



Myers-Briggs Type Indicator® Team Report

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

Number of People on Your Team with Each Preference

E Extraversion	4	I Introversion	4
S Sensing	4	N Intuition	4
T Thinking	4	F Feeling	4
J Judging	4	P Perceiving	4

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.

Counting your team members' preferences results in ties on one or more of the MBTI dichotomies. The tie was broken using a system based on both observations of similar teams and research on which preferences are more commonly used and rewarded in typical workplace settings.

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 ISFP.

Your Type: ISFP

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

I Introversion
S Sensing
F Feeling
P Perceiving

ISFPs are quiet and devoted. On a team they try to help others in practical ways consistent with their deeply held values.

Your Strengths: ISFP

Used Now?

Considering the impact of team decisions on team members and others	
Basing your opinions on values to which you are deeply committed	
Asking team members what they think	
Listening carefully to others' opinions	
Finding ways to agree with others	
Striving for harmony	
Negotiating win-win solutions	
Bringing all the relevant facts to the team for discussion	
Reminding team members of common values	
Being sensitive to the needs of individual team members	
Acting as a sounding board for other team members	
Being loyal to team members	

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: ISFP	Suggested Remedies
May keep your opinions to yourself even when hearing what you have to say would help the team	Take a class in assertiveness training or public speaking; write up your ideas prior to the meeting and ask to be put on the agenda
May focus too much on short-term solutions	Analyze the problem to ensure that your proposed solutions address underlying causes and not just the symptoms
May neglect to set timelines and fail to follow through	To keep yourself on track, make a personal commitment to a teammate to follow through
May be overly sensitive to criticism	If you think you are being criticized by a teammate, ask for clarification in a one-on-one meeting
May not be comfortable taking the initiative or assuming a leadership position	In an area that you know well, take on some leadership for a task or project, perhaps sharing responsibility with someone you trust
May not establish broad networks of people who can provide support and resources for your projects	Set a goal to meet and have a conversation with a certain number of new people over the next 6 months

Your preferences for ISFP 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 ISFP 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.

