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

Understanding Your Preferences

Because people sometimes answer questions in the MBTI assessment the way they think they should, rather than the way they really feel, it is important for you to confirm your assessment results. This is the "best-fit" process.

Examining Your MBTI® Preferences

As part of the process of validating your best-fit type, you will want to read over the descriptions in the "MBTI® Preferences" chart below. Examine the items under each heading—Source of Energy, Taking in Information, Decision Making, and Lifestyle—and mark those statements that are most like you. Then compare opposing preferences, looking to see if you have marked more items under Extraversion or Introversion, Sensing or Intuition, and so on. This will help you both understand and confirm your best-fit type. Remember, you are the best judge of what your preferences are.

MBTI® Preferences

Source of Energy

Extraversion	Introversion
People with a preference for Extraversion direct and receive energy from the outer world. Extraverts are more likely to	People with a preference for Introversion direct and receive energy from the inner world. Introverts are more likely to
• Prefer action over reflection	• Prefer reflection over action
• Talk things over in order to understand them	• Think things through in order to understand them
• Prefer spoken communication	• Prefer written communication
• Share their thoughts freely	• Guard their thoughts until they are (almost) perfect
• Act and respond quickly	• Consider and think deeply
• Extend themselves into the environment	• Defend against external demands and intrusions
• Enjoy working in groups	• Enjoy working alone or with one or two others
• Put themselves in the foreground	• Stay in the background

Taking in Information

Sensing

People with a preference for Sensing like to take in information in a precise and exact manner. Sensing types are more likely to

- Like hearing facts and details first
- Prefer the tried and true
- Emphasize the pragmatic
- Desire predictability
- See problems as needing specific solutions based on past experience
- Focus on the practical applications of a situation
- Want to know what is
- Value realism

Intuition

People with a preference for Intuition like to take in information in an ad hoc, innovative manner. Intuitive types are more likely to

- Like hearing general concepts first
- Prefer the new and untried
- Emphasize the theoretical
- Desire change
- See problems as opportunities to innovate based on inspiration
- Focus on the future possibilities of a situation
- Want to know what could be
- Value imagination

Decision Making

Thinking

People with a preference for Thinking seek general truths and objectivity when making decisions. Thinking types are more likely to

- Seek logical clarity
- Question first
- Have an interest in data
- Know when logic is required
- Prefer things to be objective
- Remain detached when making a decision, weighing the pros and cons
- Search for the flaws in an argument
- Strive to be fair

Feeling

People with a preference for Feeling seek individual and interpersonal harmony when making decisions. Feeling types are more likely to

- Seek emotional clarity
- Accept first
- Have an interest in people
- Know when support is required
- Prefer things to be personal
- Remain personally involved when making a decision, weighing values
- Search for points of agreement in an argument
- Strive to be compassionate

Lifestyle

Judging

People with a preference for Judging like to come to closure and to act on decisions. Judging types are more likely to

- Want things to be settled and ordered
- Finish tasks *before* the deadline
- Like goals and results
- Limit surprises
- Draw conclusions
- Quickly commit to plans or decisions
- See routines as effective
- Trust the plan

Perceiving

People with a preference for Perceiving like to remain open and adapt to new information. Perceiving types are more likely to

- Want things to be flexible and open
- Finish tasks *at* the deadline
- Like to see what turns up
- Enjoy surprises
- Stay tentative
- Reserve the right to change plans or decisions
- See routines as limiting
- Trust the process

Examining Your MBTI® Preferences at Work

Next, think about your preferences regarding work situations. As you did on the "MBTI® Preferences" chart, look through the descriptions on the "MBTI® Preferences at Work" chart below and mark those that best capture how you are at work. Then compare opposing preferences, looking to see if you have marked more items under Extraversion or Introversion, Sensing or Intuition, and so on. Once again, this will serve you in understanding and confirming your best-fit type.

MBTI® Preferences at Work

At work, Extraverts are more likely to
- Speak–think–speak
- Favor an energetic atmosphere
- Desire an action-oriented leader
- Have an enthusiastic approach to change
- Prefer to start the problem-solving process as a group
- Find too little interaction stressful

At work, Introverts are more likely to
- Think–speak–think
- Favor a calm atmosphere
- Desire a contemplative leader
- Have a measured approach to change
- Prefer to start the problem-solving process individually
- Find too much interaction stressful

At work, Sensing types are more likely to
- Talk in specific terms
- Value being surrounded by realistic people
- Want pragmatic leadership
- Proceed step by step during change
- Prefer to employ established problem-solving methods
- Feel stressed when overloaded with abstract theories

