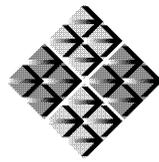


**MYERS-BRIGGS TYPE INDICATOR®**

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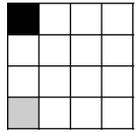
**Team Report**



**TEAM**

report prepared for  
**JOE SAMPLE**

February 24, 2003



## INTRODUCTION

There are many different kinds of teams—leader-directed, total quality, continuous improvement, cross-functional, informal. And teams are found in many settings—businesses, educational institutions, and community organizations. Regardless of the nature or setting of your team, understanding and appreciating similarities and differences in the personalities of your fellow team members can help you function better.\*

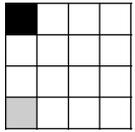
This report will help you apply MBTI® results to improve the effectiveness of your team by helping you do the following:

- Identify your team’s strengths and resources, as well as its potential weaknesses.
- Maximize the natural advantages that result from the similarities and differences of your team members.
- Work around—or minimize—your potential weak spots.
- Identify an action plan with specific behaviors to help you improve your effectiveness on the team.

When you use the MBTI instrument, resist the natural impulse to stereotype your colleagues or yourself on the basis of type. The instrument measures preferences, not abilities or skills. Most people can and do behave in ways inconsistent with their preferences when they choose to, or when the situation demands it. Also, keep in mind that there are individual differences within each type. Furthermore, although personality similarities and differences are important, successful teamwork also depends on the kind of task your team must perform, what resources you have, and the organizational culture in which you operate.

This report assumes that you have already had your MBTI results interpreted and that you are familiar with the definitions of the eight MBTI preferences.

\*The description and statements in this report are derived from type theory and from a review of available research on type and teams.



## TEAM TYPE

The type table below shows the types as reported by the members of your team.

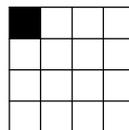
ISTJ	ISFJ	INFJ	INTJ	NUMBER OF PEOPLE ON YOUR TEAM WITH EACH PREFERENCE	
1					Extraversion 2
ISTP	ISFP	INFP	INTP		Introversion 2
			1		Sensing 2
ESTP	ESFP	ENFP	ENTP		Intuition 2
	1			Thinking 2	
ESTJ	ESFJ	ENFJ	ENTJ	Feeling 2	
		1		Judging 2	
				Perceiving 2	

**YOUR TEAM TYPE IS ESTJ**

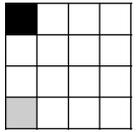
Your team type is derived by counting the number of team members with each preference. On your team, however, there are an equal number of people with a preference for Extraversion and Introversion, for Sensing and Intuition, for Thinking and Feeling, and for Judging and Perceiving. Observation of other teams with a similar balance suggests that your team may behave *as if* the team type were ESTJ.

Note that even though there are no *individual* team members whose type is ESTJ, this is still considered to be the team type because of the combination of preferences found on your team.

**You indicated that *your* type is ISTJ.**







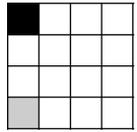
## **Outcome/Performance**

Teams with different communication preferences, like yours, have been shown to do the following:

- Make good use of the resources on the team, particularly in identifying and using the talents of the right person for the task
- Produce more original solutions to problems
- Produce better solutions than do highly similar teams, as judged by external criteria
- Take longer to complete a task

Most of the positive performance attributes of teams with different communication preferences are a result of using all the available resources (in terms of MBTI preferences) on the team to solve a problem.

**The fact that the members of your team have different communication preferences also suggests that you need to exercise caution in determining your team type. Read about the strengths and weaknesses of your team type on the following page and determine which of those apply to you.**



## STRENGTHS AND WEAKNESSES

Teams can have areas of strength because of the team personality as a whole and because of the contributions of individual personalities on the team. Likewise, team weaknesses can result from the blind spots of the team as a whole and the blind spots of individual team members.

