



Myers-Briggs Type Indicator® Team Report

Developed by Allen L. Hammer

Sample Team 091012

Report prepared for
JOHN SAMPLE



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Introduction

This report applies information from the *Myers-Briggs Type Indicator*® (MBTI®) instrument to your team. The MBTI tool was developed by Isabel Briggs Myers and Katharine Briggs and is based on Carl Jung's theory of psychological types. MBTI results can help each team member better understand how his or her team works. Knowing about personality type can also increase the quality of interactions among team members. This report's objective is to use the MBTI instrument to help all team members identify team strengths, potential challenges, and ways to improve performance.

This Report Can Help Your Team and You

- **Identify strengths and potential challenges**
- **Work around—or minimize—potential blind spots**
- **Improve individual and group capacities to solve problems, communicate, and use conflict constructively**
- **Maximize the natural advantages that result from the similarities and differences of team members**
- **Develop team and individual action plans with specific steps to help improve performance**

A well-functioning team can accomplish more—and often better—work than can an individual or even a group of individuals working independently. Teams provide different perspectives on problems, mutual support for achieving objectives, and a shared sense of accomplishment. Yet teamwork also presents challenges because it requires that individuals with different viewpoints work closely together to accomplish a goal. Members of a team must learn how to listen to and communicate with one another—to truly understand and appreciate how their teammates see the world and prefer to work.

How Your MBTI Team Report Is Organized

- **Your team's personality type**
- **Your team's strengths**
- **Your team's potential blind spots**
- **Your individual contributions to the team**
- **Your potential blind spots**
- **Team problem solving and your preferred problem-solving style**
- **Team communication and your preferred communication style**
- **Team conflict and your conflict style**
- **Similarity/diversity on your team**
- **Organizational influences on your team**
- **Team and individual action plans**



Your Team's Personality Type

Learning about your team's personality type will help you understand how the team functions. A team type can be derived in various ways; in this report, it is calculated by counting the number of team members with each preference. The type table below shows the MBTI types of the people on your team.

Your Team Type: ESTJ

ISTJ 2	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP 1
ESTJ 1	ESFJ	ENFJ	ENTJ 1

Number of People on Your Team with Each Preference

E Extraversion	3	I Introversion	2
S Sensing	3	N Intuition	2
T Thinking	5	F Feeling	0
J Judging	4	P Perceiving	1

ESTJ teams are well equipped for situations in which tough decisions and decisive action are needed. They typically excel at organizing and directing others to accomplish clear, tangible objectives.

Successful teamwork doesn't often 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 effectiveness of your team by taking the action steps presented later in this report. Appreciating and understanding your teammates' personality types is an important first step.



Your Team's Strengths

Teams, like people, have strengths that flow naturally from their preferred type. Teams that understand and use their natural and preferred ways of taking in information and making decisions often achieve strong results. A team is most effective when it uses its preferred style to solve problems and perform tasks.

The chart below provides a snapshot of the strengths your team is likely to use. Not every strength will necessarily apply, however, depending on the mix of individual preferences represented on the team.

Team Strengths: ESTJ	Needed?
Making decisions quickly and sticking to them	
Taking immediate action	
Basing decisions on known facts	
Setting clear, tangible goals	
Organizing and planning to meet goals	
Driving others to achieve objectives	
Setting clear expectations for performance	
Achieving practical results	
Monitoring progress and holding itself accountable	
Analyzing problems logically and objectively	

Team Action Steps

- ▶ As a team, discuss each of these strengths.
- ▶ In the second column of the chart, place a check mark next to the strengths your team needs to solve its current problem or accomplish its tasks.
- ▶ Identify how you can best use these strengths to your team's advantage.



Your Team's Potential Blind Spots

Just as each team has its strengths, it also has its likely blind spots—behaviors team members don't consider using or don't even see because they are so focused on the behaviors associated with the team's preferences. Blind spots can derail a team unless they are made visible and worked around.

The chart below lists your team's potential blind spots and offers suggestions for managing them. If your team includes a team leader whose type differs from the team type, or team members who are flexible in the use of their preferences, some of these blind spots may not apply.

Team Blind Spots: ESTJ	Suggested Remedies
May make snap decisions and move to action too quickly and then have to redo work later	Make sure the team has spent time discussing all the facts, possibilities, and implications of its decision
May quash new ideas, rejecting them as impractical before giving them a chance	Identify inconsistencies or flaws that need to be dealt with to make the new idea work; imagine a best-case scenario
May fail to recognize trends or see the big picture	Ask what would happen if current behavior could be extrapolated 1, 3, or 5 years into the future
May not see the big picture because the team is too focused on short-term results	Ask how the team goals fit into the goals of the other teams, the larger organization, or the community
The team may steamroll over any and all obstacles	Determine whether the obstacle is a sign of failure to consider something important; try to influence others rather than overwhelming them with power
The team may not celebrate successes	Schedule time to celebrate team successes, even small ones

Team Action Steps

- ▶ Have a team member whose type differs from the team type serve as an observer and suggest alternative ways of proceeding.
- ▶ Invite an outsider to perform this function.
- ▶ Read about the strengths and challenges of teams with types different from your team's type.
- ▶ Observe a team with a different team type to learn how that team accomplishes its tasks.
- ▶ Brainstorm ways for the team to overcome its blind spots; post a list of strategies.



Your Individual Contributions to the Team

Each member of your team has strengths related to his or her personality type. Knowing more about your type can help you better understand how you can use your strengths to help your team. You are at your best when you are acting out of your natural preferences. According to the results of your MBTI interpretation, you expressed your preferences as ENTP.

Your Type: ENTP

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

E Extraversion
N Intuition
T Thinking
P Perceiving

ENTPs are energetic and enthusiastic. On a team they constantly bring new opportunities to the team, and they continually push for change.

Your Strengths: ENTP

Used Now?

Identifying new opportunities for the team	
Analyzing problems logically and objectively	
Bringing an entrepreneurial spirit to the team	
Generating new possibilities	
Seeing the big picture	
Thinking long-range	
Thinking strategically	
Pointing out flaws and inconsistencies that may derail a project or task	
Bringing energy and enthusiasm to the team	
Driving change	
Being flexible and spontaneous in responding to problems	
Bringing technical expertise to help solve a problem	

Individual Action Steps

- ▶ Determine which of these behaviors describe you and consider how they are working for you. How might you use those behaviors to help the team?
- ▶ Place a check mark in the second column of the chart above for each behavior you use with the team. Are any of your natural strengths not being brought to the team?
- ▶ With team members, discuss how your strengths can help the team achieve its objectives.



Your Potential Blind Spots

Your type preferences carry with them potential blind spots as well as natural strengths. Team members who identify their blind spots can work around them. In the chart below are a number of potential blind spots along with suggestions for overcoming them.

Potential Blind Spots: ENTP	Suggested Remedies
May move on after you conceptualize a solution to a problem, without concern for implementation	Ask team members what has to happen and what resources are needed in order to implement your idea
May fail to consider how feasible or realistic your ideas are	Learn to ask the more detail-oriented team members for feedback on your proposals before presenting them to the entire team
May fail to set priorities; may commit to too many things at once	Ask for feedback from team members about what the priorities should be; make an ordered list and consult it daily
May burn out by running from one possibility to another	Stay focused on a manageable list of priorities to help prevent burnout
May jump into action prematurely	Ask team members if there is anything more that needs to be considered before taking action
May not consider how your ideas and decisions affect important stakeholders	Identify stakeholders from different areas and meet with them or interview them individually to discuss your ideas and their impact

Your preferences for ENTP differ from your team's preferences for ESTJ. You will probably agree with and support how your team operates in some areas but not in others. Work at listening carefully and trying to understand the viewpoints of other team members whose preferences are different from yours. Consider also, however, when your different way of seeing the world and approaching problems can be an advantage to the team.

