Type, teams, and team performance

A research report from
The Myers-Briggs Company

Contents

Executive summary

Purpose and scope

Teams are critical for organizational success and have many advantages over individuals working alone. Most workers are part of one or more teams, working together with others to achieve a common goal, and would find it difficult or impossible to carry out their roles effectively without being a member of that team. However, teams can also encounter problems. The aim of this study was to investigate the factors that relate to team performance. The study included questions relating to specific views and behaviors as well as directly asking participants about the overall performance of their team. We also investigated how individuals' personality type preferences, as assessed by the Myers-Briggs Type Indicator® (MBTI®) framework, related to their perceptions of working in a team.

Results

This report is based on data from 883 people who completed an online survey during December 2022 and January 2023. The major findings include:

- Most teams were seen as performing well, with over three-quarters of participants rating their team as better than average. Specific dimensions of team performance also scored highly on average.

- Most research participants showed a high degree of job satisfaction and were unlikely to be thinking of leaving their job.

- Individuals who felt that their team was performing well had a high level of job satisfaction and were very unlikely to be thinking of leaving; those who felt their team was not performing mostly had a low level of job satisfaction and were more likely to be thinking of leaving.

- Those with a personality preference for Judging had slightly higher levels of job satisfaction than those with a Perceiving preference. Also, members of teams seen as Judging in character tended to rate team performance higher, and to score higher on specific aspects of performance. This was most true of those who themselves had a Judging preference. There may be a bias in some teams towards Judging.

- The type of the individual did not relate to team performance, but the type of the team, and its relation to individual type, did. Those whose type matched the team type on Sensing–Intuition and Thinking–Feeling felt that their team performed more effectively. Those whose type was entirely different from that of the team had, on average, the least positive view of the team's performance. Those whose type matched the team type in terms of Sensing–Intuition and Judging–Perceiving had higher levels of job satisfaction.

- Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader scored lower on all the specific performance factors except team leadership. This effect was strongest for those who had an Extraversion preference.

- There is a tendency for teams to be seen overall as having a Judging preference and to some extent a Sensing preference. Functional teams were more likely than others to be seen as Sensing, while project teams and cross-functional teams were relatively less likely to be seen as Sensing (though Sensing was still, slightly, in the majority here).

- There is no evidence that individuals had self-selected themselves into teams that corresponded with their own type.

- Most people scored the performance of their team leader very positively. The score showed a high correlation with job satisfaction.

- Views about the team leader's personality tended towards Extraversion and Intuition, and to a somewhat greater extent towards Thinking and Judging, with ESTJ and ENTJ as the most common team leader type and ESFP and ESFJ the least common.

- There was no indication that, overall, people with any one type were seen as better or worse team leaders. However, the interaction between the team leader's type and the participant's type did have an effect. Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader had significantly lower scores on almost all the specific performance factors. This effect was strongest for those who had an Extraversion preference.

- Individuals with a Sensing preference tended to rate the performance of their team leader somewhat higher than did those with an Intuition preference. They were also more likely to see their team leader as having a Sensing preference, while those with an Intuitive preference were more likely to see their team leader as having an Intuition preference. Those seeing the team leader as Judging were more likely to see the overall team as Judging than those who saw the team leader as Perceiving,

- Feeling valued and supported was the most common category of response to the question "what's the best thing about being in this team".

- The most common category of response to "what is the worst thing" was poor leadership, followed by a response that there was no "worst thing" about the team.

- Though 10% of the group said that there was no worst thing about the team, only 1% said that there was no best thing. As with their answers to the other questions in the survey, respondents were generally more positive than negative about their team.

- The relative proportions of on-site and remote workers affected what was seen as the best and worst thing about the team. Those who mentioned autonomy as the best thing about the team tended to be members of teams with a lower proportion of purely on-site or hybrid workers and a higher proportion of largely or entirely remote workers. In terms of what was seen as the worst thing, remote workers often mentioned feeling remote or isolated, while on-site workers were more likely to mention interpersonal problems, specifically:

  - Those who mentioned being remote and isolated as the worst thing about the team tended to be members of teams with a lower proportion of entirely on-site workers and a higher proportion of hybrid and remote workers.