At work, Intuitive types are more likely to
- Talk in general terms
- Value being surrounded by imaginative people
- Want visionary leadership
- Jump from step to step during change
- Prefer to create new problem-solving methods
- Feel stressed when overloaded with specific details

At work, Thinking types are more likely to
- Offer objective advice
- Want standards that are fair to people
- Desire just leadership
- Prefer change to be logical
- Look at problems in terms of cause and effect
- Find incompetence stressful

At work, Feeling types are more likely to
- Offer supportive advice
- Want standards that are sympathetic to people
- Desire compassionate leadership
- Prefer change to be harmonious
- Look at problems in terms of their impact on people
- Find lack of cooperation stressful

At work, Judging types are more likely to
- Want communication to be systematic
- Prefer their environment to be scheduled
- Like a leader to be planful
- Take an outcome-oriented approach to change
- Be comfortable moving toward a fixed solution
- Find indecisiveness stressful

At work, Perceiving types are more likely to
- Want communication to be spontaneous
- Prefer their environment to be flexible
- Like a leader to be adaptable
- Take a process-oriented approach to change
- Be comfortable keeping options open
- Find premature closure stressful

Relating Your MBTI® Preferences to Six Core Team Issues

After you've had a chance to consider and begin to determine your preferences on the earlier charts, you will want to look at the charts on the next several pages. This will give you yet another opportunity to confirm and understand your preferences and to determine your best-fit type.

Relating MBTI® Preferences to Communication

In communicating, Extraverts are more likely to

- Share things openly
- Seek large-group interaction
- Be enthusiastic and activity oriented
- Want fellowship

In communicating, Introverts are more likely to

- Keep things to themselves
- Seek small-group interaction
- Be calm and reserved
- Want autonomy

In communicating, Sensing types are more likely to

- Enjoy practical conversations
- Move from point to point in a linear fashion
- Use detailed descriptions
- Enhance messages using real and tangible experience

In communicating, Intuitive types are more likely to

- Enjoy clever conversations
- Skip around as they make connections
- Use metaphorical descriptions
- Enhance messages using imagination and ingenuity

In communicating, Thinking types are more likely to

- Exhibit skepticism
- Examine conflict to find truth
- Be businesslike
- Start with a critique

In communicating, Feeling types are more likely to

- Exhibit caring
- Avoid conflict to maintain harmony
- Be sociable
- Start with praise

In communicating, Judging types are more likely to

- Use decisive words—e.g., *concluded, decided, planned*
- Offer fixed positions
- Orient discussions toward results
- Dislike being sidetracked

In communicating, Perceiving types are more likely to

- Use hedging words—e.g., *perhaps, maybe, tend to*
- Offer tentative possibilities
- Orient discussions toward options
- Find being sidetracked interesting

Relating MBTI® Preferences to Team Culture

A team culture that expresses Extraversion is more likely to
- Offer a variety of experiences
- Seek and value input from many stakeholders
- Respond to external expectations
- Look for outside assistance when having difficulty

A team culture that expresses Introversion is more likely to
- Offer in-depth experiences
- Seek and value input from a chosen few
- Stay focused on internal objectives
- Rely on inner resources when having difficulty

A team culture that expresses Sensing is more likely to
- Flourish using well-established procedures
- Prize specifics and realism
- Rely on and trust experience
- Appreciate practicality

A team culture that expresses Intuition is more likely to
- Flourish using creativity and innovation
- Prize hunches and insights
- Rely on and trust inspiration
- Appreciate imagination

A team culture that expresses Thinking is more likely to
- Use principle-centered decision making
- Be crisp and businesslike
- Want critical feedback to improve
- Prefer to apply policies consistently

A team culture that expresses Feeling is more likely to
- Use values-centered decision making
- Be warm and friendly
- Want positive support for efforts
- Prefer to make exceptions to policies

A team culture that expresses Judging is more likely to
- Find steadiness and thoroughness important
- Adhere to routines
- Want defined goals and outcomes
- Put work before play

A team culture that expresses Perceiving is more likely to
- Find flexibility and adaptability important
- Maintain a minimum of routine
- Want general parameters and openness
- Combine work and play

Relating MBTI® Preferences to Leadership

As leaders, Extraverts are more likely to
- Be assertive and direct
- Start with actions
- Focus on breadth and external environment
- Develop plans in discussions with others

As leaders, Introverts are more likely to
- Work behind the scenes and lead by example
- Start with ideas
- Focus on depth and internal environment
- Develop plans through private reflection

As leaders, Sensing types are more likely to
- Lead from experience
- Be pragmatic
- Use accepted ways of leading
- Have an immediate, here-and-now outlook

As leaders, Intuitive types are more likely to
- Lead from insight and understanding
- Be innovative
- Try out new ways of leading
- Have a long-range outlook