Functioning well as an ENTP is how you will contribute the most to your team. But it is also important to learn to be flexible when the situation calls for it. Being flexible does not mean changing your type. Being flexible means that you have a clear preference but are able to use an opposite preference when you choose to do so.

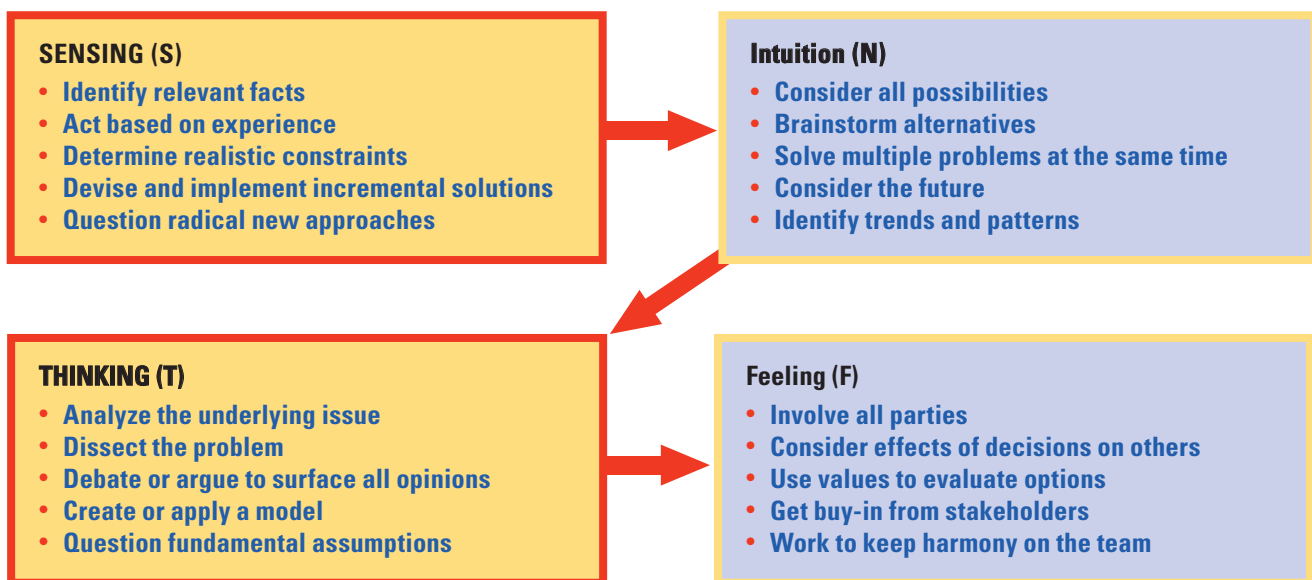
Individual Action Steps

- ▶ Determine which of the blind spots in the chart describe your behavior on this team.
- ▶ Ask yourself whether any of these behaviors are hindering your team's performance. If yes, try the suggested remedies and ask a team member you trust for feedback to chart your progress.

Team Problem Solving

Team problem solving involves collecting information and then making a decision—the two behaviors that form the core of psychological type. Isabel Myers believed that the best way to solve a problem is to use the four type functions deliberately and in a specific order: Sensing, Intuition, Thinking, and Feeling. The arrows in the diagram below illustrate this Z-model process.

Yet when most teams solve problems, they tend to rely more on their two preferred type functions instead of using all four functions in order. Because your team type is ESTJ, the team will tend to rely first on Thinking and then on Sensing, as these behaviors come most easily to your team. So the team will spend most of its time using the behaviors shown in the Thinking and Sensing boxes.



Your team will have less interest in, and spend less time on, behaviors associated with Feeling and Intuition. In fact, it may short-circuit the Z-model process and use *only* the Thinking and Sensing steps. You may notice this dynamic at work in team meetings. However, if the team neglects to use Feeling, it may miss what is most important to its customers or clients. If it neglects to use Intuition, it may reject new ideas and fail to innovate. Team performance may suffer if all four functions are not considered.

Team Action Steps

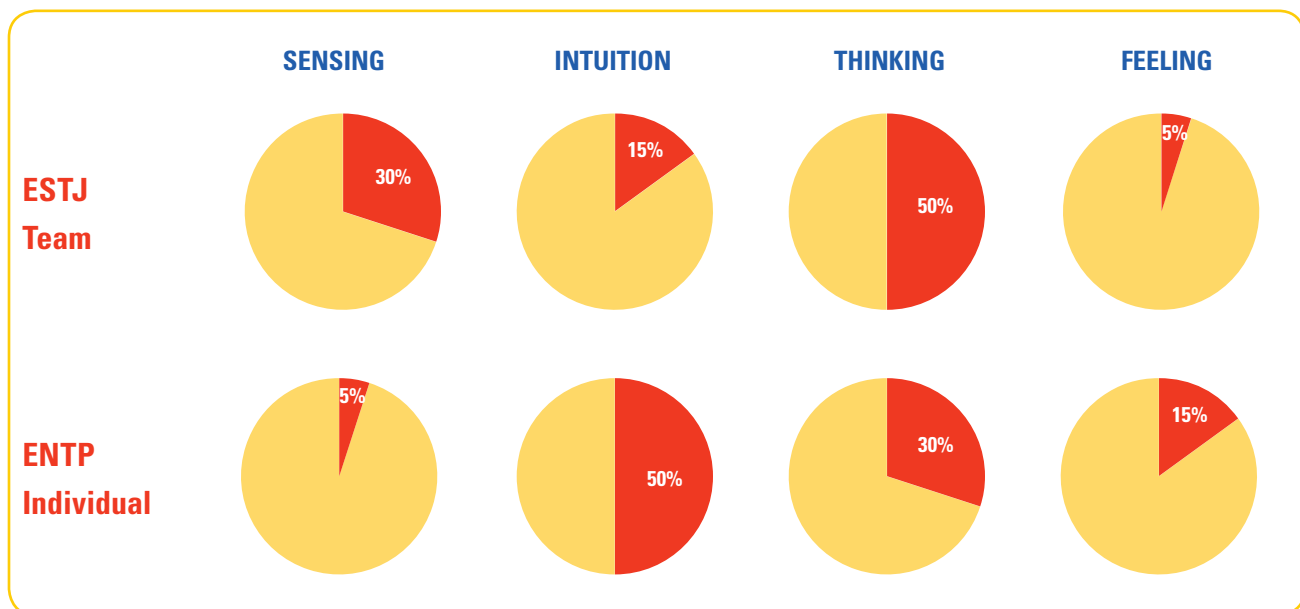
- ▶ The next time the team faces a decision, work through the steps in the order indicated by the arrows above.
- ▶ Identify team members, or someone from outside the team, who can help your team address the Intuition and Feeling aspects of problem solving.