  - Those who mentioned competition tended to be members of teams with a higher proportion of on-site workers and a lower proportion of hybrid, largely remote, or entirely remote workers.

  - Those who mentioned conflict as the worst thing tended to be members of teams with a higher proportion of on-site workers and a lower proportion of hybrid or largely remote workers.

  - Those who mentioned too many opinions as the worst thing tended to be members of teams with a higher proportion of on-site workers.

Recommendations

- Although teams were in general seen to be performing well, the data does show some areas that may need to be addressed. Some teams struggled to implement new ideas; team members did not always understand their strengths and weaknesses; some teams did not cope well with uncertainty and ambiguity; not all teams made decisions quickly. The detailed results on pages 20 and 21 of this report can be used as a checklist to flag up any specific issues for specific teams.

- Job satisfaction shows a strong relationship with team performance. Any actions that enhance job satisfaction are likely to enhance team performance and reduce turnover.

- Issues around poor leadership were seen as the most common 'worst thing' about the team and those awarding their teams with a high score on the team leadership performance dimension also experienced several other positive outcomes. It is important that team leaders have adequate training so that they can support team members and help them to feel included, that they stay connected with all the team, help team members to collaborate and be inclusive, and regularly check in with them.

- The data revealed several interactions between the personality type of individuals, and the perceived personality type of their teams. This shows that team building and team development programs must take into account both the personality of the individual but also the context and personality of the team in which they work.

- Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader had significantly lower scores on all the specific performance factors except team leadership. This suggests that where team leaders can adapt their style in terms of Extraversion–Introversion to match that of team members, the team may be seen to perform more effectively.

Introduction and methodology

Introduction

The role of teams

Most workers are part of a team, a group of people who work together to achieve a common goal. Indeed, many workers would find it difficult or impossible to carry out their jobs without being a member of a team. In recent research by the careers site Zippia, more than 50% of workers in the United States said that their jobs were reliant on collaborating, and three-quarters rated teamwork and collaboration as being very important. In the same survey, 86% of managers and leaders blamed lack of collaboration as the top reason for workplace failures (Boskamp, 2022). Teams are critical for organizational success (Kozlowski & Ilgen, 2006), and teams, particularly diverse teams, have advantages over individual workers in terms of factors such as innovation (Holtzmann & Anderberg, 2011). But teams, particularly diverse teams, can also show problems, including for example the fallout from interpersonal conflict (Kravitz, 2005). It is not surprising, therefore, that many organizations see maintaining and enhancing team performance as important and that they carry out team development or team building programs.

Assessing team performance

The overall aim of this study was to investigate the factors that relate to team performance. Many factors have been put forward as relevant, such as team cohesion (Salas, Grossman, Hughes, & Coultas, 2015), goal clarity and goal setting (van der Hoek, Groeneveld, & Kuipers, 2018), inclusion (Mitchell, et al., 2015), leadership style (Boies, Fiset, & Gill, 2015) and trust (de Jong, Dirks, & Gillespie, 2016). These factors cover not just the 'task' aspects of team performance, 'getting the job done', but also the process aspects, which is how the team carries out its tasks. Our study included questions relating to these and other factors, as well as directly asking participants about the performance of their team.

The Myers-Briggs Type Indicator® (MBTI®) assessment

The Myers-Briggs Type Indicator® (MBTI®) assessment (Myers, McCaulley, Quenk, & Hammer, 2018) has been widely used as part of team development and team building programs (Furnham, 2017). Previous research has shown that individuals' behavior within a team differs according to their MBTI personality type preferences (Huszczo, 2013). This current study set out to explore how individuals' type preferences related to their perceptions of working in a team, in particular the way in which the team performs.

The MBTI approach looks at four areas of personality:

- Is an individual energized by, and do they prefer to focus their attention on, the outside world of people and things (Extraversion) or their inner world of thoughts and feelings (Introversion)?

