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# Myers-Briggs Type Indicator® Conflict Style Report

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**European Edition**

Report prepared for

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## Introduction

This report uses your results on the *Myers-Briggs Type Indicator*® (MBTI®) assessment to describe how you are likely to approach and deal with conflict situations. Most people think of conflict as a type of interaction with a negative emotional charge. Although it may appear to be triggered by a simple, straightforward issue, more often than not conflict exists because some core element of trust, beliefs, authority, or passion is being challenged.

The MBTI assessment is a self-awareness tool developed by Katharine Cook Briggs and Isabel Briggs Myers based on Carl Jung's theory of psychological types. Backed by more than 60 years of research supporting its reliability and validity, the MBTI tool has been used by millions of people around the world to gain understanding of the normal differences that are observed in everyday behavior and rooted in their personality preferences. With this knowledge, people can discover new ways to work and interact with others more effectively and insightfully.

### This Report Can Help You

- Understand your results on the MBTI assessment
- Discover how your personality preferences guide you in conflict situations
- Learn about and appreciate your own natural conflict management style and the style of others
- Acquire new strategies for approaching, navigating through, and resolving conflict

It is important to keep in mind that your report is based on your natural preferences, that all personality types and conflict styles are equally valid and good, and that the report does not describe learned skills or abilities. As you work through your report, remember that your results can be used as a spotlight to help you see and understand more clearly what is really involved in a conflict situation. Incorporating type awareness and an understanding of your natural conflict style into conflict situations can help you be better prepared to more effectively approach, communicate during, and resolve a conflict. Understanding your own conflict style and that of others is a sound starting point for developing more successful conflict management strategies in both professional and personal settings.

### How Your MBTI® Conflict Style Report Is Organized

- Summary of Your MBTI® Results
- Your Conflict Style Profile
- MBTI® Type and Conflict Pairs
- Understanding Others in Conflict
- The Conflict Management Model
- Developing Your Conflict Management Style
- Tips for Dealing with Other Conflict Styles



## Summary of Your MBTI® Results

The MBTI assessment provides results to indicate the characteristic ways you prefer to focus your attention, take in information, make decisions, and deal with the outer world. These preferences are grouped into four pairs of opposites and combine to form your MBTI personality type. Although you use all of the preferences at least some of the time, you naturally prefer just one in each pair. The chart below summarizes these preferences, highlights your results on each preference pair, and shows your reported MBTI type.

### Reported Type: ESTJ

Where you focus your attention

**E**

#### Extraversion

People who prefer Extraversion tend to focus on the outer world of people and activity.

**I**

#### Introversion

People who prefer Introversion tend to focus on the inner world of ideas and impressions.

The way you take in information

**S**

#### Sensing

People who prefer Sensing tend to take in information through the five senses and focus on the here and now.

**N**

#### Intuition

People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities.

The way you make decisions

**T**

#### Thinking

People who prefer Thinking tend to make decisions based primarily on logic and on objective analysis of cause and effect.

**F**

#### Feeling

People who prefer Feeling tend to make decisions based primarily on values and on subjective consideration of person-centered concerns.

How you deal with the outer world

**J**

#### Judging

People who prefer Judging tend to like a planned and organized approach to life and want to have things settled.

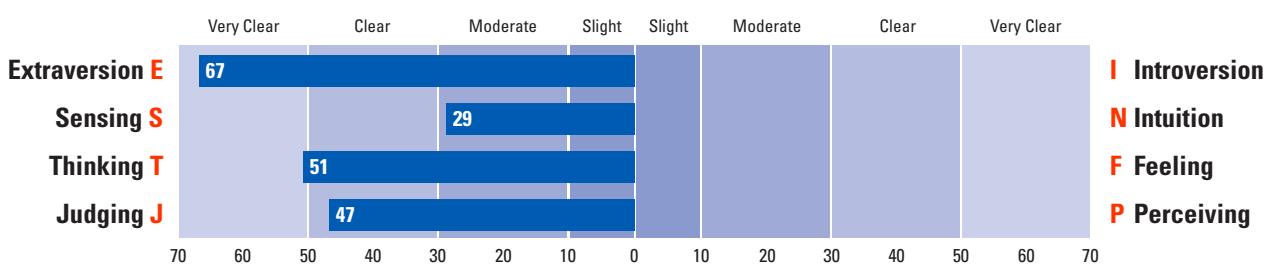
**P**

#### Perceiving

People who prefer Perceiving tend to like a flexible and spontaneous approach to life and want to keep their options open.

The following bar graph reports your preference clarity index (pci). This graph shows how consistently you chose one side of each preference pair over its opposite when completing the MBTI assessment.