Your Individual Type and Problem Solving

As a person who prefers ENTP, you likely prefer a problem-solving style that primarily involves the use of Intuition and Thinking. You probably like to spend time brainstorming new possibilities and then organizing them into an overall conceptual model or vision for change. You are apt to enjoy analyzing problems objectively and logically. You are less likely to focus on the practicality or feasibility of your ideas. You also may neglect to consider the needs of those who have to help you implement your ideas.

Because your individual type, ENTP, is different from your team's type, ESTJ, your problem-solving approach will be different as well. You may be able to help the team work around some of its blind spots by bringing your individual perspective to the problem-solving process. The approximate amount of time and energy you and the team tend to spend on each function is represented in the circles below. What impact have these differences had on your role in team decisions and at team meetings?



Individual Action Steps

- ▶ Make sure you bring your strengths in the Intuition and Thinking steps of the Z-model to the team's problem-solving process.
- ▶ Pay special attention and be patient when the team is using Sensing and Feeling—you may try to rush the team through these steps. Use the questions in the Sensing and Feeling boxes in the Z-model as a guide.
- ▶ Support anyone on the team who is using Sensing and Feeling.



Team Communication

Many advantages of teamwork—different perspectives on a problem, availability of more information and experience, multiple ideas, and mutual support—can be realized only if team members communicate with one another effectively. Your team type affects how your team tends to communicate.

Team Communication Style: Extraversion

The majority of team members express a preference for Extraversion and may:

- Spend a lot of time communicating with one another, either formally in meetings or informally
- Arrive at solutions through discussion; they tend to think out loud
- Move quickly from one topic to another and interrupt others while doing so
- Overwhelm the quieter team members

Team Communication Style: Sensing

The majority of team members express a preference for Sensing and may:

- Spend a lot of time discussing facts and details
- Focus communication on the immediate problems and issues
- Cut off team members who prefer Intuition and describe them as unrealistic

Team Communication Style: Thinking

Everyone on the team expresses a preference for Thinking. Team members may:

- Like to discuss the pros and cons of each alternative
- Enjoy a lively, friendly debate or argument
- Pick apart one another's communication, looking for inconsistencies or flaws

Team Communication Style: Judging

The majority of team members express a preference for Judging and may:

- Want to communicate only enough information to make a quick decision
- Want to move systematically through the agenda, checking off topics as they go
- Express impatience if anyone brings up issues that might delay taking action



Team Action Steps

- ▶ Make sure that those who prefer Introversion have an opportunity to speak, and when they do, don't interrupt.
- ▶ Ask those who prefer Intuition if they can think of a better way to accomplish the team's goal.
- ▶ Provide time for each team member to discuss his or her most important values and how those values influence his or her behavior on the team.
- ▶ Ask those who prefer Perceiving if there is any more information that needs to be considered before a decision is made.

Your Individual Type and Communication

You like to think out loud and tend to communicate whatever crosses your mind to a broad network of people, and you may dominate the conversation. Your energy and enthusiasm are often apparent in your communication. You generally communicate new ideas and future possibilities, sometimes in an abstract way. You may jump quickly from one topic to another and lose some of your audience in the process. You may fail to communicate enough concrete details for some listeners. You question assumptions, ask "Why?," and press others to define terms. You may analyze the communication of others, pointing out inconsistencies and flaws, and so sometimes can come across as insensitive or critical.

Individual Action Steps

- ▶ Stop talking occasionally and listen carefully to what others have to say.
- ▶ When necessary, support your ideas with facts or data.
- ▶ Make a conscious effort to communicate your appreciation for the contributions of others.
- ▶ Let people know when you are just thinking out loud and when you have made a decision. Some of your listeners may not be able to tell.



Team Conflict

A certain amount of conflict can be expected on any team. The first step in addressing conflict is to identify possible sources. Tension or conflict can result from either similarities or differences among team members' preferences. Consider below whether some of your team's disagreements, either among team members or with people outside the team, may be due to how team members approach problems and tasks.

If understood and handled appropriately and constructively, conflict can be useful and even productive. It can provide an opportunity to learn how others approach problems and thus can increase creativity. Additionally, when conflict is resolved well, the result can be buy-in and consensus.

Conflict Source: Extraversion–Introversion Differences

How much should team members interact and how much discussion do we need?

- **Extraverted** types probably will want to discuss most issues and to arrive at decisions by thinking out loud. They want to know what everyone is thinking. Tension may result if they feel that the Introverts are purposely withholding information, which may lead the Extraverts to question the Introverts' motives or commitment.
- **Introverted** types probably will want to think things through before discussing them. They want to be sure where they stand before they announce a decision. They may feel constantly interrupted and unable to get their work done because they are always being called to meetings or conversations with the Extraverts.

Conflict Source: Sensing–Intuition Differences

Should the team emphasize experience and tradition, or new opportunities and possibilities?

- **Sensing** types probably will want to stick close to the facts and base decisions on their experience with what has worked in the past. They may believe that most ideas from the Intuitive types are unrealistic and not worth wasting time on.
- **Intuitive** types likely will want to identify new opportunities and possibilities and pursue them with enthusiasm. They may feel that the Sensing types quash their ideas, and therefore their motivation, before giving them a chance.

Conflict Source: Thinking

When everyone on the team has a preference for Thinking, these tensions may arise:

- Conflict may result if team members let their debates get out of hand and start trying to win arguments and score points instead of working together toward a common goal.
- The team may suffer from "paralysis by analysis," which can cause conflict with those outside the team who are waiting for a decision or action.



Conflict Source: Judging–Perceiving Differences

How much scheduling and organization do we need to accomplish our tasks? How much information does the team need to make a decision?

- **Judging** types will want to get things decided, organized, and scheduled right away. They like to plan the work and work the plan. They may see the Perceiving types as wishy-washy, indecisive, and unorganized.
- **Perceiving** types prefer to work at their own pace, which sometimes means finishing in a burst of energy at the last minute. They like to hold off on decisions to make sure they have all the necessary information. They may see the Judging types as controlling.

Team Action Steps

- ▶ Adopt an attitude of respect and appreciation for the other members of your team.
- ▶ Review the four potential sources of conflict and discuss whether they are causing tension, conflict, or stress on the team.
- ▶ In discussing any conflict, be open and honest yet calm about your thoughts and feelings. Invite feedback from others, and then listen carefully to what they have to say.

Your Individual Type and Conflict

As a person who prefers ENTP, ask yourself whether you are contributing to team tension or conflict in the following ways:

- Am I overwhelming quieter team members or constantly interrupting them?
- Am I presenting unrealistic ideas with no supporting data?
- Am I not showing respect for the values of some team members?
- Am I delaying team action by constantly bringing up new information?

Individual Action Steps

- ▶ Reflect further on the questions above and consider any adverse impact on the team.
- ▶ If you are not sure of your impact, ask for feedback from the team or from a trusted team member.
- ▶ Choose one or more team members whose preferences are different from yours and discuss any tensions or conflicts resulting from your different styles.



Similarity/Diversity on Your Team

The degree of type similarity or diversity on a team can affect that team's performance. Your ESTJ team has a mix of fairly similar types, which means its members have similar approaches to problem solving.* Team similarity/diversity affects two aspects of performance: the *process*, or *how* your team goes about performing its tasks; and the *outcome*, or how *well* it performs its tasks. Fairly homogeneous teams like yours may find that the strengths and blind spots associated with an ESTJ team are generally applicable.

