

MYERS-BRIGGS TYPE INDICATOR®

Team Report



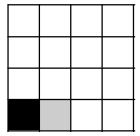
MARKETING TEAM

Report prepared for

JOE SAMPLE

April 20, 2004





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.*

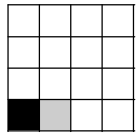
This report will help you apply MBTI® results to improve the effectiveness of your team by helping you do the following:

- 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

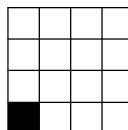
The type table below shows the types as reported by the members of your team.

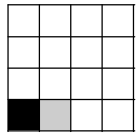
ISTJ	ISFJ	INFJ	INTJ	NUMBER OF PEOPLE ON YOUR TEAM WITH EACH PREFERENCE	
ISTP	ISFP	INFP 1	INTP	Extraversion	3
ESTP	ESFP	ENFP 1	ENTP	Introversion	1
ESTJ	ESFJ 1	ENFJ	ENTJ	Sensing	2
1				Intuition	2
				Thinking	1
				Feeling	3
				Judging	2
				Perceiving	2

YOUR TEAM TYPE IS ESFJ

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 Sensing and Intuition 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 ESFJ.

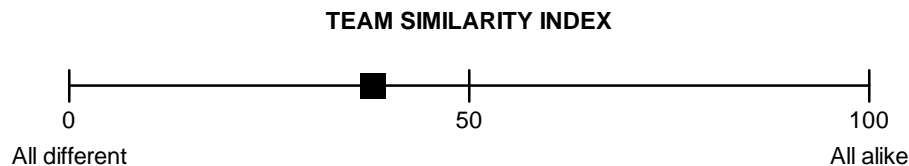
You indicated that *your* type is ESTJ.





TEAM SIMILARITY INDEX

To understand how your team works, you need to know how similar or dissimilar the team members are to one another. A Team Similarity Index has been computed for your team.* This index indicates how similar the communication preferences are among your team members. A Team Similarity Index of zero would mean everyone on the team had different communication preferences, while a Team Similarity Index of 100 would mean everyone on the team had the same type. Your Team Similarity Index is shown on the graph below.



Team similarity has been shown to affect both process, or *how* your team performs, and outcome, or how *well* it performs. There are advantages and disadvantages associated with both ends of this continuum.

Process

Your Team Similarity Index (38) indicates that most members of your team have different communication preferences. Communication may be somewhat difficult since most of you tend to speak a different language. A low Team Similarity Index is associated with these kinds of difficulties:

- Differences in values among team members
- Less openness among team members
- Some team members not understanding one another
- Some team members not getting along with one another
- An inability to influence some other members of the team
- Some team members not supporting the ideas of others
- The loudest or most persistent team members prevailing in group discussions
- Difficulty achieving consensus
- Lack of buy-in or commitment to group solutions, with everyone thinking his/her solution is the best

*The Team Similarity Index is based on the Communication Adjustment Index developed by Flavil Yeakley. See Yeakley, F. R. (1983). Implications of communication style research for psychological type theory. *Research in Psychological Type*, 6, 5-23.

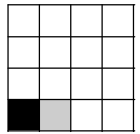
Outcome/Performance

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 ESFJ 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.

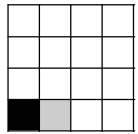
POSSIBLE STRENGTHS OF AN ESFJ TEAM

- Uses consensus as a springboard for united action
- Sensitive to needs of customers and clients
- Bases decisions on knowledge gained from past experience
- Good at follow-through and meeting commitments
- Sets clear agendas for team meetings
- Creates a sense of belonging for team members

POSSIBLE WEAKNESSES OF AN ESFJ TEAM

- May not be aware of new trends
- May override important long-range factors in favor of short-term goals
- May neglect long-range planning
- May make decisions quickly without considering all the possibilities

You can read more about the strengths and weaknesses of ESFJ teams in *The Character of Organizations* by William Bridges (2000).