### Clarity of Reported Preferences: ESTJ



PCI Results Extraversion 67 Sensing 29 Thinking 51 Judging 47

The MBTI instrument is a self-assessment tool whose results can be influenced by an individual's own personal circumstances, experiences, demands, and expectations. Thus it is possible that you may not have identified your natural preferences when you completed the assessment. If your reported type does not seem to fit you quite right, work with your type professional for assistance in identifying the type that fits you best.



## Your Conflict Style Profile: ESTJ

You typically view conflict as something that needs to be dealt with quickly so that you can get on with life. Reaching closure is important to you, even if it means not achieving all that you had wanted to, as you feel it is better to move on than to get bogged down in ongoing conflict. In a conflict situation, which typically involves authority issues, you will apply what you have learned from previous experiences.

### Your Strengths in Managing Conflict

In most situations, including conflict, you typically act in a practical and responsible way and need to bring about order and efficiency. You offer a commonsense, pragmatic approach and try to avoid leaving any loose ends.

You are fair-minded, make decisions based on a wealth of experience, and are willing to make tough, even unpopular decisions.

### What You Need from Others

You appreciate it when others respect existing rules and structure, as these are usually in place for a good reason. You find it helpful when others are prepared to look at conflict objectively and not personalize an issue. You need others to both follow through on their commitments and agree that when a conflict is over, it is over.

### How Others Tend to See You

Most of the time, others view you as practical, hardworking, and reliable, and as someone who readily takes charge. At times they can find you overpowering, particularly in a conflict situation when you want to move things along quickly, seeing it as a task to be accomplished rather than a process to go through.

When you are under stress, others may see you as listening less and less and doing more and more. In addition, unlike when you are operating normally, you may be hypersensitive to rejection and doubt yourself, which can lead others to see you as prickly or unusually resistant.

### Your Conflict Triggers

Challenges to authority, particularly situations in which others challenge your authority or you challenge a superior, can lead to conflict for you. In addition, your occasional, uncharacteristic emotional outbursts expressing frustration or anger can scare or intimidate others and thus lead to conflict. You can also find it frustrating when others present illogical arguments that overlook the obvious.



## MBTI® Type and Conflict Pairs

While each of the MBTI preferences influences how people approach and respond to conflict, research has shown that the preferences represented by the last two letters in the four-letter MBTI type code have the greatest impact on one's conflict style. These letters are called the *conflict pairs*, and they represent the combination of one's decision-making preference for either Thinking (T) or Feeling (F) and one's lifestyle preference for either Judging (J) or Perceiving (P). The four MBTI conflict pairs are therefore TJ, TP, FJ, and FP. Based on your MBTI results, your preferences are for Thinking and Judging, and your conflict pair is TJ.

### TJ Conflict Pair—Thinking and Judging

In a conflict situation, those with a preference for **Thinking** tend to:

- Pay most attention to what the conflict is about
- Focus on the opinions being expressed and the principles at stake
- Analyze the differences between people and the positions they hold
- Communicate in a succinct manner and maintain a firm stance

In a conflict situation, those with a preference for **Judging** tend to:

- Seek resolution from an early stage
- Focus on the past and future when describing the conflict
- Concern themselves primarily with the output from or outcome of the situation
- Experience satisfaction once the conflict is over

### Your TJ Conflict Pair

As a TJ, you are likely to be viewed in conflict as rational, offering critical commentary and demonstrating a keen ability to make decisions based on the information at hand. Others typically see you as cool-headed, analytical, and clear thinking. For TJs, conflict tends to arise around authority issues. Questioning of hierarchy, reporting lines, seniority, and decision-making roles can be a red flag for you. When you are involved in a conflict, your primary need is for closure and resolution—to have it over and done with. You may tend to overlook the emotional content in conflict even though strong emotion does exist. Your engagement can shift from easygoing and agreeable to intense and seemingly angry, all within the same situation. This paradox could be the root of the changeable intensity those with TJ preferences can show—holding back emotion for a time, then having it burst out, albeit for a short period. Success in a conflict is measured not by whether your particular viewpoint prevails, but by the clear identification of a viewpoint as a way forward.

### TJ Conflict Pair Summary

- *Likely cause of conflict:* Challenges to authority
- *Desired outcome:* Closure or resolution
- *Deal with emotions by:* Denying they exist
- *Others' impression:* Detached or aggressive adversary
- *Satisfied when:* Conflict is over



## Understanding Others in Conflict

Conflict, of course, rarely exists in isolation—it involves other people. The information that follows presents the essential attributes associated with the other three conflict pairs. Use this information to gain awareness of how others approach conflict so that you can increase your sensitivity and adroitness when working through the issues together.