Process

Research has shown that members of teams like yours, composed of fairly similar types, may tend to:

- Communicate easily with one another because most of them "speak the same language"
- Share the same values and are comfortable, trusting, and open with one another
- Feel *too* comfortable and not sufficiently challenged by different viewpoints
- Believe that their opinions can influence other members of the team
- Support others' ideas
- Ignore team members whose types are different or pressure them to conform to the group norm
- Compete with one another because individual team members may want to stand out

Outcome and Performance

Research has shown that teams like yours, composed of fairly similar types, may tend to:

- Finish tasks faster than do diverse teams
- Not make good use of the individual talents of team members
- Produce more conventional, less original solutions to problems
- Produce less effective solutions than do highly diverse teams, as judged by external criteria
- Solve problems by consensus, which may preclude development of unique individual solutions
- Be less aware of team blind spots

Team Action Steps

The key to achieving positive outcomes with a type-similar team is to ensure that diverse ideas and opinions are a welcome part of the team process.

- ▶ Find someone outside the team whose type is opposite to your team type to review the team's decision or product before it is released.
- ▶ Have someone play the role of devil's advocate and question assumptions and decisions.
- ▶ Try brainstorming solutions individually before coming together as a team.
- ▶ Identify unique talents or expertise on the team.

* Team similarity/diversity is determined by comparing whole types on the team. It is based on research in communication style and psychological type.



Organizational Influences on Your Team

It is likely that your team behaves like an ESTJ team and the description of your team's strengths and blind spots provided earlier in this report fits fairly well. Additional factors, however, may influence the extent to which your team behaves like an ESTJ team. Three factors are discussed next.

Organizational Culture

Organizational cultures offering a lot of freedom around how tasks are performed increase team members' opportunity to use their various type preferences. If you work in such an environment, your team will be able to exercise its natural ESTJ preferences. Alternatively, if the organizational culture is rigid and requires behaviors that are not natural for an ESTJ team, not all the strengths and blind spots in the ESTJ team description may fit. If your team operates for too long in a culture that does not allow the expression of its members' type preferences, stress or inefficiency may result.

Team Task

The extent to which your team behaves like an ESTJ team also may depend on the kind of work for which the team is responsible. If the task currently assigned to your team is very specific, can be completed over a short time period, and requires behaviors that are associated with opposite type preferences, then the ESTJ description of strengths and blind spots may not fit for your team *at this particular time*. After your team moves on to another assignment, especially if the task is a closer fit for team members' natural preferences, more aspects of the team's type description may fit.

Leadership

The extent to which your team behaves as an ESTJ team also may depend on the personality type of the team leader. If the team leader's type is very different from your ESTJ team type, he or she may influence the team to use different preferences. If that happens, some of the strengths and blind spots for an ESTJ team listed earlier in this report may not fit.

Team Action Steps

- ▶ Discuss how your organization's culture fits with your ESTJ team type. What are the similarities and differences and what effect does each have on your team's performance?
- ▶ List some of the behaviors required to complete the work your team does. Are those behaviors consistent with your ESTJ team type? If not, what preferences are required by the tasks that the team performs?
- ▶ Compare the type of the team leader with the team type. Review similarities and differences and discuss the effect of each on team performance.
- ▶ What can the team do to encourage each member to express his or her natural preferences?



Action Plan for Your Team

Use the chart to make explicit your team’s plan for working together better. In a group discussion, choose team goals. In the chart, list the goals and the actions the team will take to achieve each one. Briefly describe metrics that will be used to indicate success. Set a date to discuss team progress.

Team Goals	Actions Needed	What Will Success Look Like?	Date to Discuss Progress
1.			
2.			
3.			

Your Individual Action Plan

Complete a plan for yourself as well. Think of goals you could achieve that would help you be an even more effective team member. In the chart, write your goals, actions to take to achieve them, and how you will know you are succeeding. Set a date for discussing your progress with the team or with a coach.

My Goals	Actions I Will Take	What Will Success Look Like?	Date to Discuss My Progress
1.			
2.			
3.			

Ask yourself these additional questions:

- Are my individual goals in line with those of the team?
- Are the goals I listed realistic within the time period?
- What kind of help or resources do I need to achieve my goals?
- How can I help others on the team achieve their goals?
- How will I reward myself when I achieve my goals?

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 and improve how they communicate, work, and learn. Visit www.cpp.com to discover practical tools for lifetime learning and development.





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Report prepared for
TEAM FACILITATOR



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To the Facilitator

This team facilitator report is designed to help you lead a team-building session using the MBTI® Team Report. It includes information about the team as a whole and tips to help you guide discussion among team members.

Each member of this team has received an individualized Team Report with two kinds of information:

- **Team**—exactly the same information prints for each team member about the team as a whole.
- **Individual**—type-specific information prints for each team member, describing that person's type and how it might impact the team.

In the sections of this facilitator report that deal with the whole team, you will see exactly the same information everyone on the team sees. Your facilitator report differs from the individual team members' reports in these ways:

- It contains notes to you as the team facilitator. All facilitator notes appear in a red-outlined box with an arrow at the top left corner.
- It identifies where in the team member report the individual team members' information appears. However, the personalized content does not print in your facilitator's report because the information provided differs for team members of different types.

Before you begin your team session:

- Ensure that all team members have already received an interpretation of their MBTI results, either individually or in a group.
- Ask if anyone needs clarification of his or her MBTI results or has any other questions.
- Ask each team member whether he or she is willing to share his or her type preferences with the team. (MBTI results are confidential and should not be shared with others without permission.)
- Read through this entire report, making sure to review the type table on the last page.

At the start of your team session:

- Remind team members why they were asked to take the MBTI assessment.
- Emphasize that the MBTI instrument assesses preferences, not abilities.
- Clearly state that all types are equally valuable and that each has a unique set of strengths and potential blind spots.



Introduction

This report applies information from the *Myers-Briggs Type Indicator*® (MBTI®) instrument to your team. The MBTI tool was developed by Isabel Briggs Myers and Katharine Briggs and is based on Carl Jung's theory of psychological types. MBTI results can help each team member better understand how his or her team works. Knowing about personality type can also increase the quality of interactions among team members. This report's objective is to use the MBTI instrument to help all team members identify team strengths, potential challenges, and ways to improve performance.

This Report Can Help Your Team and You

- Identify strengths and potential challenges
- Work around—or minimize—potential blind spots
- Improve individual and group capacities to solve problems, communicate, and use conflict constructively
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- Reiterate the points emphasizing the benefits and challenges of teamwork.
- Emphasize that to improve the team's effectiveness, each team member needs to actively practice understanding and tolerance of differences. Passive listening will not lead to lasting changes.

How Your MBTI Team Report Is Organized

- Your team's personality type
- Your team's strengths
- Your team's potential blind spots
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Your Team's Personality Type

Learning about your team's personality type will help you understand how the team functions. A team type can be derived in various ways; in this report, it is calculated by counting the number of team members with each preference. The type table below shows the MBTI types of the people on your team.



- The type table below appears on each team member's report. For reference, consider copying it onto a flipchart and, if people agree to waive confidentiality, have them sign in under their type.
- There is no ideal way to determine team type. The method used here is to count individual preferences. Other methods include using the modal (most frequently occurring) type, or the team leader's type. The problem with either of those methods, however, is that the individual preferences that make up the types may be in the minority and therefore may not represent how the team functions.