- Do they trust and prefer to use information that is practical and based on the evidence of their senses (Sensing) or do they pay more attention to connections, the big picture, and future possibilities (Intuition)?

- Do they prefer to make decisions based on objective logic (Thinking) or based on their values and on how people will be affected by the decision (Feeling)?

- Do they prefer to live their lives in an ordered, structured, planned way (Judging) or in an open, spontaneous, emergent way (Perceiving)?

Any one individual will therefore have preferences for either Extraversion (E) or Introversion (I), for Sensing (S) or Intuition (N), for Thinking (T) or Feeling (F), and for Judging (J) or Perceiving (P). The four preferences combine dynamically to give one of 16 different personality types. More detail about the MBTI framework is given in Appendix A.

Many of the participants in this study had completed the longer Step II™ version of the MBTI assessment. In addition to the 16 personality types, this assessment also gives scores on 20 facet scales, showing the way in which an individual expresses their MBTI type. More detailed information about the MBTI Step II framework is given in Appendix B.

Methodology

To carry out the study, we created an online survey. This was sent out to anyone who had completed the MBTI assessment in the previous six months and who had said they may be interested in taking part in future research. The survey was also publicized via LinkedIn, Facebook, and on online forums.

Participants were asked to choose a team in which they worked (ideally not one in which they were the team leader) and to provide:

- The name, function, and goals of the team.
- Team characteristics including the number of people in the team, when the team was formed and when they themselves joined the team, the proportion of on-site (typically office-based) workers, hybrid workers, largely remote and entirely remote workers, and their own work pattern.
- Their view of the personality type of the team, the extent to which overall team behavior seemed to reflect Extraversion or Introversion, Sensing or Intuition, Thinking or Feeling, and Judging or Perceiving.
- Their rating of the overall performance of the team.
- Answers to 52 questions relating to their views about their chosen team, and in particular about team performance.
- What they saw as the best thing and the worst thing about the team.
- Their MBTI four-letter type.
- Their team leader's four-letter type, and their degree of confidence in this.
- Their gender, age, work status, job level, the size of organization they worked for, and level of job satisfaction.

For some of those who had previously completed the MBTI assessment online, additional data was available including MBTI Step II scores and their expressed likelihood of leaving their job in the next year.

The analysis is based on data from 883 people who completed the online survey.

Results

Who took part? Description of the sample

Group demographics

64% of the group were female, and 36% male, with less than 0.5% choosing "prefer to self-describe" or "prefer not to say". Age ranged from 18 to 82 years, with an average (mean) of 46.

Age
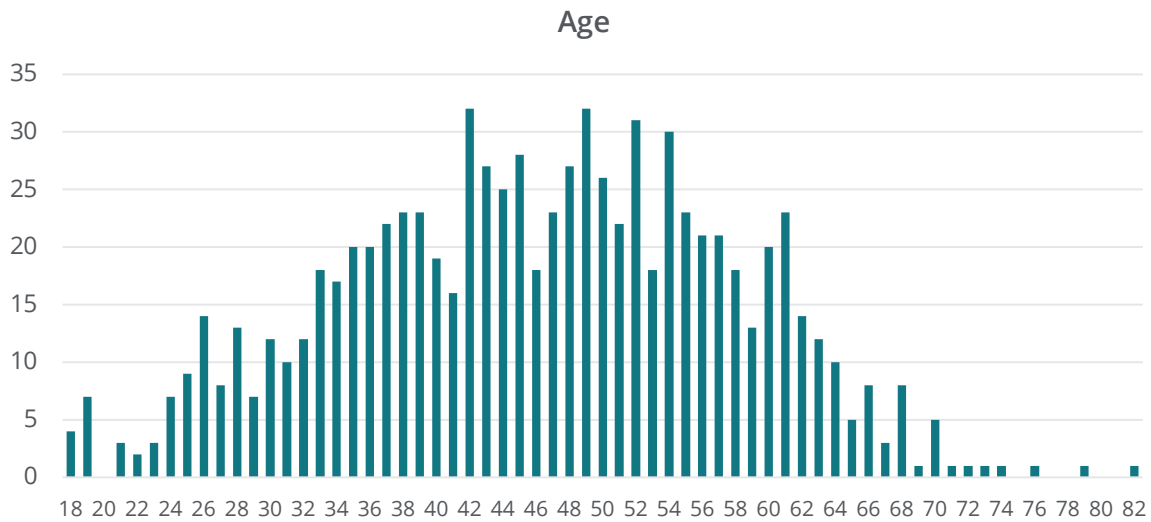
Ethnicity data was available for 586 people, 66% of the total sample. The only groups with more than 10 people were: US white (358 people) US African American (64) US Latino/Latina/Hispanic (33), Australian of European descent (51) and UK white British (25). Overall, 438 (75%) were part of a majority group and 25% part of a minority group in their country of residence.