### TP Conflict Pair

ISTP

INTP

ESTP

ENTP

TPs are likely to be viewed in conflict as being critical and prepared to question anything relating to the conflict or the people involved. Others typically see them as being comfortable playing the role of devil's advocate or championing the underdog. For TPs, conflict tends to arise around issues of trust and personal credibility. Instances that challenge these concepts tend to be at the core of their conflicts. When involved in a conflict, they are driven to find a way to navigate through the issues. While aware of the emotions involved, they prefer to set these aside so as to allow a healthy and hearty debate. However, this may be done without due regard for others' feelings, resulting in TPs' being perceived as a catalyst or creator of conflict. Their attitude toward conflict fluctuates between seeing it as a waste of time and considering it a useful mechanism for working through issues. For them, success in a conflict is about seeking to clarify the situation. As a result, they often subsequently review and analyze matters.

### TP Conflict Pair Summary

- *Likely cause of conflict:* Challenges to trust
- *Desired outcome:* Defined process or progression
- *Deal with emotions by:* Excluding them
- *Others' impression:* Catalyst of or contributor to conflict
- *Satisfied when:* The outcome can subsequently be analyzed



## FJ Conflict Pair

ISFJ

INFJ

ESFJ

ENFJ

FJs are likely to be viewed in conflict as needing and seeking harmony. Others typically see them as being warm and caring, and at times uncomfortable with the tension associated with conflict. For FJs, conflict tends to arise when their core beliefs or values are being challenged. Their primary concern during conflict is the well-being of the relationships between those involved. At times this can lead them to ignore signals of conflict in the hope that it will go away or to brush conflict under the rug to avoid dealing with the painful issues that may come up. Once engaged in a conflict, FJs can be intense and emotional and will encourage others to share their feelings and opinions in the hope that this will lead to a resolution. Typically they will equate success in a conflict with the relationships remaining intact and there being no lingering bitterness.

### FJ Conflict Pair Summary

- *Likely cause of conflict:* Challenges to beliefs
- *Desired outcome:* Intact relationships
- *Deal with emotions by:* Including them
- *Others' impression:* Seeker of communication and harmony
- *Satisfied when:* There is no lingering bitterness



## FP Conflict Pair

ISFP

INFP

ESFP

ENFP

FPs are likely to be viewed in conflict as seeking to hear all sides of the story. Others typically see them as being accepting of disparate views and committed to their own values. For FPs, conflict issues tend to involve something they are passionate about, be it a value or people who are important to them. While they would not typically want to engage in conflict, they accept that it is necessary when they care so much about who or what is involved. Throughout a conflict, they have a strong need to include the opinions and feelings of everyone. They are naturally sensitive to any conflict around them. Success for FPs is achieved when they or others create a safe environment to allow an exploration of all viewpoints.

### FP Conflict Pair Summary

- *Likely cause of conflict:* Challenges to values
- *Desired outcome:* Respectful listening
- *Deal with emotions by:* Accepting them
- *Others' impression:* Someone who includes others' values and concerns
- *Satisfied when:* There is open exploration

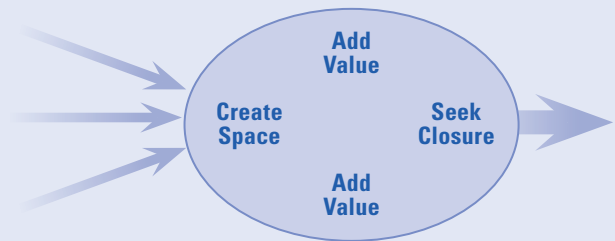


## The Conflict Management Model

Becoming aware of how personality type influences the way people act and respond in conflict situations is the first step toward more effective interactions. It allows us to see how others can view the same situation through entirely different eyes and helps us get to the root of a conflict more effectively. After gaining awareness, the next step is to apply this knowledge through use of a simple conflict management model that builds on the strengths of each preference and the power of the conflict pairs in action, critical to determining our focus in and response to conflict. This three-stage conflict management model is further described below.

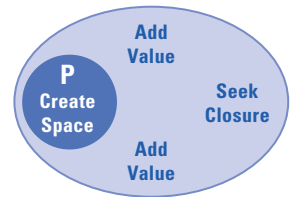
### Three-Stage Conflict Management Model

- Stage 1: Create Space
- Stage 2: Add Value
- Stage 3: Seek Closure



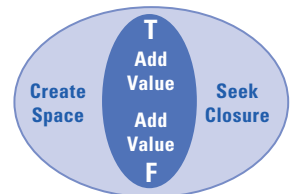
### Stage 1: Create Space

Stage 1 involves bringing the views, ideas, and opinions of all vested parties into the dialogue. This means taking time to gather relevant facts and check or verify assumptions. Here it is essential to truly understand all points of view and explore what they might mean. This requires active listening, suspending judgment or conclusions until all relevant data have been collected. *This process is closely aligned with the Perceiving (P) preference.*