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ESTJ teams are well equipped for situations in which tough decisions and decisive action are needed. They typically excel at organizing and directing others to accomplish clear, tangible objectives.



Because this is an ESTJ team, be prepared to:

- **Manage your time well; start and stop on time**
- **Demonstrate the practical applications of the type information the team receives**
- **Suggest how type information can be applied to positively affect the bottom line**

Successful teamwork doesn't often 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 effectiveness of your team by taking the action steps presented later in this report. Appreciating and understanding your teammates' personality types is an important first step.



Your Team's Strengths

Teams, like people, have strengths that flow naturally from their preferred type. Teams that understand and use their natural and preferred ways of taking in information and making decisions often achieve strong results. A team is most effective when it uses its preferred style to solve problems and perform tasks.

The chart below provides a snapshot of the strengths your team is likely to use. Not every strength will necessarily apply, however, depending on the mix of individual preferences represented on the team.



Throughout the session, watch for instances of the team using the behaviors described in the team strengths chart. Immediate examples will help bring type alive for the team. If you are already familiar with this team, bring in examples from previous observations.

Team Strengths: ESTJ	Needed?
Making decisions quickly and sticking to them	
Taking immediate action	
Basing decisions on known facts	
Setting clear, tangible goals	
Organizing and planning to meet goals	
Driving others to achieve objectives	
Setting clear expectations for performance	
Achieving practical results	
Monitoring progress and holding itself accountable	
Analyzing problems logically and objectively	

Team Action Steps

- ▶ As a team, discuss each of these strengths.
- ▶ In the second column of the chart, place a check mark next to the strengths your team needs to solve its current problem or accomplish its tasks.
- ▶ Identify how you can best use these strengths to your team's advantage.



- **Be sure to leave enough time for a thorough discussion of team strengths.**
- **Spend more time discussing strengths that are necessary for the team to function effectively given its current challenges.**
- **Ask for examples of one or more strengths in action on a current team assignment.**
- **If many of the strengths don't resonate with the team, see the sections "Similarity/Diversity on Your Team" and "Organizational Influences on Your Team" for possible reasons.**



Your Team's Potential Blind Spots

Just as each team has its strengths, it also has its likely blind spots—behaviors team members don't consider using or don't even see because they are so focused on the behaviors associated with the team's preferences. Blind spots can derail a team unless they are made visible and worked around.

The chart below lists your team's potential blind spots and offers suggestions for managing them. If your team includes a team leader whose type differs from the team type, or team members who are flexible in the use of their preferences, some of these blind spots may not apply.



- **Some teams may gloss over their blind spots, try to change the topic, or become defensive. Work to keep the team focused on discussing its blind spots and the suggested remedies. Help the team devise additional remedies if necessary.**
- **Because this is an ESTJ team, be especially alert to team members':**
 - **Quickly deciding that they understand all their blind spots and moving on to the next topic**
 - **Not appreciating one another's contributions; not listening to one another**
 - **Immediately criticizing teammates' or the facilitator's ideas**

Team Blind Spots: ESTJ	Suggested Remedies
May make snap decisions and move to action too quickly and then have to redo work later	Make sure the team has spent time discussing all the facts, possibilities, and implications of its decision
May quash new ideas, rejecting them as impractical before giving them a chance	Identify inconsistencies or flaws that need to be dealt with to make the new idea work; imagine a best-case scenario
May fail to recognize trends or see the big picture	Ask what would happen if current behavior could be extrapolated 1, 3, or 5 years into the future
May not see the big picture because the team is too focused on short-term results	Ask how the team goals fit into the goals of the other teams, the larger organization, or the community
The team may steamroll over any and all obstacles	Determine whether the obstacle is a sign of failure to consider something important; try to influence others rather than overwhelming them with power
The team may not celebrate successes	Schedule time to celebrate team successes, even small ones



Team Action Steps

- ▶ Have a team member whose type differs from the team type serve as an observer and suggest alternative ways of proceeding.
- ▶ Invite an outsider to perform this function.
- ▶ Read about the strengths and challenges of teams with types different from your team's type.
- ▶ Observe a team with a different team type to learn how that team accomplishes its tasks.
- ▶ Brainstorm ways for the team to overcome its blind spots; post a list of strategies.



- **When reviewing these action steps, be careful not to allow team members to stereotype people whose preferences are opposite those of the team.**
- **If many of the blind spots don't seem to fit this team, see the sections "Similarity/Diversity on Your Team" and "Organizational Influences on Your Team" for possible reasons.**



Your Individual Contributions to the Team

Each member of your team has strengths related to his or her personality type. Knowing more about your type can help you better understand how you can use your strengths to help your team. You are at your best when you are acting out of your natural preferences. According to the results of your MBTI interpretation, you expressed your preferences as [_ _ _ _].



- This page contains information related to the type of the individual team member.
- Give individuals time to review this page and ask them to mark strengths that seem to fit.
- Group activity option: Divide the team into type-alike groups and instruct each group to discuss and agree on what it contributes to the team. Ask each group to present its contributions to the entire team.

Your Type

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



Personalized information prints here in each individual team member's report. Included are a list of the four preferences that make up that person's type and a brief description of his or her whole type. The person's type appears in bold print in a box in the type table at left.

Your Strengths

Used Now?



A list of strengths based on the team member's individual type prints here.

Individual Action Steps

- ▶ Determine which of these behaviors describe you and consider how they are working for you. How might you use those behaviors to help the team?
- ▶ Place a check mark in the second column of the chart above for each behavior you use with the team. Are any of your natural strengths not being brought to the team?
- ▶ With team members, discuss how your strengths can help the team achieve its objectives.



Your Potential Blind Spots

Your type preferences carry with them potential blind spots as well as natural strengths. Team members who identify their blind spots can work around them. In the chart below are a number of potential blind spots along with suggestions for overcoming them.

Potential Blind Spots

Suggested Remedies



- A list of potential blind spots based on the team member's type prints here. For each blind spot, a suggested remedy is found in the same row in the second column.
- Give team members time to review their personalized information.
- Group activity option: Have type-alike groups discuss their blind spots and brainstorm additional remedies. Group work can help allay feelings of defensiveness that can arise when persons are considering blind spots and potential weaknesses.



Personalized text prints here for each team member, comparing his or her type to the team type. Team members are encouraged to use type differences constructively.

Functioning well as an [_ _ _ _] is how you will contribute the most to your team. But it is also important to learn to be flexible when the situation calls for it. Being flexible does not mean changing your type. Being flexible means that you have a clear preference but are able to use an opposite preference when you choose to do so.



The points made about flexibility are very important. Be alert and correct anyone who says that he or she must become a different type to be effective on this team. Reinforce the idea that each team member needs to express his or her own type, but each person also can learn to be flexible.

Individual Action Steps

- ▶ Determine which of the blind spots in the chart describe your behavior on this team.
- ▶ Ask yourself whether any of these behaviors are hindering your team's performance. If yes, try the suggested remedies and ask a team member you trust for feedback to chart your progress.