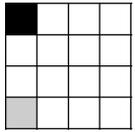
### Team Strengths and Weaknesses

Below are lists of possible strengths and weaknesses for an ESTJ team. Although the strengths may come so naturally that you take them for granted, try to identify how you can capitalize on them. Also, not all potential weaknesses may be apparent on your team, especially if you have team members whose types are different from the team type or who are flexible in the use of their preferences. You may not have been aware of some of your strengths and weaknesses, however, because you never considered them to be a necessary part of your teamwork.

<b>POSSIBLE STRENGTHS OF AN ESTJ TEAM</b>
<ul style="list-style-type: none"><li>■ Decisive and outspoken</li><li>■ Bases decisions on known facts</li><li>■ Structured and organized</li><li>■ Has clear performance expectations</li><li>■ Achieves practical results</li><li>■ Keeps bottom line in sight</li></ul>

<b>POSSIBLE WEAKNESSES OF AN ESTJ TEAM</b>
<ul style="list-style-type: none"><li>■ May reject new ideas</li><li>■ May not be aware of new trends</li><li>■ May override important long-range factors in favor of short-term goals (often financial)</li><li>■ May make decisions without knowing all the information</li><li>■ May fail to consider how decisions will affect important stakeholders</li></ul>

You can read more about the strengths and weaknesses of ESTJ teams in *The Character of Organizations* by William Bridges (1992).



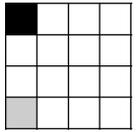
## Personal Strengths and Weaknesses

The lists below indicate ways you as an ISTJ might contribute effectively to a team, as well as potential areas of weakness.

<b>CONTRIBUTIONS OF ISTJs TO THE TEAM</b>
<ul style="list-style-type: none"><li>■ Make sure the facts of the problem are identified</li><li>■ Make sure proposed solutions are feasible</li><li>■ Know what resources are available</li><li>■ Know what has worked before</li><li>■ Carefully document policies and procedures so team doesn't have to "reinvent the wheel" every time</li><li>■ Keep track of processes and follow through to implement solution</li></ul>

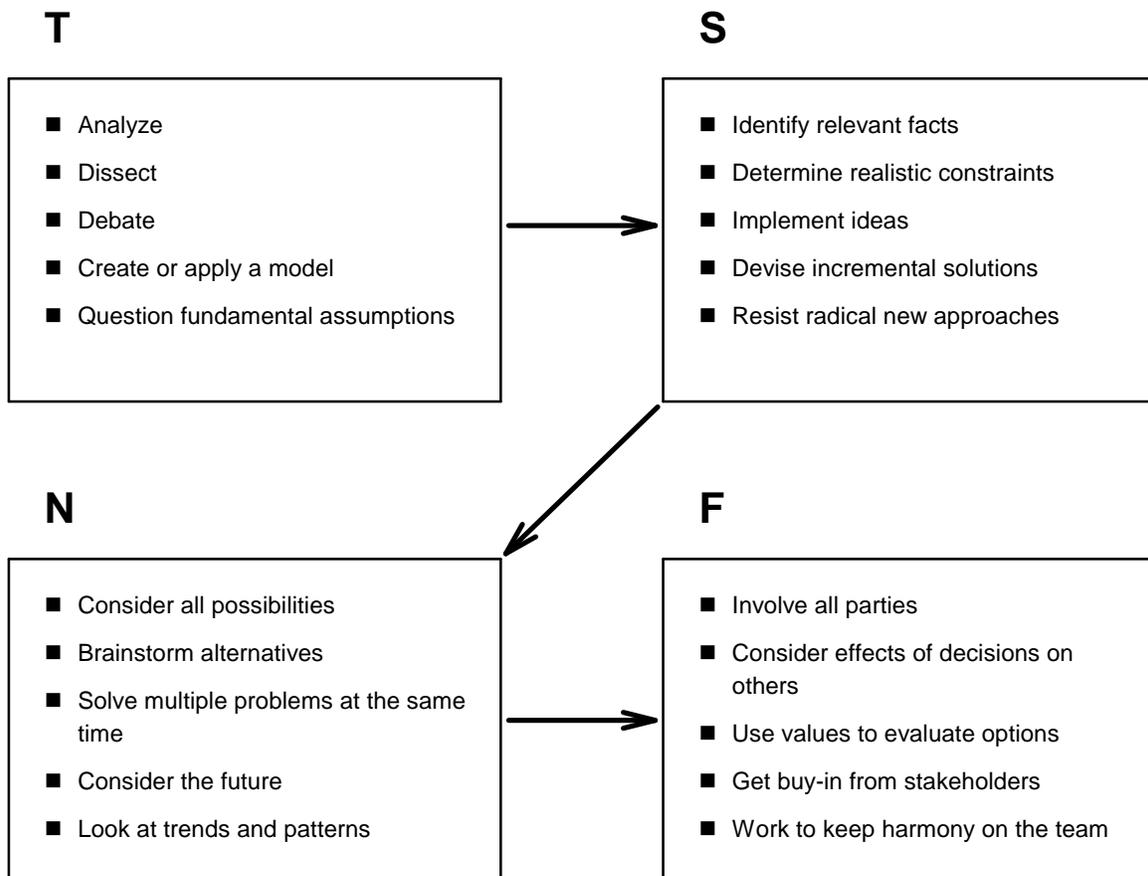
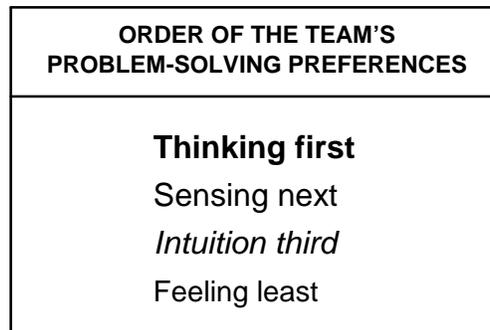
<b>POTENTIAL WEAKNESSES OF ISTJs ON A TEAM</b>
<ul style="list-style-type: none"><li>■ May focus only on what <i>won't</i> work</li><li>■ May automatically squash new ideas just because they haven't been tried before</li><li>■ May fail to take into account the need for buy-in from important stakeholders</li><li>■ May try to do it all themselves</li></ul>