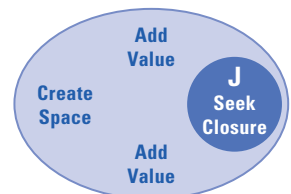
### Stage 2: Add Value

Stage 2 involves developing a deeper appreciation of how our decision-making preference (T or F) affects how we may act during conflict. Here we acknowledge the contribution of our natural preference augmented by the contribution of the opposite preference. *Those with a Thinking preference do well to see matters from a Feeling perspective; and those with a Feeling preference, from a Thinking perspective.*



### Stage 3: Seek Closure

Stage 3 involves recognizing when it is time to move on by summarizing what has happened to date and agreeing on the next and hopefully final steps toward resolution. *The notion of closure is closely aligned with the Judging (J) preference.*



Conflict can be navigated and managed using this model and its links to type. The following pages highlight how you can best leverage your personality type to develop your conflict style successfully and deal more effectively with others.



## Developing Your Conflict Management Style

Use the information below to gain further insight into your conflict style and for suggestions on how to adjust your style when warranted to more effectively navigate the conflict.

### TJ Conflict Pair in Action

The TJ conflict pair shows its strengths by logically assessing key alternatives and adeptly reaching closure. At the outset of conflict, however, those with TJ preferences usually prefer to jump right into analysis and closure rather than create space for exploring different views. This can result in overanalysis of one or two options and a push to closure without bringing other parties along. TJs may not always be aware of the impact their push to closure is having on others, who may feel sidelined or left out of the process.

#### ESTJ Core Strengths

- Will be objective and fair-minded
- Will have a plan of action for how to resolve the conflict
- Will be clear about what they want but prepared to compromise
- Will pay attention to the practical issues facing people

#### ESTJ Blind Spots

- May have difficulty empathizing
- May be impatient with people who want to discuss things longer than is necessary
- May overlook the impact on others of their actions
- May have difficulty dealing with ambiguity prior to reaching an agreement

#### Areas for Development

- Spend more time defining the problem and hearing other perspectives
- Be willing to sometimes make exceptions to the rules
- Don't be impatient to wrap things up too quickly, as others will likely want to revisit the situation
- Remember to balance critique with appreciation so others don't reject your opinions and, ultimately, you

## Tips for Dealing with Other Conflict Styles

### Other TJs—ISTJs, INTJs, ESTJs, ENTJs

- Remember that most TJs believe they are right and may be stubborn when confronting an alternate point of view
- All will want a quick resolution, but don't brush aside important matters solely to move on
- Keep in mind that your objectivity will allow all to find a way out of a conflict but may not limit its underlying emotional impact
- Encourage everyone to give time to listen to each viewpoint
- Don't interpret succinct responses as being abrupt or disrespectful
- Remember that it will be difficult to create an environment in which it is safe to express emotions
- As TJs believe that once a conflict is over, it's over, don't miss opportunities to say what you need to say

### TPs—ISTPs, INTPs, ESTPs, ENTPs

- As TPs' tolerance of conflict situations is higher than that of most people, don't be surprised if they see conflict as a challenge or as healthy
- Remember that the process of addressing the conflict is as important as the outcome
- Keep in mind that TPs' comfort with exploring means they will be in no rush to reach closure
- Understand that TPs will express feelings only when they are sure everyone present can be trusted
- Be careful not to get overly frustrated with your perception of TPs changing the rules of engagement
- Remember that TPs are acutely aware of where the power lies in any situation and will fluctuate between needing to have access to the power and supporting the underdog
- Remember that their intention is to ensure the conflict has been explored from all angles

### FJs—ISFJs, INFJs, ESFJs, ENFJs

- Remember that FJs typically view conflict as a difficult or negative experience
- Understand that for FJs, everyone's feelings are important
- Keep in mind that their rush to closure is likely motivated by a desire to make sure no one gets hurt rather than an objective assessment that everything is sorted out
- Understand that it is only after FJs are certain everyone's concerns and feelings have been given attention that they can begin to look at other factors
- Keep in mind that ongoing ill will may prevent them from moving on easily
- Be prepared to answer questions about how you are feeling, as it is important for FJs to know this
- Remember that their intention is to make sure no one leaves with any lingering bitterness

### FPs—ISFPs, INFPs, ESFPs, ENFPs

- Understand that while FPs typically dislike conflict, they are often in no rush to reach closure as they appreciate the time needed to listen to everyone
- Remember that they may not want to be tied down by a set procedure
- Keep in mind FPs' need to hear from others acceptance of their core values
- Remember that they have difficulty with others offering a logical analysis that appears to overlook the possible negative impact on others
- Remember that for FPs, including others is often more important than the issue
- Keep in mind that the amount of time FPs spend exploring people's concerns can be frustrating for TJs, whom they perceive as impatient to move on
- Remember that their intention is to have everyone's opinions, feelings, and values respected