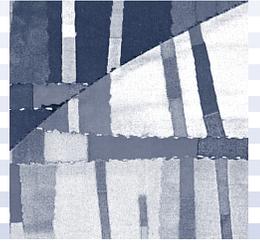


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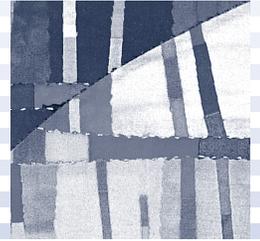
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Introduction



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

ESFJ

Hallmark: Affiliation

Helpful, warm, and cooperative, ESFJs work well when they can serve the needs of people in a structured, timely, and practical way. They strive to ensure that people and tasks are organized harmoniously. Exercising determination and follow-through, they work to achieve results that make things better for all concerned.

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

Communication

ESFJs contribute by:	May irritate team members by:	May be irritated by team members who:	Can maximize effectiveness by:
<ul style="list-style-type: none"> ■ Soliciting comments from others and acknowledging their ideas ■ Providing sequential, organized, and detailed information to help team members stay on track 	<ul style="list-style-type: none"> ■ Focusing on the specifics of an issue and not seeing the overall themes ■ Appearing meddlesome by assuming they know what others need 	<ul style="list-style-type: none"> ■ Are critical and fault finding ■ Interrupt, don't listen, or are inconsiderate to whoever is speaking 	<ul style="list-style-type: none"> ■ Taking time to examine whether there's a pattern or deeper meaning to a set of facts ■ Practicing detachment, allowing others to reach their own conclusions

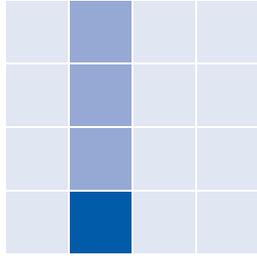
Team Culture

ESFJs contribute by:	May irritate team members by:	May be irritated by team members who:	Can maximize effectiveness by:
<ul style="list-style-type: none"> ■ Supplying warmth, loyalty, and stability ■ Creating an atmosphere where team members understand their roles and their importance to the team 	<ul style="list-style-type: none"> ■ Desiring harmony to the point of pushing people to get along ■ Supporting traditional ways of doing things at the expense of innovation 	<ul style="list-style-type: none"> ■ Seem indifferent and don't get involved ■ Deviate from agendas and don't follow timelines 	<ul style="list-style-type: none"> ■ Understanding that people can often work together effectively without being friends ■ Being more open to new methods and non-traditional thinking

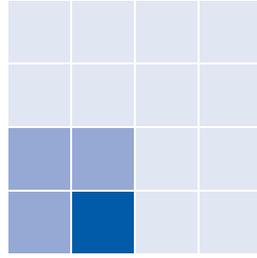
Leadership

ESFJs contribute by:	May irritate team members by:	May be irritated by team members who:	Can maximize effectiveness by:
<ul style="list-style-type: none"> ■ Conscientiously and enthusiastically striving for cooperation and consensus ■ Acting decisively and consistently with the practical needs of people in mind 	<ul style="list-style-type: none"> ■ Backing away from giving necessary criticism ■ Micromanaging or being too helpful to those who like to work independently 	<ul style="list-style-type: none"> ■ Don't follow through on team commitments ■ Give unclear, vague, or general instructions 	<ul style="list-style-type: none"> ■ Recognizing that praise alone may not offer enough specific guidance to help people develop ■ Understanding that permitting others to work on their own, in their own way, can provide a needed break

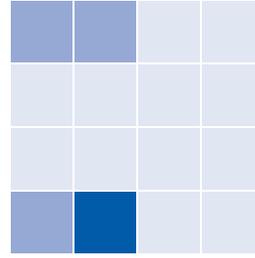
Function: SF
Sympathetic, friendly



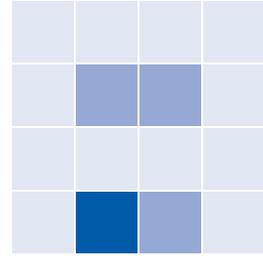
Quadrant: ES
Energetic, practical



Temperament: SJ
Responsible, loyal



Dominant: Feeling
Ethical, compassionate



Change

ESFJs contribute by:	May irritate team members by:	May be irritated by team members who:	Can maximize effectiveness by:
<ul style="list-style-type: none"> Managing the day-to-day needs of people during times of uncertainty Offering a systematic and practical perspective based on past experience 	<ul style="list-style-type: none"> Making decisions too quickly without considering the logical ramifications Trying to fit the change into a preconceived, sequential structure 	<ul style="list-style-type: none"> Take a casual, “let’s wait and see” approach Disregard standard operating procedures 	<ul style="list-style-type: none"> Considering data critically and analyzing the pros and cons of an action before responding Staying open to new information and possibilities as they arise

Problem Solving/Conflict Resolution

ESFJs contribute by:	May irritate team members by:	May be irritated by team members who:	Can maximize effectiveness by:
<ul style="list-style-type: none"> Using their storehouse of specific knowledge to help people connect and cooperate in the search for solutions Happily creating order, clarity, and structure out of confusion 	<ul style="list-style-type: none"> Actively avoiding conflict or pretending a problem doesn’t exist Being overly sensitive to criticism and taking comments personally 	<ul style="list-style-type: none"> Play devil’s advocate Fail to take seriously causes or people that are important to them 	<ul style="list-style-type: none"> Realizing that confronting a conflict head-on may allow it to be resolved much sooner Understanding that finding and correcting flaws can make a good solution even better

Stress

ESFJs contribute to reducing team stress by:	Under stress may irritate team members by:	Under stress may be irritated by team members who:	Can maximize effectiveness when under stress by:
<ul style="list-style-type: none"> Championing the importance of taking all team members’ feelings into account Being dutiful and dependable and striving to offer others unconditional positive regard 	<ul style="list-style-type: none"> Trying to please too many people too often Acting or speaking on another’s behalf without permission 	<ul style="list-style-type: none"> Give them last-minute assignments Don’t appreciate their hard work and take their support for granted 	<ul style="list-style-type: none"> Paying attention to and honoring their own needs as well as those of others Realizing that another’s power may be diminished when prevented from solving his or her own problems