As leaders, Thinking types are more likely to
- Be tough when situations demand it
- Seek efficiency
- Take pride in being fair
- Use a task-centered and results-based leadership style

As leaders, Feeling types are more likely to
- Be tender when people need it
- Seek dedication
- Take pride in being sensitive to people
- Use a relationship-centered and consensus-based leadership style

As leaders, Judging types are more likely to
- Focus on implementation and getting the job done now
- Act on set priorities
- Prefer to have control
- Expect follow-through

As leaders, Perceiving types are more likely to
- Focus on considering all angles of the problem
- Respond to opportunities as they present themselves
- Prefer to have freedom
- Expect adaptability

Relating MBTI® Preferences to Change

When Extraverts are involved in change they are more likely to

- Contribute actions that are useful
- React to external demands first
- Initiate the change process
- Want to respond to change quickly

When Introverts are involved in change they are more likely to

- Contribute ideas that are useful
- React to internal demands first
- Reflect before initiating the change process
- Want to respond to change gradually

When Sensing types are involved in change they are more likely to

- See the immediate costs and benefits
- Desire information on how change has been managed in the past
- Want change to be practical
- Examine realistic parameters

When Intuitive types are involved in change they are more likely to

- See the future costs and benefits
- Desire information on how trends can predict future outcomes
- Want change to be imaginative
- Examine theoretical possibilities

When Thinking types are involved in change they are more likely to

- Go along if they respect the source of the change
- Consider the objective costs
- Seek change that reflects logical principles
- Want change to be consistent

When Feeling types are involved in change they are more likely to

- Go along if they like the source of the change
- Consider the personal costs
- Seek change that reflects personal values
- Want change to be consensual

When Judging types are involved in change they are more likely to

- Be concerned with threats to stability
- Want to plan their response
- Prefer a timetable
- Stay on course

When Perceiving types are involved in change they are more likely to

- Be concerned with threats to opportunities
- Want to respond as things emerge
- Prefer the freedom to adapt
- Revise as necessary

Relating MBTI® Preferences to Problem Solving/Conflict Resolution

When solving problems/resolving conflicts, Extraverts are more likely to

- Move quickly
- Change the topic under consideration
- Need to talk out conflict
- Offer personal information

When solving problems/resolving conflicts, Introverts are more likely to

- Move at a measured pace
- Keep to the topic under consideration
- Need to process conflict internally
- Hesitate to offer personal information

When solving problems/resolving conflicts, Sensing types are more likely to

- Focus on what actually happened
- Notice specifics
- Overlook recurring themes
- Look at facts

When solving problems/resolving conflicts, Intuitive types are more likely to

- Focus on the meaning of what happened
- Notice subtleties
- Overlook the obvious
- Look at patterns

When solving problems/resolving conflicts, Thinking types are more likely to

- Want to find the right answer
- Employ an objective analysis
- Use a logic-centered approach
- Hesitate to add emotion to the equation

When solving problems/resolving conflicts, Feeling types are more likely to

- Want to find the best answer for those involved
- Employ a subjective analysis
- Use a values-centered approach
- Feel comfortable adding emotion to the equation

When solving problems/resolving conflicts, Judging types are more likely to

- Desire structure
- Make quick decisions
- Resist changing their mind
- Focus on goals

When solving problems/resolving conflicts, Perceiving types are more likely to

- Desire flexibility
- Postpone decisions
- Delay making up their mind
- Focus on process

Relating MBTI® Preferences to Stress

Extraverts are more likely to feel stress when
- Working on individual projects
- Writing reports
- Spending long periods of time alone
- Forced to wait

Introverts are more likely to feel stress when
- Working on group projects
- Giving speeches
- Experiencing frequent interruptions
- Forced to act

Sensing types are more likely to feel stress when
- Working with material that is very abstract
- Requirements are too vague
- Respect is lacking for the tried and true
- Expected to create new methods

Intuitive types are more likely to feel stress when
- Working with material that is very detailed
- Requirements are too specific
- Respect is lacking for innovation and change
- Expected to stick with standard methods

Thinking types are more likely to feel stress when
- Competence is lacking
- Objectivity is absent
- Asked to supply support
- Others overlook logic

Feeling types are more likely to feel stress when
- Cooperation is lacking
- Harmony is absent
- Asked to supply a critique
- Others overlook people's feelings

Judging types are more likely to feel stress when
- Things seem adrift
- Closure is not forthcoming
- Asked to withhold judgment
- They must change their plans

Perceiving types are more likely to feel stress when
- Things seem tightly scheduled
- Closure is premature
- Asked to make a snap judgment
- They can't change their plans