Most respondents (95%) were employed full-time or part-time in an organization. 63% of respondents lived and worked in the USA.

Employment status
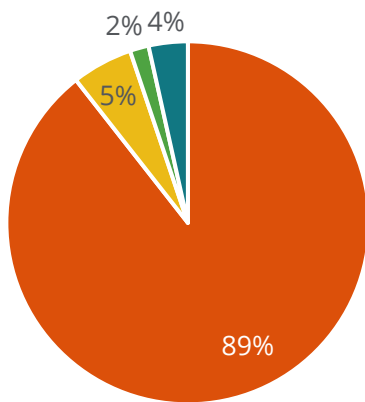
- Full-time
- Part-time
- Student
- Other

Country of residence
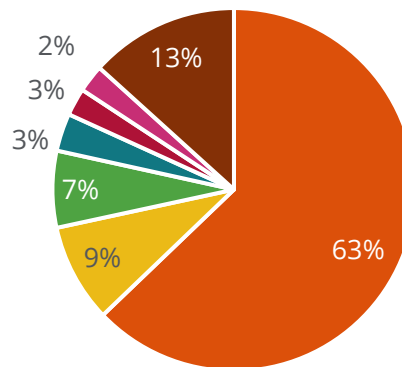
- USA
- Australia
- UK
- India
- Canada
- New Zealand
- Other

All job levels were represented, with nonsupervisory employees the most common.

Job level

Job level	Count
Top executive/C-suite	20
Senior management/Executive	119
Middle management	195
First level management/supervisor	137
Nonsupervisory employee	223
Entry level employee	35
Other	43
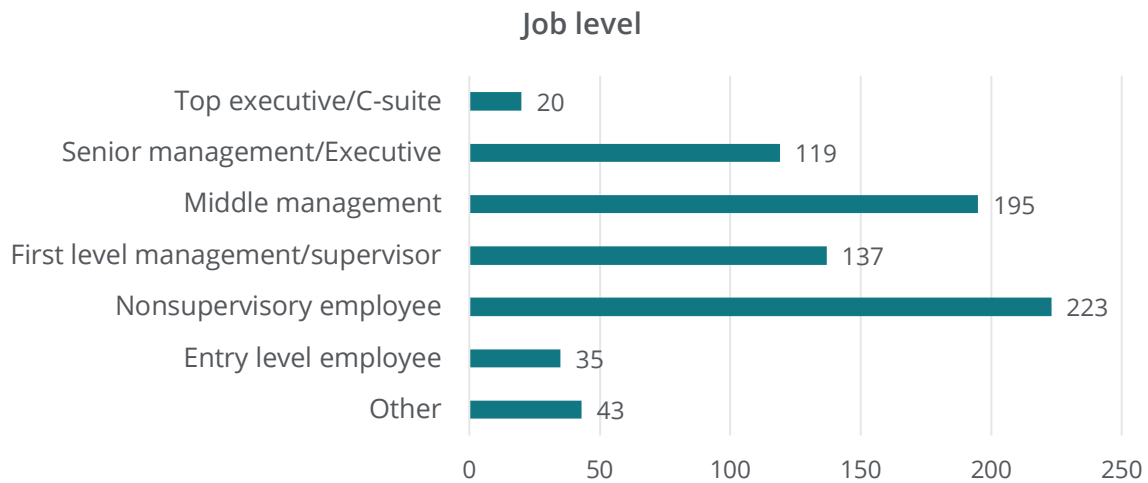
Participants worked for all sizes of organization.

