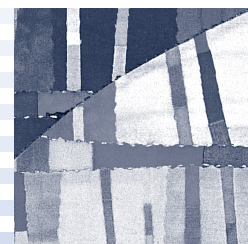


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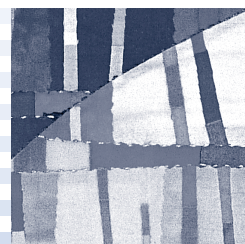
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Introduction



The purpose of *Introduction to Type® and Teams* is to help you understand your *Myers-Briggs Type Indicator®* (MBTI®) tool results and the relationship of those results to your work on a team. While the tool has been used successfully with individuals, its power can be multiplied when applied to teams, as its use worldwide in teambuilding attests.

This booklet presents a framework designed to assist teams in functioning more productively. The MBTI tool is useful to teams because it is based on the idea that we all have unique gifts to offer and challenges to overcome. In teams we work together, attempting to maximize each member's special talents, thereby minimizing gaps in knowledge and skills. Applying the information in this booklet to teams and teambuilding will help the team to succeed.

To demonstrate the wide-ranging benefits of the MBTI tool, this booklet covers six core issues affecting teams today: communication, team culture, leadership, change, problem solving/conflict resolution, and stress. The type descriptions include sample responses of each of the sixteen types to each of the core issues. Team members can use these examples to enhance their type awareness and thereby increase both individual and team effectiveness.

Teams and Teambuilding

A team is a group of two or more people working together to accomplish a task. This may seem obvious, yet many people when faced with the word *team* think only of sports. Just as each member of a sports team has a different role to play and skills to offer, so do members of work teams. The

MBTI tool provides a framework for understanding differences in what each team member brings to the team.

Teambuilding—as conducted with the help of the MBTI tool—is the process by which a group of individuals are encouraged to learn about themselves, each other, their leader(s), and how these components fit together to boost team success. Use this booklet to help initiate teambuilding or to continue to reinforce a teambuilding effort that has already begun.

The MBTI® Tool and Its Benefits to Teams

The MBTI tool reflects individual preferences for source of energy (Extraversion–Introversion), taking in information (Sensing–Intuition), decision making (Thinking–Feeling), and lifestyle (Judging–Perceiving). Sixteen unique personality types result from the combinations of these four MBTI preference dichotomies. This booklet will help you understand your type and the relationship of your preferences to the way you and other team members interact. As you read the descriptions, remember that although your preferences may lead you to behave in certain predictable ways, organizational and personal goals may also induce you to act in ways that are different from your natural preferences.

The MBTI® Tool and Team Effectiveness

The MBTI tool specifically aids team members by

- Fostering openness and trust
- Providing a neutral and affirmative language with which to discuss differences
- Underscoring the value of diversity
- Teaching team members to value and work with the strengths of others
- Helping increase productivity by aligning an individual's MBTI preferences to particular team tasks
- Identifying team assets and blind spots

- Supplying a framework in which team members can better understand and manage
 - Communication
 - Team culture
 - Leadership
 - Change
 - Problem solving/conflict resolution
 - Stress

According to Mary McCaulley (1975), the MBTI tool allows us to make predictions about team effectiveness based on psychological type, such as the following:

- The more similar the types on a team, the more readily the team members will understand each other
- The more dissimilar the types on a team, the slower the understanding
- Groups with high similarity will reach decisions more quickly but are more likely to make errors due to inadequate representation of all viewpoints
- Groups with members of many different types will reach decisions more slowly (and painfully) but may reach better decisions because more viewpoints are covered
- Teams with only a single representative of a certain preference (e.g., only one Introvert) may fail to appreciate the gifts/skills associated with that preference and may view that member as different
- Teams that come to appreciate and use different types may experience less conflict

- Successful teams with members of many different types promote the personal development of team members by encouraging learning from the gifts of other types

This booklet gives you the opportunity to explore psychological type as it relates to you, your team, and your team's leadership. The information provided can serve as a guide to understanding and enriching team relationships by helping each team member make the most of his or her distinctive style. Use it to make your day-to-day work on the team more rewarding and enjoyable.

Key Things to Remember About the MBTI® Tool

Keep the following things in mind when exploring type to ensure a positive experience for all:

- Type is about preferences; type is *not* about knowledge, skills, or abilities
- There are no right or wrong preferences
- No preferences are unhealthy or inappropriate
- Type is not an excuse—we can all use every function (Sensing–Intuition, Thinking–Feeling) and every attitude (Extraversion–Introversion, Judging–Perceiving)
- Each team member is the best judge of *his or her own* preferences
- Type should empower team members, not limit them