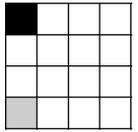
See "Suggestions for Improving Your Individual Effectiveness" on page 13 of this report for ideas on what you, as an ISTJ, can do to improve your effectiveness and contribute even more to your team.



## PROBLEM SOLVING

Type theory predicts that when teams solve problems, they tend to rely on their favorite preferences more than on the others. Because your team type is ESTJ, you will tend to use the preferences in a particular order when solving problems. Your problem-solving process may, therefore, look something like this:





## Potential Weaknesses of Your Team Problem-Solving Style

Your team initially will tend to use the problem-solving styles of Thinking and Sensing. If you rely on these preferences too much, you may neglect to use the other preferences when solving a problem.

If Intuition is neglected, the following may apply:

- You may focus only on ideas that appear to be obviously feasible and immediately reject all others.
- Your suggestions may be concentrated on how to make small but important improvements at a time when more change is really needed.
- You may not trust hunches from experienced people about what needs to be done.

If Feeling is neglected, the following may apply:

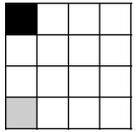
- Some team members may not be motivated.
- Important stakeholders may not buy in to your solutions.
- Those needed to implement the team's solution may be ignored.
- Some team members may not feel included in the process.

## Your Type and Problem Solving

Your type, ISTJ, is different from your team type. Your problem-solving approach will likely be different as well.

ORDER OF YOUR PROBLEM-SOLVING PREFERENCES
<b>Sensing first</b> Thinking next <i>Feeling third</i> Intuition least

You will want to focus on collecting and dealing with relevant facts and then seeing how these facts can be logically organized. You will be least likely to consider possibilities that are far removed from the facts or to consider how the team's decisions will affect other people. You may also be reluctant to trust your hunches.