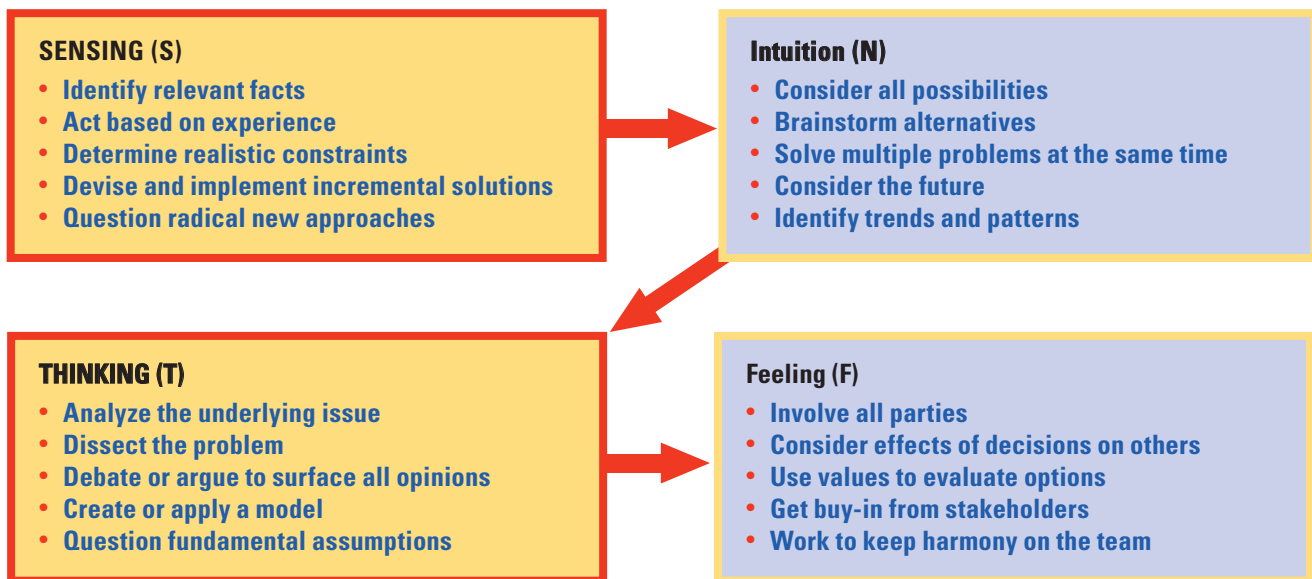
Team Problem Solving

Team problem solving involves collecting information and then making a decision—the two behaviors that form the core of psychological type. Isabel Myers believed that the best way to solve a problem is to use the four type functions deliberately and in a specific order: Sensing, Intuition, Thinking, and Feeling. The arrows in the diagram below illustrate this Z-model process.



The Z-model is the same on every Team Report because following the steps in S – N – T – F order is the best way to make a decision. What changes for each team in its report is that two steps are emphasized, the steps the team prefers (based on the team's type).

Yet when most teams solve problems, they tend to rely more on their two preferred type functions instead of using all four functions in order. Because your team type is ESTJ, the team will tend to rely first on Thinking and then on Sensing, as these behaviors come most easily to your team. So the team will spend most of its time using the behaviors shown in the Thinking and Sensing boxes.



Your team will have less interest in, and spend less time on, behaviors associated with Feeling and Intuition. In fact, it may short-circuit the Z-model process and use *only* the Thinking and Sensing steps. You may notice this dynamic at work in team meetings. However, if the team neglects to use Feeling, it may miss what is most important to its customers or clients. If it neglects to use Intuition, it may reject new ideas and fail to innovate. Team performance may suffer if all four functions are not considered.



Ask the team to discuss a current problem facing it using the Z-model as a guide.

- Don't underestimate how difficult it is for the team to spend time and energy on the non-preferred steps; team members may skip over a step completely or spend little time on it. Point this out if it happens and advise the team to return to that step.
- Encourage this team to use Intuition by asking what the facts suggest may happen in the future and having the team list several possibilities. What is the team's contingency plan?
- Help the team use Feeling by asking who else might be affected by the team's decision or solution. Who are the key stakeholders? What values are reflected in the proposed course of action?

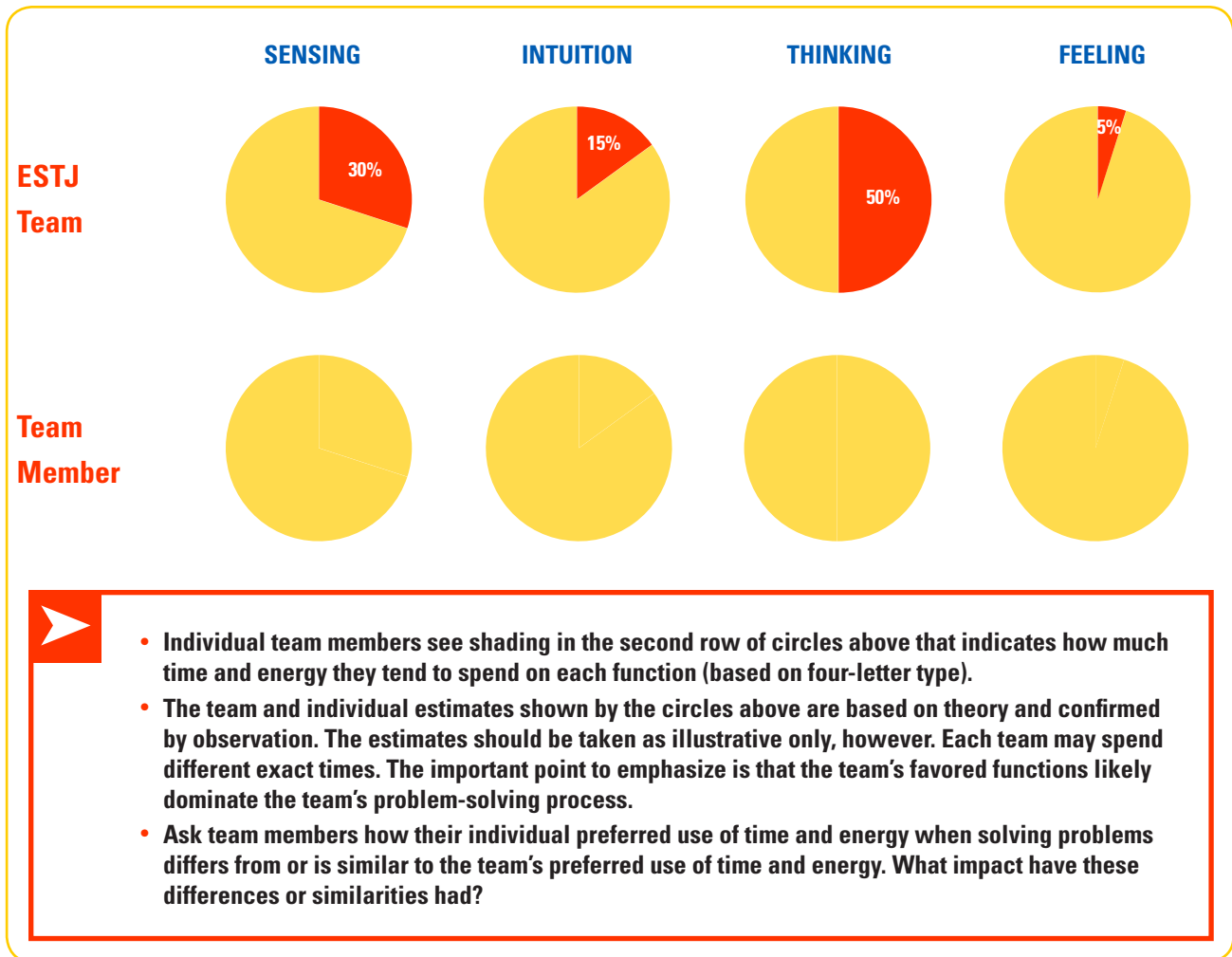
Team Action Steps

- ▶ The next time the team faces a decision, work through the steps in the order indicated by the arrows above.
- ▶ Identify team members, or someone from outside the team, who can help your team address the Intuition and Feeling aspects of problem solving.