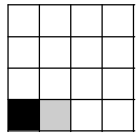
Personal Strengths and Weaknesses

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

CONTRIBUTIONS OF ESTJs TO THE TEAM
<ul style="list-style-type: none">■ Good at making tough decisions■ Organize people and resources to get the job done efficiently■ Have a no-nonsense, take-charge style that gets a lot accomplished■ Concerned for the bottom line■ Take initiative

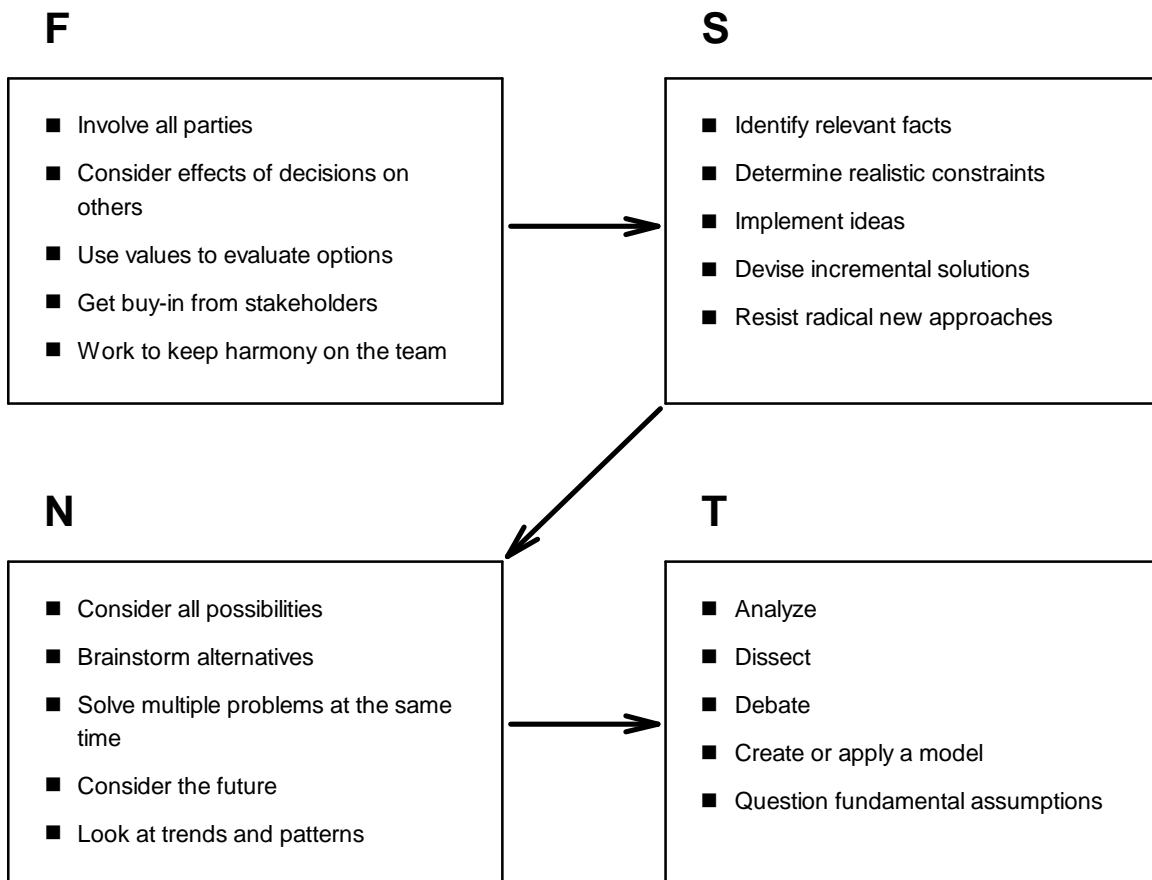
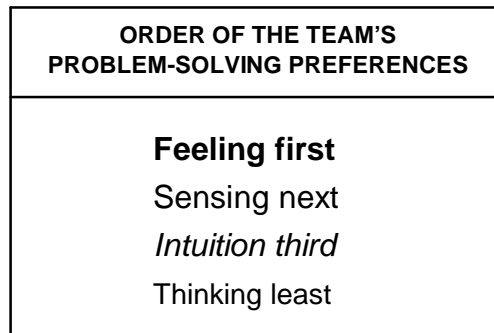
POTENTIAL WEAKNESSES OF ESTJs ON A TEAM
<ul style="list-style-type: none">■ May overwhelm or “steamroll” others who are not as outspoken or organized■ May not let everyone contribute■ May make decisions without knowing all the information■ May automatically squash new ideas just because they haven’t been tried before

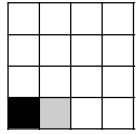
See “Suggestions for Improving Your Individual Effectiveness” on page 13 of this report for ideas on what you, as an ESTJ, can do to improve your effectiveness and contribute even more to your team.



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 ESFJ, 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 Feeling 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 Thinking is neglected, the following may apply:

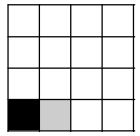
- Healthy debate or conflict may be avoided.
- You may resist making tough decisions, especially if there may be negative consequences for some.
- You may not realize the long-term logical consequences of the options you consider.
- The bottom line may be ignored.

