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Introduction

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

This booklet presents a framework designed to help teams function more productively. The MBTI assessment 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 this information in this booklet to teams and team building will help teams succeed.

To demonstrate the wide-ranging benefits of the MBTI assessment, 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 16 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 TEAM BUILDING

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 assessment provides

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

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

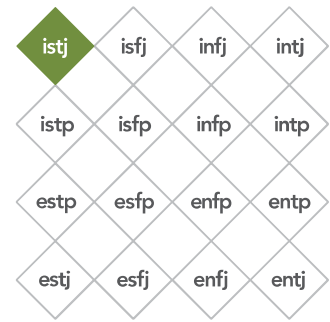
THE MBTI® ASSESSMENT AND ITS BENEFITS TO TEAMS

The MBTI assessment reflects individual preferences for directing and receiving energy (Extraversion or Introversion), taking in information (Sensing or Intuition), making decisions and coming to conclusions (Thinking or Feeling), and approaching the outside world (Judging or Perceiving). Sixteen unique personality types result from the combinations of these eight MBTI preferences. 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.



HALLMARK: DEPENDABILITY

Thorough, hardworking, and responsible, ISTJs work well within traditional structures, following standard procedures and keeping track of facts and details. They clarify responsibilities and roles, seek to maintain what is efficient and useful, and follow through on their commitments.



COMMUNICATION

ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Classifying data in explicit, understandable chunks	Withholding viewpoints until late in the process	Interrupt and talk too much	Keeping people informed
Using logical arguments backed by specifics and realism	Neglecting interpersonal niceties	Waste team's time by discussing issues that are personal, unrelated to the task, or too abstract	Considering the human element and communicating deserved appreciation

TEAM CULTURE

ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Respecting tradition and hierarchical structures	Being too serious a stick-in-the-mud	Lack focus and follow-through	Having fun and allowing for spontaneity
Staying on task, being an example to others with their consistent follow-through	Expecting others to conform to standard operating procedures and thus not encouraging innovation	Fail to acknowledge practical, utilitarian aspects of an idea or process	Developing tolerance and appreciation for those who use nontraditional methods

LEADERSHIP

ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Quietly organizing and maintaining order by providing logic and common sense	Being too task focused and rule bound	Are unreliable or fail to take commitments seriously	Being more open to possibilities and alternative methods and procedures
Modeling efficiency and dependability	Neglecting to solicit or acknowledge contributions of others	Propose untried, impractical, or imprecise plans of action	Being more outwardly inclusive and appreciative of others