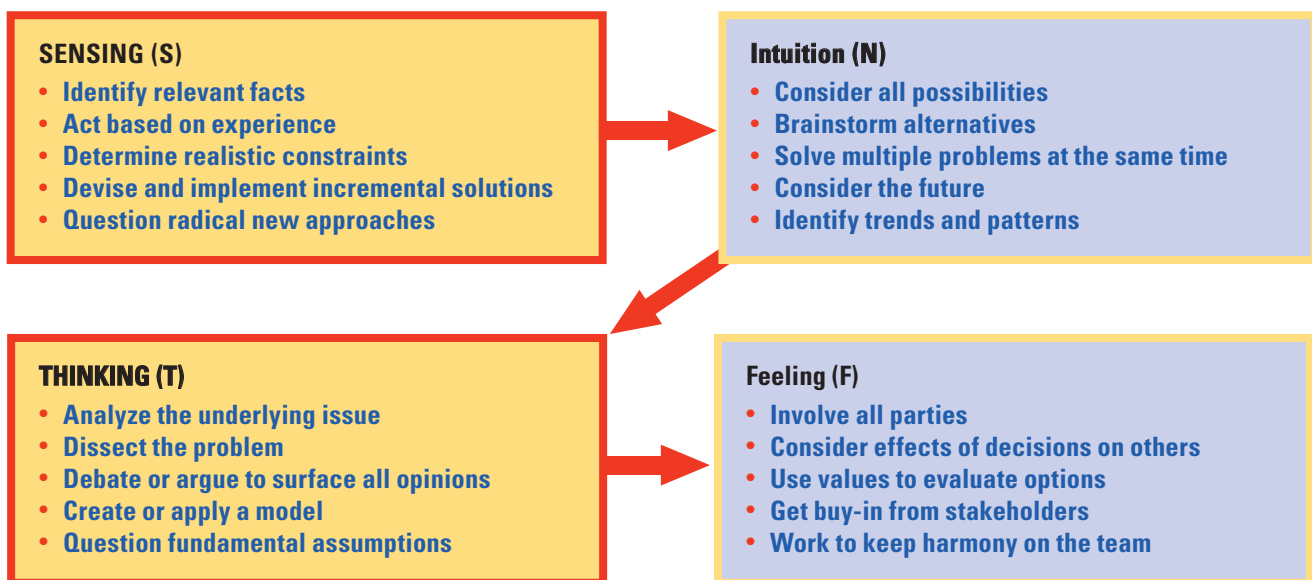
Individual Action Steps

- ▶ 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

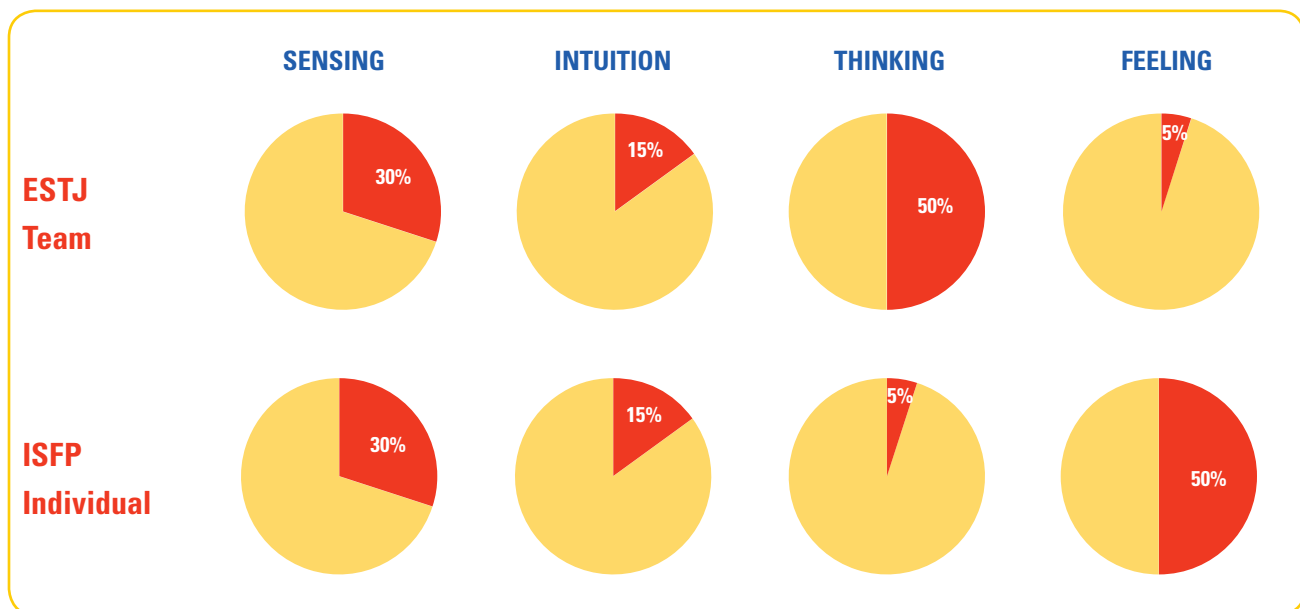
- ▶ The next time the team faces a decision, work through the steps in the order indicated by the arrows above.
- ▶ Identify team members, or someone from outside the team, who can help your team address the Intuition and Feeling aspects of problem solving.



Your Individual Type and Problem Solving

As a person who prefers ISFP, you likely prefer a problem-solving style that primarily involves the use of Feeling and Sensing. You tend to take into account the values and experience of others, which you then use as a guide in solving the current problem. You probably are concerned about the impact of the team's decisions on others. You are less likely to look objectively at the long-term implications of solutions or to consider their strategic impact.

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



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 and Introversion

Half the people on your team prefer Extraversion and half prefer Introversion.

- Extraverted types may dominate the conversation, perhaps making it difficult for Introverted types to break in
- This balance could be a strength as members of the team think out loud and then pause to think through important issues in depth

Team Communication Style: Sensing and Intuition

Half the people on your team prefer Sensing and half prefer Intuition.