Size of organization

Size of organization	Count
One - just me	7
2 to 10	35
11 to 20	34
21 to 50	61
51 to 100	59
101 to 300	122
301 to 1,000	156
More than 1,000	294
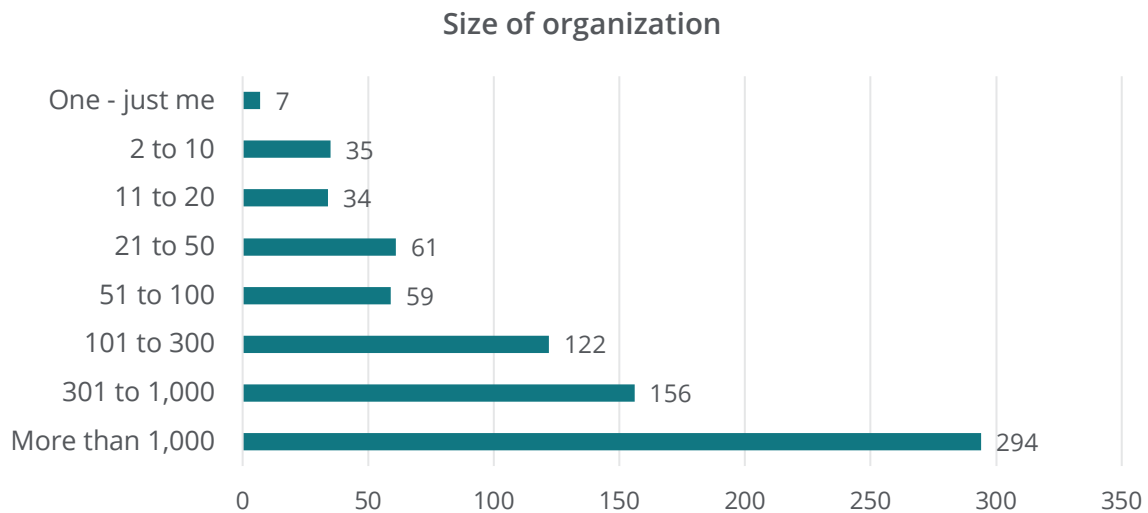
Half the group worked entirely in the office or otherwise on-site, half worked remotely to at least some extent.

Work pattern

- Work entirely on-site — 50%
- Hybrid, 2-3 days per week on-site — 24%
- Largely remote, 1 day per week or less on-site — 9%
- Work entirely remotely/home-based — 17%

The Myers-Briggs Company
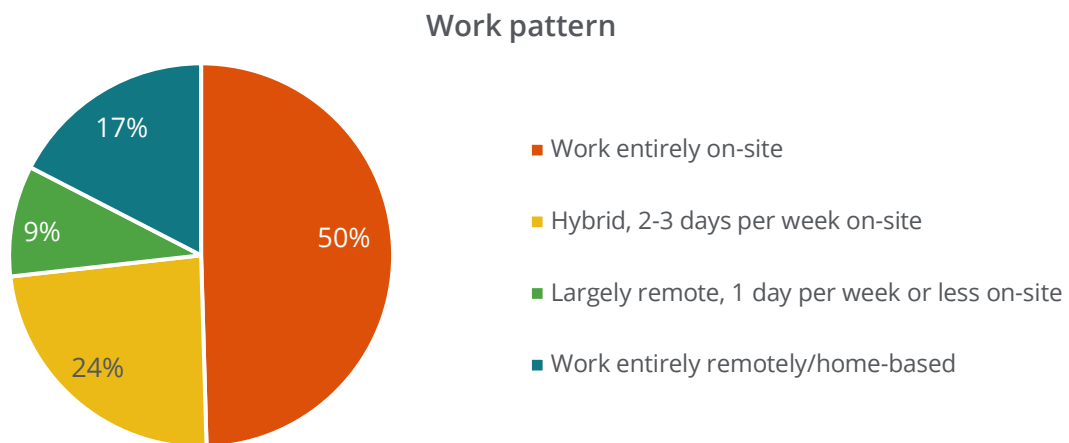
Team composition

Survey respondents were asked to choose one team that they worked in, and to specify what type of team this was.