Your Type and Problem Solving

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

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

Your preferred problem-solving process will involve an objective, logical analysis of the problem based on the facts you have been able to identify. You will be least likely to consider how the team's decisions affect others.

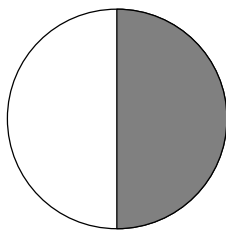


PROBLEM SOLVING AND TIME

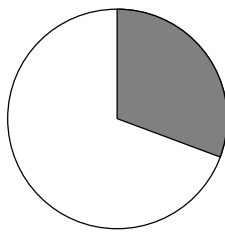
One of the most important resources for any organization is *time*. Imagine that the time available for your team to solve a problem is divided into four periods, one for each MBTI function.* In a meeting, most of the time will be spent using the team's favorite preference. The smallest amount of time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

Team Time

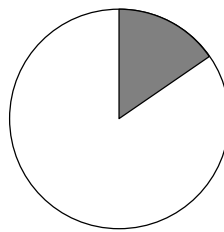
In a given hour, an ESFJ team is likely to spend approximately



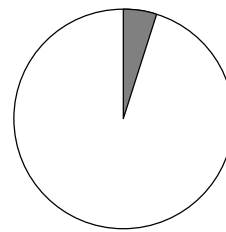
30 minutes using
Feeling



18 minutes using
Sensing



9 minutes using
Intuition

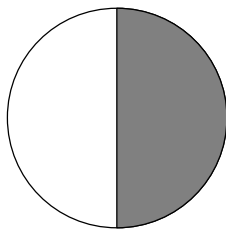


3 minutes using
Thinking

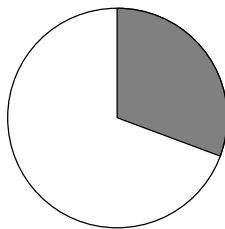
If this breakdown is characteristic of your team, then your team will exert approximately ten times more effort on issues that require the use of Feeling than Thinking. See the section at the end of this report for some questions or issues you can discuss as a team that may help you achieve more balanced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

Individual Time

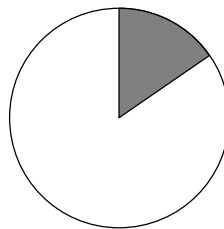
Your type, ESTJ, is different from your team type. In an hour-long meeting, you will probably prefer the following:



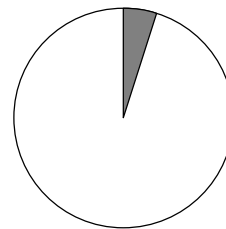
30 minutes using
Thinking



18 minutes using
Sensing

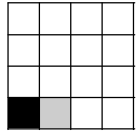


9 minutes using
Intuition



3 minutes using
Feeling

*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).

Because more members of your team indicated a preference for Extraversion (3) than for Introversion (1), your team may deal with conflict by talking out any differences or conflicts as they arise, by being assertive, and by trying to cooperate. This may overwhelm those on your team who prefer Introversion if they are not given time to process the information first.

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.

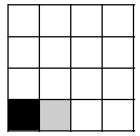
Because more members of your team indicated a preference for Feeling (3) than for Thinking (1), the majority of individuals on your team are likely to deal with conflict by not being very assertive about their own needs or opinions. In a conflict, the Feeling types will be more inclined to give rather than take. They may strive to cooperate instead of compete.

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.

You are the only Thinking type on the team. Because of your objective approach, others may see you as unfriendly or unwilling to take into account their thoughts and feelings. Colleagues may feel stung by your criticisms even though you do not mean them personally.



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 ESFJ, below are some suggestions that can serve as an action plan for improving your team's effectiveness.

Action 1: Identify Your Common Ground

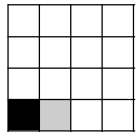
Your Team Similarity Index is 38, indicating that your team is composed of members of different types. Because discussing your MBTI results may have made these differences even more noticeable, it may be useful for your team to spend some time identifying the common ground from which you work. You may 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.

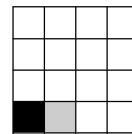


Suggestions for Improving Your Individual Effectiveness

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 ESTJ, your action plan may include the following:

- Try to present your opinions as alternatives rather than “the final word,” or you may be perceived as “steamrolling” others.
- Make sure everyone has a chance to contribute.
- Make sure you have all the information you need to make a decision.
- Listen carefully to new ideas; don’t automatically dismiss them just because they haven’t been tried before.



FURTHER READING

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