Your Individual Type and Problem Solving



- In this section each team member sees a short description of his or her two favored problem-solving steps and the two steps he or she is most likely to ignore.
- Next, text prints noting whether the individual has a problem-solving style similar to the team's or a distinct problem-solving style.
- Point out on the type table if anyone on the team has preferences opposite those of the team type. Ask how the team can capitalize on that opposite perspective when solving problems.



Individual Action Steps

 Personalized text prints here for each individual team member. The text is based on the middle two letters of the team member's type and advocates using all four functions during problem solving.

Team Communication

Many advantages of teamwork—different perspectives on a problem, availability of more information and experience, multiple ideas, and mutual support—can be realized only if team members communicate with one another effectively. Your team type affects how your team tends to communicate.



Because this team prefers ESTJ, be prepared for:

- Tough questions
- Logical analysis and debate of each point

Use the customized action steps in this section to encourage the team to try other ways of communicating.

Team Communication Style: Extraversion

The majority of team members express a preference for Extraversion and may:

- Spend a lot of time communicating with one another, either formally in meetings or informally
- Arrive at solutions through discussion; they tend to think out loud
- Move quickly from one topic to another and interrupt others while doing so
- Overwhelm the quieter team members

Team Communication Style: Sensing

The majority of team members express a preference for Sensing and may:

- Spend a lot of time discussing facts and details
- Focus communication on the immediate problems and issues
- Cut off team members who prefer Intuition and describe them as unrealistic

Team Communication Style: Thinking

Everyone on the team expresses a preference for Thinking. Team members may:

- Like to discuss the pros and cons of each alternative
- Enjoy a lively, friendly debate or argument
- Pick apart one another's communication, looking for inconsistencies or flaws



Team Communication Style: Judging

The majority of team members express a preference for Judging and may:

- Want to communicate only enough information to make a quick decision
- Want to move systematically through the agenda, checking off topics as they go
- Express impatience if anyone brings up issues that might delay taking action

Team Action Steps

- ▶ Make sure that those who prefer Introversions have an opportunity to speak, and when they do, don't interrupt.
- ▶ Ask those who prefer Intuition if they can think of a better way to accomplish the team's goal.
- ▶ Provide time for each team member to discuss his or her most important values and how those values influence his or her behavior on the team.
- ▶ Ask those who prefer Perceiving if there is any more information that needs to be considered before a decision is made.

Your Individual Type and Communication



Personalized text about the team member's communication style prints here. The text is based on four-letter MBTI type.

Individual Action Steps



- Suggested action steps based on the team member's four-letter type print here.
- You might ask each person to commit to following these suggestions and develop a plan for doing so. Perhaps pair up people on the team so that they can make "contracts" with each other. Check in occasionally for feedback and progress reports.

Team Conflict

A certain amount of conflict can be expected on any team. The first step in addressing conflict is to identify possible sources. Tension or conflict can result from either similarities or differences among team members' preferences. Consider below whether some of your team's disagreements, either among team members or with people outside the team, may be due to how team members approach problems and tasks.

If understood and handled appropriately and constructively, conflict can be useful and even productive. It can provide an opportunity to learn how others approach problems and thus can increase creativity. Additionally, when conflict is resolved well, the result can be buy-in and consensus.



- **If the team is experiencing a lot of conflict, revisit this section in a separate session when you can devote plenty of time to the topic. Set ground rules for what is appropriate communication and what constitutes constructive feedback. Start the session with tips on how to give and receive feedback.**
- **During discussions about conflict, encourage participants to use "I" statements. Making "I" statements can help team members avoid the pitfalls of stereotyping people of a different type, blaming problems on a teammate based on the teammate's type, and assigning motives to a person's behavior.**

Conflict Source: Extraversion–Introversion Differences

How much should team members interact and how much discussion do we need?

- **Extraverted** types probably will want to discuss most issues and to arrive at decisions by thinking out loud. They want to know what everyone is thinking. Tension may result if they feel that the Introverts are purposely withholding information, which may lead the Extraverts to question the Introverts' motives or commitment.
- **Introverted** types probably will want to think things through before discussing them. They want to be sure where they stand before they announce a decision. They may feel constantly interrupted and unable to get their work done because they are always being called to meetings or conversations with the Extraverts.

Conflict Source: Sensing–Intuition Differences

Should the team emphasize experience and tradition, or new opportunities and possibilities?

- **Sensing** types probably will want to stick close to the facts and base decisions on their experience with what has worked in the past. They may believe that most ideas from the Intuitive types are unrealistic and not worth wasting time on.
- **Intuitive** types likely will want to identify new opportunities and possibilities and pursue them with enthusiasm. They may feel that the Sensing types quash their ideas, and therefore their motivation, before giving them a chance.



Conflict Source: Thinking

When everyone on the team has a preference for Thinking, these tensions may arise:

- Conflict may result if team members let their debates get out of hand and start trying to win arguments and score points instead of working together toward a common goal.
- The team may suffer from “paralysis by analysis,” which can cause conflict with those outside the team who are waiting for a decision or action.

Conflict Source: Judging–Perceiving Differences

How much scheduling and organization do we need to accomplish our tasks? How much information does the team need to make a decision?

- **Judging** types will want to get things decided, organized, and scheduled right away. They like to plan the work and work the plan. They may see the Perceiving types as wishy-washy, indecisive, and unorganized.
- **Perceiving** types prefer to work at their own pace, which sometimes means finishing in a burst of energy at the last minute. They like to hold off on decisions to make sure they have all the necessary information. They may see the Judging types as controlling.

Team Action Steps

- ▶ Adopt an attitude of respect and appreciation for the other members of your team.
- ▶ Review the four potential sources of conflict and discuss whether they are causing tension, conflict, or stress on the team.
- ▶ In discussing any conflict, be open and honest yet calm about your thoughts and feelings. Invite feedback from others, and then listen carefully to what they have to say.

Your Individual Type and Conflict



- **Personalized text prints here, including four questions that ask the individual to determine whether and how he or she might be contributing to conflict on the team. Each question is related to one of the preferences in the person’s four-letter type.**
- **Group activity option: Divide participants into type-alike groups. Ask the groups to answer the questions and discuss the answers. Then have them share their discussion with the whole team.**

Individual Action Steps

- ▶ Reflect further on the questions above and consider any adverse impact on the team.
- ▶ If you are not sure of your impact, ask for feedback from the team or from a trusted team member.
- ▶ Choose one or more team members whose preferences are different from yours and discuss any tensions or conflicts resulting from your different styles.