Type of team
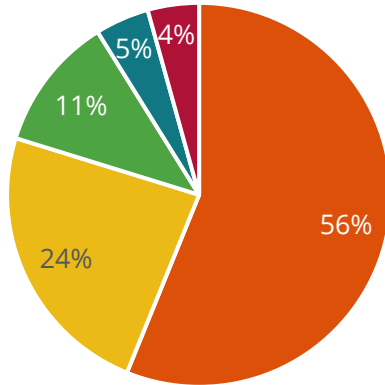
- Functional team (everyone works in the same department or functional area and reports to a team leader)
- Cross-functional team (members from different areas, e.g. a committee or a council)
- Project team (working on a specific project, typically with a project leader)
- Self-managed team (no formal team leader)
- Other

Self-managed teams contained a significantly[1] higher percentage of women than did other types of teams—83% compared with 64% for the whole sample.

Teams varied in size from two to fifty people, with a mean of 11.6 people and median of 8.

Team size
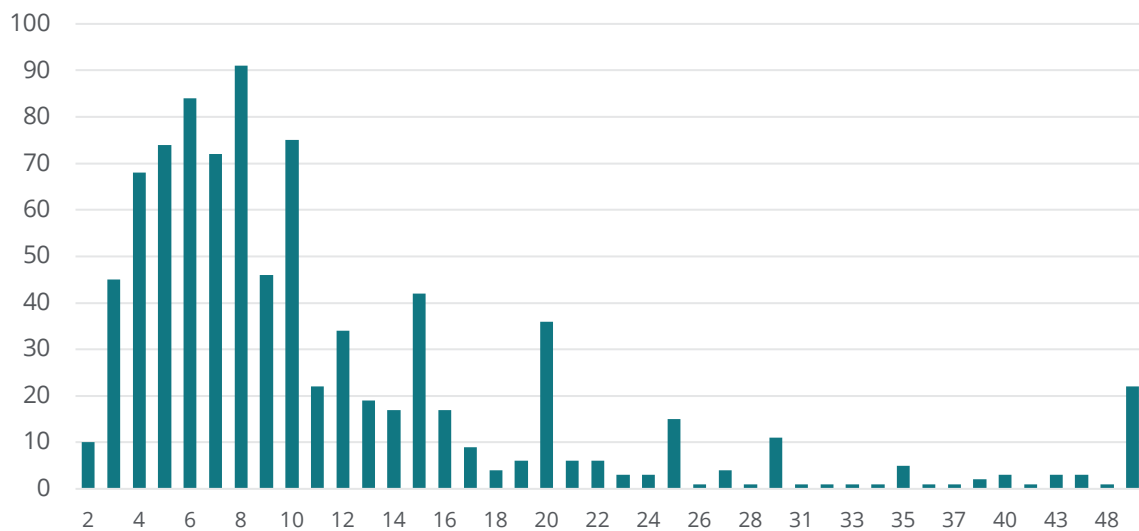
Respondents were asked not to choose a team in which they were the team leader or supervisor. However, 14% of respondents did describe themselves as the team leader in their chosen team. The remainder saw themselves as team members.

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[1] Based on chi-square analysis

There was considerable variation in when teams were set up and when participants had joined the team.

When did you join this team?

In the last month	28
1 to 6 months ago	163
6 months to a year ago	142
1 to 2 years ago	193
2 to 5 years ago	204
More than 5 years ago	147

When was this team set up?