- This balance could be a strength as members of the team consider new ideas and possibilities and then evaluate how practical they are
- Problems may arise if unrealistic new ideas are continually presented and then dismissed

Team Communication Style: Thinking and Feeling

Half the people on your team express a preference for Thinking and half express a preference for Feeling.

- This balance could be a strength as members of the team consider both the logical consequences of new ideas and their potential impact on people
- Problems may arise if the Thinking types dismiss the Feeling types' concerns and if the Feeling types will consider only favorable scenarios

Team Communication Style: Judging and Perceiving

Half the people on your team express a preference for Judging and half express a preference for Perceiving.

- This balance could be an asset for the team, if there is a discussion of new information followed by a decision and a plan
- Problems may arise if the Judging types want to cut off discussion too soon and if the Perceiving types keep bringing up new information, causing delays



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.
- ▶ Ask those who prefer Feeling how the team can enlist cooperation from others or improve cooperation within 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 reveal your thoughts to others only after you have had time to think things through, and you are selective about the people with whom you choose to communicate. Your personal values and concern for others often are apparent when you speak or write. Your communication tends to be about what is happening now. You express support for others and are concerned about how information or decisions will affect them. You may feel uncomfortable revealing your opinions or personal information. You may communicate comfortably only with people to whom you are very close. You may state your need for more information.

Individual Action Steps

- ▶ Make an effort to bring one or two more people into your inner circle.
- ▶ Communicate more about yourself and your opinions in order to provide your team with another perspective.
- ▶ Work at conveying the pros and cons of alternatives and describing logical outcomes.
- ▶ Let others know when you have stopped collecting information and have made a decision.



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–Feeling Differences

Should the team make decisions by objectively weighing pros and cons, or by subjectively considering values and impact on others?

- **Thinking** types will want to make logical decisions based on sound and agreed-on principles that can be applied fairly and evenly. They may believe that the Feeling types are playing favorites or are unwilling to make the tough decisions needed.
- **Feeling** types prefer to make their decisions based on values—on what is most important to them or to others. They may perceive the Thinking types as cold or uncaring.



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 ISFP, ask yourself whether you are contributing to team tension or conflict in the following ways:

- Am I holding back when I have an opinion?
- Am I prematurely dismissing new ideas?
- Am I more interested in people and process than in results?
- 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 very diverse mix of types, which means its members have very different 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. Diverse teams like yours may find that the strengths and blind spots associated with an ESTJ team are sometimes, but not always, applicable.

Process

Research has shown that members of teams like yours, with a diverse mix of types, may tend to:

- Have difficulty understanding one another
- Be less open with one another than are members of more type-alike teams
- Have difficulty influencing teammates
- Have difficulty reaching consensus or achieving buy-in
- Be confused about the best way to proceed
- Not support one another's ideas or approaches
- Allow the loudest or most persistent team members to prevail in group discussions

Outcome and Performance

Research has shown that teams like yours, with a mix of diverse types, may tend to:

- Make good use of team resources, particularly in terms of identifying and using the talents of the right person for the right task
- Produce more original solutions to problems due to the diversity of viewpoints
- Produce better solutions than do highly similar teams, as judged by external criteria
- Be more aware of and work around blind spots usually associated with your team type

Team Action Steps

The key to achieving positive outcomes with a type-diverse team is to focus on the process and make constructive use of type differences:

- ▶ Have each team member state what is important to him or her regarding the team's task. Listen for common themes in the responses to determine shared interests.
- ▶ Spend more time than you might think necessary agreeing on the team's goals or mission; discuss how you will know when you reach your goals.
- ▶ Practice active listening: paraphrase what the other person said to confirm; don't assume, ask; when summarizing, look for points of agreement.
- ▶ Discuss the team members' individual type descriptions and note how each type's strengths can be an asset to the team.
- ▶ Identify a team member whose particular skill is consensus building or group process and have him or her facilitate meetings. If that doesn't work, or if no team member is willing to assume this role, consider using an outside facilitator.

* 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.

