is least like them, which will point to which one is most like them.

- If the client is still confused about their type, they can purchase the "In the Grip" book and read the two Stress Reaction types (or you can read it to them) and determine which matches them more.

Reviewing Type with Client (After Best Fit Type is Determined)

1. If their type was different than their Reported type, preface by saying: this report is based on your “Best Fit” Type.
2. On Page 2 of their Step II Interpretive Report, review their type.
 - Your E/I (or S/N, T/F or J/P preference description suggest you prefer X, can you give me an example of that?
 - i. How does that impact your work?
 - ii. How does that impact your leadership?
 - When do you use your non-preferred function?
3. Contributions of the MBTI Preferences in Work Settings
 - c. At work how would you display this?
 - d. Tell me about how you use . . .
 - e. How can you capitalize on this strength?
 - f. Are there times when that doesn’t work for you?
 - g. How can you flex into the other type?
4. Review their types on page 3 and have the client highlight in yellow the areas that match them and in pink the areas that don’t match them.
5. Review what the Facets are: 5 per preference, they are parts of the preference but don’t add up to the preference score. The length of the line shows how clearly you scored toward the pole. You are more likely to favor a pole that is on your side of the preference, but you might be out-of-preference for a facet or you might be in the middle. Out-of-preference results are best explained as a compromise between a person’s natural type and the demands of the environment that person experiences. People who have out-of-preference scores on facets likely expresses that facet pole somewhat differently that someone who is in preference for that pole. And, often expressing that pole takes more energy for the person than expressing facets that are within preference.

NOTE:

The First Facet on each dichotomy is broader with the other 4 that follow it being more specific.

6. Pages 5-8 – Facet Results
 - Discuss in and out of preference facets.
 - In dichotomy pairs (e.g., E-I) where out-of-preference facets occur, it may explain why the client questioned the dichotomy preference at first.



- Ask questions about each of the facets to explore what they are learning about themselves, areas that may impact others, areas that may present challenges to the client, areas of possible growth (e.g., if they “Feel that life is meant to be exciting” when does a feeling of boredom trip them up at work?)
 - i. What do you like about your facet?
 - ii. What challenges do you face in working with the other side of this pole?
 - iii. What are your challenges in working with people on the same side of the pole as you are?
- 7. Page 9 – Communicating
 - Review Communication Style column – what are they learning about themselves?
 - Review Enhancing Your Style column (or alternate Communication & Enhancing) to identify any possible shifts in thinking or actions to take for development.
- 8. Page 10 – Making Decisions
 - This page is mainly about stretching the client’s decision-making approach.
 - The questions for decision-making highlighted in blue are aligned with your type. The items not in blue are areas where you could stretch.
 - Green section: Review Your style (ask questions to uncover areas of growth: you may prefer to approach decision-making ____, how could using ____ improve the decisions you make?)
 - Focus on the Tips at the bottom for development.
 - Walk through a decision or two that they have made, how did they use their facets?
 - Need all 4 functions to solve a problem, in this order: Sensing – Intuition – Thinking – Feeling. If you skip function, you may make a bad decision.
- 9. Page 11 – Managing Change
 - Focus on the Enhancing Your Style section at the right.
 - Ask: How could you apply any of these style enhancements to a change at work?
 - Ask: How could you apply these style enhancements to a change in your personal life?
- 10. Page 12 - Managing Conflict
 - Focus on the Enhancing Your Style section at the right.
 - Ask: How could you apply any of these style enhancements to a conflict at work?
 - Ask: How could you apply these style enhancements to a conflict in your personal life?
 - Ask: How can you incorporate the items in the Enhancing Your Style section more?
- 11. OPTIONAL Page 13
 - This relates to Type Dynamics (how we use the other functions that are out of our preferences).
 - Discuss how we can all use out-of-preference approaches. It takes more energy to do so, so we need more breaks in our activities when we are working out-of-preference.
- 12. Page 14 – Where it says, As an ____ - it is talking about what happens if the client overdoes their side of the dichotomy,



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13. Page 15 – Discuss how one can use knowledge of type to understand yourself better and your strengths and weaknesses and to understand others better.

14. OPTIONAL Page 17 –

- Gives an overview of all the facets and can show how close to type the client is.
- The green bars represent the average scores of people with this personality type in the U.S. The numbers represent the client's scores on each facet.
- Polarity between 50-65 is a normal polarity (consistency to type) score. You may want to ask about a low Polarity score, which indicates that the client's facets do not align strongly with their function scores.

Career Exploration Clients

15. Use the applicable page(s) of the “Careers” book.

OPTIONAL

16. In the Introduction to Myers-Briggs Type Booklet, review page 42-43 Using Differences Constructively (especially Preferences in Work Settings).

17. In the Introduction to Myers-Briggs Type Booklet, review page 44-46 Using MBTI Preference Combinations.

MBTI Career Report

If you have run a Career Report for the client (approx.. \$17):

18. Page 8 – Their preferred Job Families map to the O*Net (onetonline.org) dropdown menu for Job Family.

19. Page 9 – Their preferred Occupations map to the O*Net (onetonline.org) to specific occupations that can be found by entering the Occupation name into the Occupations Search field.

20. Leadership Client Optional: Copy or use the client’s type from the “Type & Leadership” book, the “Coaching” Book, and the “Development” book.