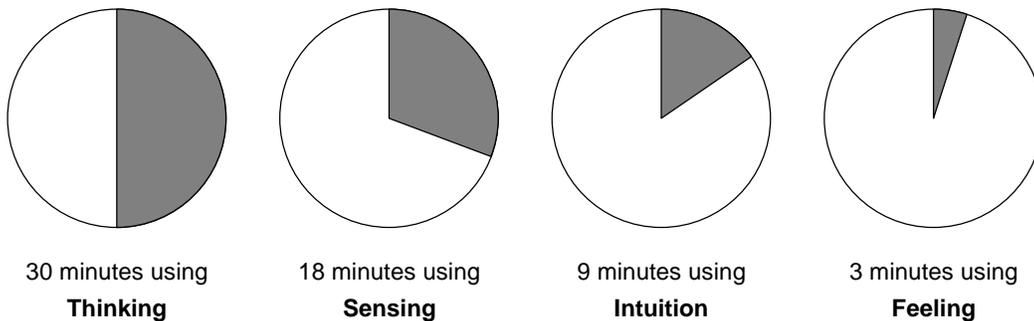


## PROBLEM SOLVING AND TIME

One of the most important resources for any organization is *time*. Imagine that the time available for your team to solve a problem is divided into four periods, one for each MBTI function.\* In a meeting, most of the time will be spent using the team's favorite preference. The smallest amount of time will be devoted to the team's least favorite preference.

### Team Time

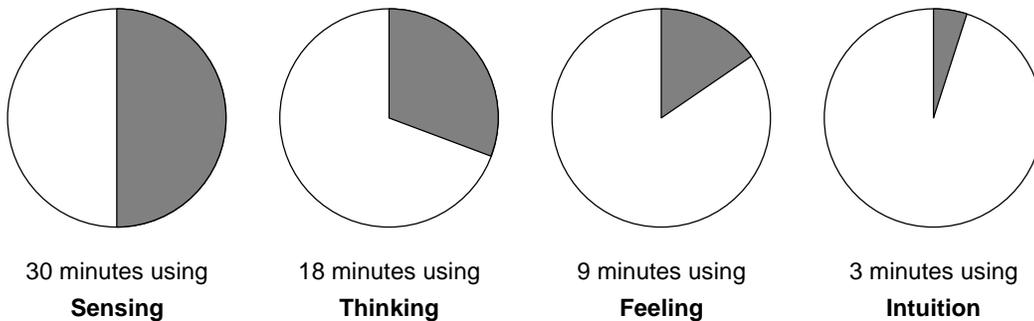
In a given hour, an ESTJ team is likely to spend approximately



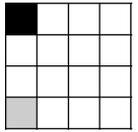
If this breakdown is characteristic of your team, then your team will exert approximately ten times more effort on Thinking issues than on Feeling ones. See the section at the end of this report for some questions or issues you can discuss as a team that may help you achieve more balanced results.

### Individual Time

Your type, ISTJ, is different from your team type. In an hour-long meeting, you will probably prefer the following:



\*Adapted from Schemel, G. J., & Borbely, J. A. (1989). *Facing your type* (3rd ed.). Wernersville, PA: Typrofile Press. The time breakdown assigned to each function is meant to be illustrative only.



## CONFLICT

This section describes sources of conflict and ways of resolving it based on MBTI preferences. If understood and handled appropriately, conflict can be an opportunity to learn how other team members approach problems; otherwise, it may lower the productivity of your team.

### **EXTRAVERSION—INTROVERSION**

*Preferences on the E–I scale are related to how much team members prefer to discuss and work with others to resolve conflict (E) versus avoid conflict or handle it in private (I).*

An equal number of team members indicated a preference for Extraversion as for Introversion. Your team may have difficulty deciding how to deal with conflict; some will want to talk out problems while others may prefer not to confront other team members. The different styles may themselves become a source of conflict unless dealt with in some way.

### **SENSING—INTUITION**

*Differences on the S–N scale may be a source of conflict as the team struggles with identifying what the problems really are and the best way to go about resolving them.*

An equal number of team members indicated a preference for Sensing as for Intuition. Team members who prefer Sensing may want to deal with conflict by carefully reviewing what happened (the exact sequence of events or conversation), believing that the facts will speak for themselves. Those who prefer Intuition may believe that the facts are not as important as what was meant or intended.