In the last month	111
1 to 6 months ago	322
6 months to a year ago	124
1 to 2 years ago	77
2 to 5 years ago	69
More than 5 years ago	16
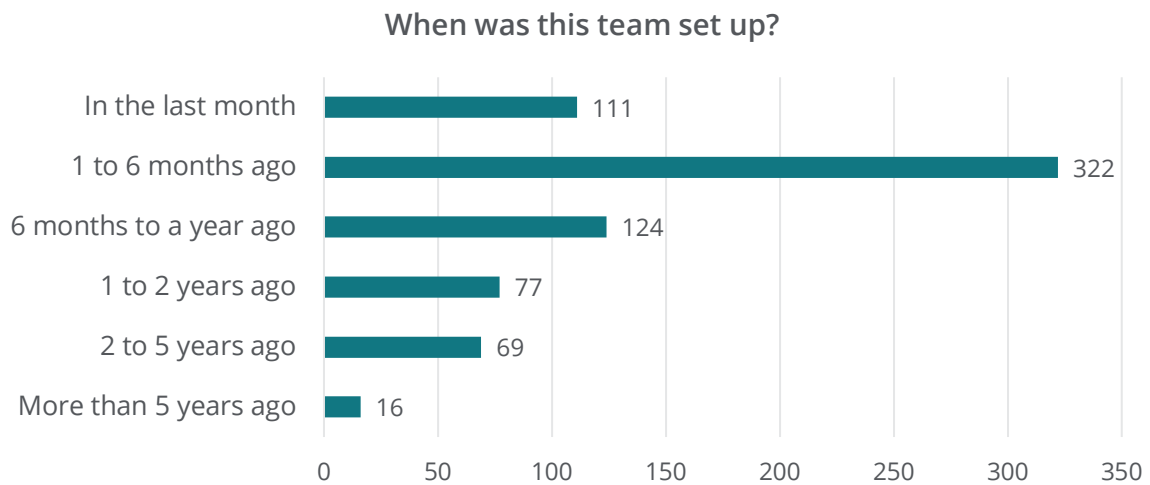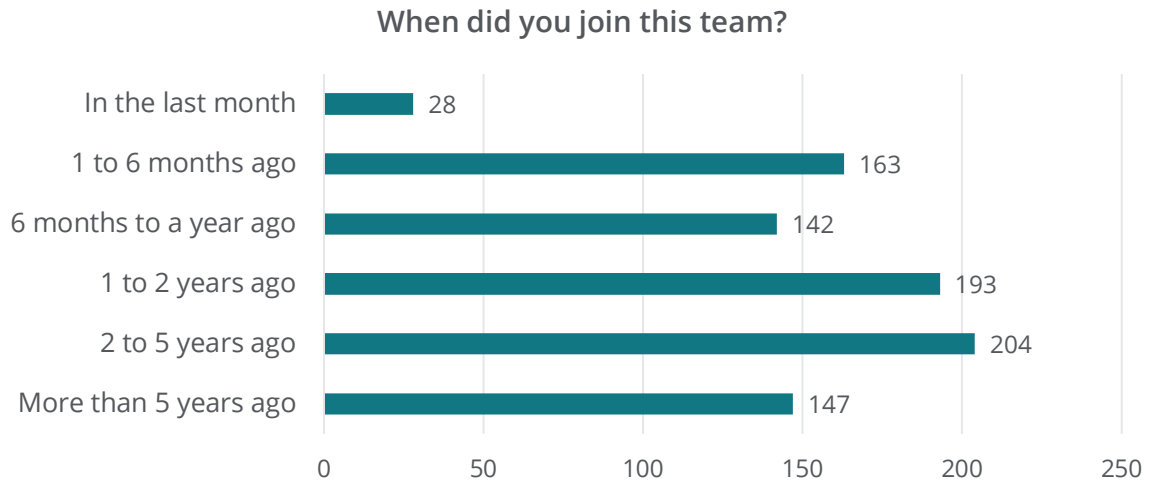
45% of the group chose the same category for both these questions, implying that many had been with their team since it was set up. Functional teams were more likely than other types of teams to have been both joined and set up some time ago. Project teams were more likely to have been both joined and set up more recently.

Survey participants were asked what percentage of their team members fell into each of four working patterns:

- Working entirely or almost entirely in the office or other on-site workplace.
- Hybrid, with at least 2 or 3 days per week in the office or other workplace.
- Largely remote, with 1 day or less per week in the office or other workplace.
- Entirely or almost entirely home-based or otherwise remote.

