



MYERS – BRIGGS TYPE INDICATOR® LEADERSHIP STYLE REPORT

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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.

Best Fit Type				
Where you focus their attention	E	Extraversion Preferences for drawing energy from the outside world of people, activities, and things	I	Introversion Preferences for drawing energy from one's inner world of ideas, emotions, and impressions
The way you take in information	S	Sensing Preferences for taking in information through the five senses and noticing what is actual	N	Intuition Preferences for taking in information through a "sixth sense" and noticing what might be
The way you make decisions	T	Thinking Preferences for organizing and structuring information to decide in a logical, objective	F	Feeling Preferences for organizing and structuring information to decide in a personal, values-based way
How you deal with the outer world	J	Judging Preferences for living a planned and organized life	P	Perceiving Preferences for living a spontaneous and flexible life

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

ENTP LEADER
Innovative Explorers



Your Leadership Style

ENTP Characteristic Snapshot

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

WHEN SETTING DIRECTION

Strengths you have:

- Envision the future easily, creating a broad, holistic view of what to accomplish
- Have a preference for seeing opportunities instead of problems, creating energy and momentum
- Generate many possible solutions and logically analyze alternatives that are part of a complex system
- Take a big-picture view, focusing on the desired end point

Challenges you face:

- Entertain many options, which can come across to others as wheel spinning and wasting time
- Overcomplicate the direction, making it too hard for people to stay focused on it
- Overlook the direction's mundane problems and put too few resources toward addressing them
- Alienate others with their style of debating and arguing as a way of sifting through alternatives

WHEN INSPIRING OTHERS TO FOLLOW

Strengths you have:

- Possess energy and enthusiasm, encouraging others to work to meet the challenge
- Encourage team to value expertise, success, and accomplishment
- Be able to discern what motivates others and then use that information to influence behavior
- Create the engaging atmosphere of an intellectual playground, attracting certain followers

Challenges you face:

- Undervalue teamwork toward a common goal
- Be reluctant to trust others, especially when their competence is not affirmed
- Get ahead of others with idea and become impatient; can be quick to lash out if self control isn't well developed
- Critique others' performance before appreciating what they have done well, which can demotivate others and damage relationship.

WHEN MOBILIZING ACCOMPLISHMENT OF GOALS

Strengths you have:

- Crave variety in work; very likely to find multiple ways to get a task done
- Readily see process and system improvement that will streamline work
- Help team perform by "managing up" and "blocking down", in other words, they protect their group's resource and block interference
- Encourage others to work independently; willing to let them fail and then learn from their mistakes

Challenges you face:

- Be too vague on the details of an execution plan for others' comfort
- Become distracted by a new, exciting idea, leaving behind those handling the details of finishing up the work
- Neglect to communicate appreciation to others as progress is made, assuming that people know their own worth and will self mobilize
- Take multitasking to the extreme, diminishing effectiveness; implementation can benefit from focusing on one priority at a time

10 % STRETCH – MOVING BEYOND YOUR COMFORT ZONE

Expanding Your Leadership Mind-Set:

- In addition to deploying experts and encouraging competition, recognize the importance of building relationships and executing well in your drive to tangible results.



- The value you place on merit may lead you to ignore job title and hierarchy, giving other the impression that you are antiauthority. Hierarchy is inescapable in executive ranks; attend to this tactical reality to preserve your influence and leadership impact.
- Look for opportunities to collaborate. A team – generated answer is often superior to one generated solo. Leverage the power of group brainstorming to improve on or innovate beyond an existing solution.

Broadening Your Style:

- Your zeal to initiate and optimistic nature help your team strive for formidable goals. Supplement this approach with attention to accomplishment: What specific steps does the team need to take to execute the plan and achieve results?
- Recognize when systems and procedures are worth-while-they can be used to satisfy recurring operating needs. Then you can focus your time and energy on the most important and challenging aspects of your organization's work.
- Adapt your communication style to your audience. This may mean finding different ways to communicate your vision, speaking more slowly, and even repeating your key messages.

Developing Additional Skills:

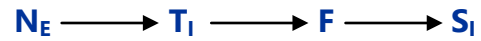
- **Inquiry over advocacy.** Learn to ask about and explore others' ideas, rather than demonstrating the value of your position or your own abilities. This skill will help offset your tendency to argue your points until others give in or give up.
- **Patience.** Learn patience and suspend judgments about others, especially when they don't grasp what you are saying. Take a breath and wait. Give others time to process concepts in their own way before proceeding.

Change How You Relate to Your Context

- Notice when your typical instinct to see change as always good might be unrealistic for the situation. Develop your political savvy to better assess the risk/reward trade-off.
- Try influencing others based on what they find most important and using the methods that appeal to them. Resist your tendency toward rapid-fire argumentation. It breeds resistance.



LEADERSHIP DEVELOPMENT PATH



- 1. Extraverted Intuition (N_E).** Seeing many options and possibilities helps you face challenges. Cultivate your focus so that you can target your efforts effectively on what will yield the most important outcomes. When priorities do change, be sure to spread that message widely; avoid changing priorities so often that you seem capricious.
- 2. Introverted Thinking (T_I).** Remain open to learning. If others see you as a know-it-all, they may stop sharing their really good ideas with you. Nothing is worse for you than not being able to share ideas.
- 3. Feeling (F).** Identifying your own operating values will help you assess your behavior against your own priorities. This will make it easier to “walk your talk” even when acting outside your comfort zone.
- 4. Introverted Sensing (S_I).** Take care if you find yourself obsessing over trivial details and losing sight of the bigger picture. This likely means you need to clear your mind and gain some perspective. Try taking a walk outside, exercising, or learning to meditate as an easy way side, exercising, or learning to meditate as an easy way to connect with the more grounded part of yourself.

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

Isabel B. Myers (n.d.). *The 16 MBTI Types*. Retrieved December 10, 2012, from The Myers & Briggs Foundation: <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/the-16-mbti-types.asp>

Richmond, S. L. (2008). *Introduction to Type and Leadership*. Mountain View, CA: CPP Inc.