### **THINKING—FEELING**

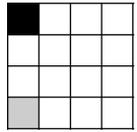
*Preferences on the T–F scale are related to how much people are willing to give or take in a conflict.*

An equal number of team members indicated a preference for Thinking as for Feeling. Those who prefer Thinking may deal with conflict by asserting their own position and approaching conflict as a win/lose interaction. Those who prefer Feeling may not be as assertive and may strive to cooperate instead of compete. If the team members can learn to communicate, they may learn something valuable about dealing with conflict from those with the opposite preferences.

### **JUDGING—PERCEIVING**

*Research has shown that the J–P dichotomy is related to whether members try to give or take in a conflict.*

An equal number of team members indicated a preference for Judging as for Perceiving. Those with a preference for Judging may deal with conflict by quickly forming an opinion and then sticking to it with little indication that they are willing to compromise. Those with a preference for Perceiving may try to stay open to new information and to accommodate the opinions of others. Both types have something to offer if they can learn to listen to each other.



## ACTION PLAN

### Suggestions for Improving Team Effectiveness

Successful teamwork doesn't always come naturally—it takes commitment, skill, time, and effort. While there is no such thing as a perfect team, you may be able to continuously improve the way your team functions by paying attention to its process. Based on the individual personalities of your team, which indicate that your team type is ESTJ, below are some suggestions that can serve as an action plan for improving your team's effectiveness.

#### *Action 1: Identify Your Common Ground*

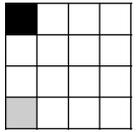
Your Team Similarity Index is 33, indicating that your team is composed of members of different types. Because discussing your MBTI results may have made these differences even more noticeable, it may be useful for your team to spend some time identifying the common ground from which you work. You may need to ask yourself these questions:

- What are the shared goals that bring you together as a team?
- What values do you share?
- Is there a common interest in, or sense of challenge from, the task?
- What are your successes?

#### *Action 2: Establish Ground Rules*

Because the members of your team are of dissimilar types, the team may need to spend time establishing ground rules for how you want to approach your task. Here are suggestions:

- Identify a member of the group whose particular skill is consensus-building or group process. Have this person facilitate meetings. If that doesn't work, or if no team member is willing to assume this role, consider using an outside facilitator.
- Learn and practice listening skills such as paraphrasing.
- Spend more time than you might think necessary agreeing on the goals or mission for the team.
- Spend some time dealing with process questions such as these: How do we want to go about reaching a decision? How will we know when we have met our goals?
- Frequently summarize the opinions that have been stated, and look for similarities or points of agreement.
- Establish a group norm that welcomes and respects diverse opinions.
- Discuss how much conflict is appropriate and how you want to deal with it. You might use an external facilitator to help your team learn to deal with conflict.
- Devise a method for including everyone in the discussion.
- Watch out for subgroups or cliques forming.

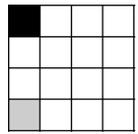


## Suggestions for Improving Your Individual Effectiveness

Awareness of personality type will take you only so far—it must be followed by action if you hope to really improve the functioning of your team. Although *you will be at your best and most comfortable when you are using your own preferences*, it is also important to learn how to be flexible. Good type development means having a clear preference but then being able to use an opposite preference when you choose. If your “work type” is very different from your “at home type,” you may have already developed many of these characteristics. The suggestions may help you stretch and develop new skills so you can achieve more at work and communicate better with people of opposite preferences. Because these behaviors don’t come naturally to you, don’t try all of them at once. Pick one and work on it for a while.

As an ISTJ, your action plan may include the following:

- When you hear a new idea, try responding with “Have you considered...?” instead of “That won’t work.”
- Listen carefully to new ideas. Don’t automatically dismiss them just because they haven’t been tried before.
- Plan how you can help stakeholders buy in to your team’s decisions.
- Learn to delegate or enlist the help of others for implementing the team’s decision. Don’t take on all the responsibility yourself.
- Identify similarities between you and other team members, and use this information to open communication.
- Try to make your comments constructive, or you may be perceived as squashing creative ideas.



## FURTHER READING

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