Similarity/Diversity on Your Team

The degree of type similarity or diversity on a team can affect that team's performance. Your ESTJ team has a mix of fairly similar types, which means its members have similar approaches to problem solving.* Team similarity/diversity affects two aspects of performance: the *process*, or *how* your team goes about performing its tasks; and the *outcome*, or how *well* it performs its tasks. Fairly homogeneous teams like yours may find that the strengths and blind spots associated with an ESTJ team are generally applicable.



Because this is a team with a lot of type similarity:†

- Allow plenty of time for the team to discuss the action steps, which will help build more diversity into team discussions and decisions.
- Push the team to go beyond its comfort zone, which will likely require it to use other type functions and act out of preference.

Process

Research has shown that members of teams like yours, composed of fairly similar types, may tend to:

- Communicate easily with one another because most of them “speak the same language”
- Share the same values and are comfortable, trusting, and open with one another
- Feel *too* comfortable and not sufficiently challenged by different viewpoints
- Believe that their opinions can influence other members of the team
- Support others' ideas
- Ignore team members whose types are different or pressure them to conform to the group norm
- Compete with one another because individual team members may want to stand out

Outcome and Performance

Research has shown that teams like yours, composed of fairly similar types, may tend to:

- Finish tasks faster than do diverse teams
- Not make good use of the individual talents of team members
- Produce more conventional, less original solutions to problems
- Produce less effective solutions than do highly diverse teams, as judged by external criteria
- Solve problems by consensus, which may preclude development of unique individual solutions
- Be less aware of team blind spots

* Team similarity/diversity is determined by comparing whole types on the team. It is based on research in communication style and psychological type.

† The discussion in this section and determination of team similarity/diversity is based in part 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.



Team Action Steps

The key to achieving positive outcomes with a type-similar team is to ensure that diverse ideas and opinions are a welcome part of the team process.

- ▶ Find someone outside the team whose type is opposite to your team type to review the team's decision or product before it is released.
- ▶ Have someone play the role of devil's advocate and question assumptions and decisions.
- ▶ Try brainstorming solutions individually before coming together as a team.
- ▶ Identify unique talents or expertise on the team.



Organizational Influences on Your Team

It is likely that your team behaves like an ESTJ team and the description of your team's strengths and blind spots provided earlier in this report fits fairly well. Additional factors, however, may influence the extent to which your team behaves like an ESTJ team. Three factors are discussed next.

Organizational Culture

Organizational cultures offering a lot of freedom around how tasks are performed increase team members' opportunity to use their various type preferences. If you work in such an environment, your team will be able to exercise its natural ESTJ preferences. Alternatively, if the organizational culture is rigid and requires behaviors that are not natural for an ESTJ team, not all the strengths and blind spots in the ESTJ team description may fit. If your team operates for too long in a culture that does not allow the expression of its members' type preferences, stress or inefficiency may result.



Don't allow any discussion of organizational culture to devolve into a complaint session; discourage "If only the organization..." statements. Keep the focus on identifying possible mismatches between the team type and the organizational culture and then help the team problem-solve.

Team Task

The extent to which your team behaves like an ESTJ team also may depend on the kind of work for which the team is responsible. If the task currently assigned to your team is very specific, can be completed over a short time period, and requires behaviors that are associated with opposite type preferences, then the ESTJ description of strengths and blind spots may not fit for your team *at this particular time*. After your team moves on to another assignment, especially if the task is a closer fit for team members' natural preferences, more aspects of the team's type description may fit.



If the team has been working for a long time on tasks that require behaviors associated with opposite preferences, have the team members identify:

- **How they can celebrate success in a way that is compatible with their team type**
- **Other tasks they might perform proactively that would be a better match for their team type**

Leadership

The extent to which your team behaves as an ESTJ team also may depend on the personality type of the team leader. If the team leader's type is very different from your ESTJ team type, he or she may influence the team to use different preferences. If that happens, some of the strengths and blind spots for an ESTJ team listed earlier in this report may not fit.



If a fair amount of trust exists between the team members and the leader, you might ask the team leader how the team frustrates him or her and also ask the team to give feedback to the leader as to what he or she could do differently to be more effective with this team.



Team Action Steps

- ▶ Discuss how your organization’s culture fits with your ESTJ team type. What are the similarities and differences and what effect does each have on your team’s performance?
- ▶ List some of the behaviors required to complete the work your team does. Are those behaviors consistent with your ESTJ team type? If not, what preferences are required by the tasks that the team performs?
- ▶ Compare the type of the team leader with the team type. Review similarities and differences and discuss the effect of each on team performance.
- ▶ What can the team do to encourage each member to express his or her natural preferences?

Action Plan for Your Team



Use the charts as a template for helping the team identify specific actions to take after the session.

- The team should commit to goals to work toward with corresponding action steps, plus dates for reporting progress as a way to ensure accountability.
- Each team member should also identify individual goals—preferably closely linked to team and organizational objectives—actions needed to reach those goals, and a date to discuss progress with the team.

Use the chart to make explicit your team’s plan for working together better. In a group discussion, choose team goals. In the chart, list the goals and the actions the team will take to achieve each one. Briefly describe metrics that will be used to indicate success. Set a date to discuss team progress.

Team Goals	Actions Needed	What Will Success Look Like?	Date to Discuss Progress
1.			
2.			
3.			



Your Individual Action Plan

Complete a plan for yourself as well. Think of goals you could achieve that would help you be an even more effective team member. In the chart, write your goals, actions to take to achieve them, and how you will know you are succeeding. Set a date for discussing your progress with the team or with a coach.

My Goals	Actions I Will Take	What Will Success Look Like?	Date to Discuss My Progress
1.			
2.			
3.			

Ask yourself these additional questions:

- Are my individual goals in line with those of the team?
- Are the goals I listed realistic within the time period?
- What kind of help or resources do I need to achieve my goals?
- How can I help others on the team achieve their goals?
- How will I reward myself when I achieve my goals?

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MBTI® Type Table

Sample Team 091012

(N = 5)

SENSING		INTUITION			
Thinking	Feeling	Feeling	Thinking		
ISTJ n = 2 40%	ISFJ n = 0 0%	INFJ n = 0 0%	INTJ n = 0 0%	Judging	INTROVERSION
ISTP n = 0 0%	ISFP n = 0 0%	INFP n = 0 0%	INTP n = 0 0%	Perceiving	
ESTP n = 0 0%	ESFP n = 0 0%	ENFP n = 0 0%	ENTP n = 1 20%	Perceiving	EXTRAVERSION
ESTJ n = 1 20%	ESFJ n = 0 0%	ENFJ n = 0 0%	ENTJ n = 1 20%	Judging	

Preferences		Attitude Pairs		Function Pairs		Energy and Perception		Judging and Orientation		Temperaments							
	n	%	n	%	n	%	n	%	n	%	n	%					
E	3	60	EJ	2	40	ST	3	60	ES	1	20	TJ	4	80	SJ	3	60
I	2	40	EP	1	20	SF	0	0	EN	2	40	TP	1	20	SP	0	0
S	3	60	IJ	2	40	NF	0	0	IS	2	40	FJ	0	0	NF	0	0
N	2	40	IP	0	0	NT	2	40	IN	0	0	FP	0	0	NT	2	40
T	5	100															
F	0	0															
J	4	80															
P	1	20															

Note: Percentages may not total 100 due to rounding.



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