The results for each category are shown in the following charts.

Percentage working entirely on-site (average: 55%)
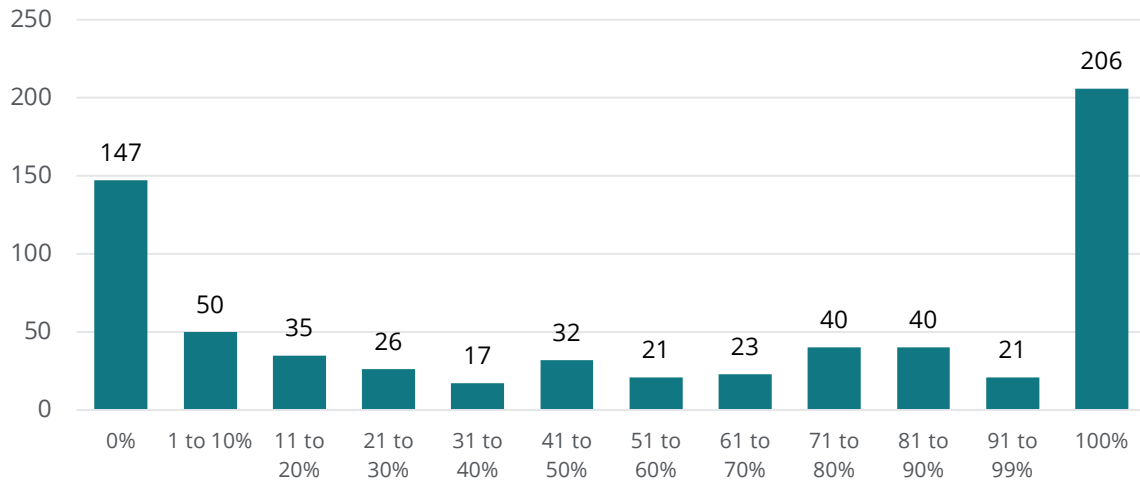
Percentage hybrid (average: 33%)
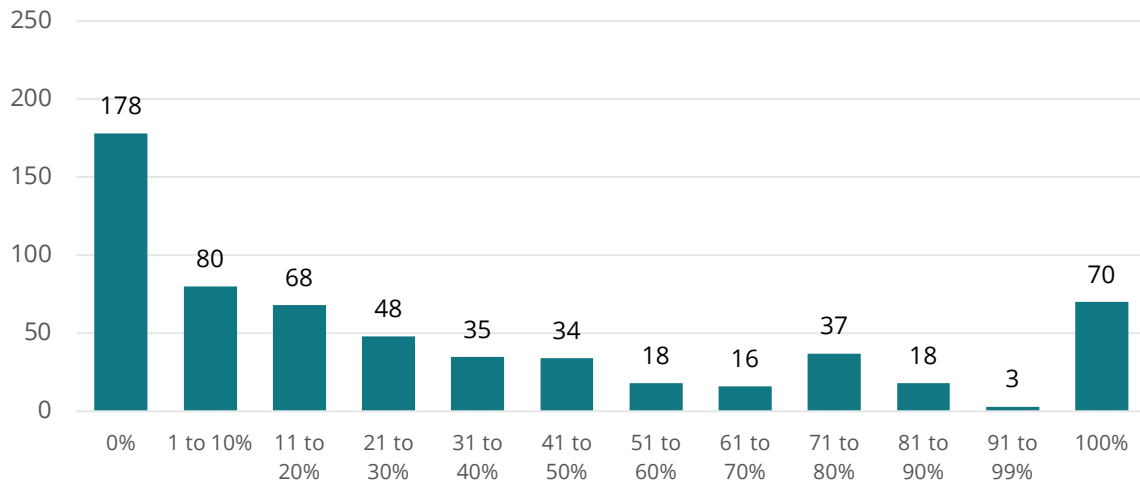
Percentage largely remote (average: 16%)

Percentage entirely remote (average: 29%)
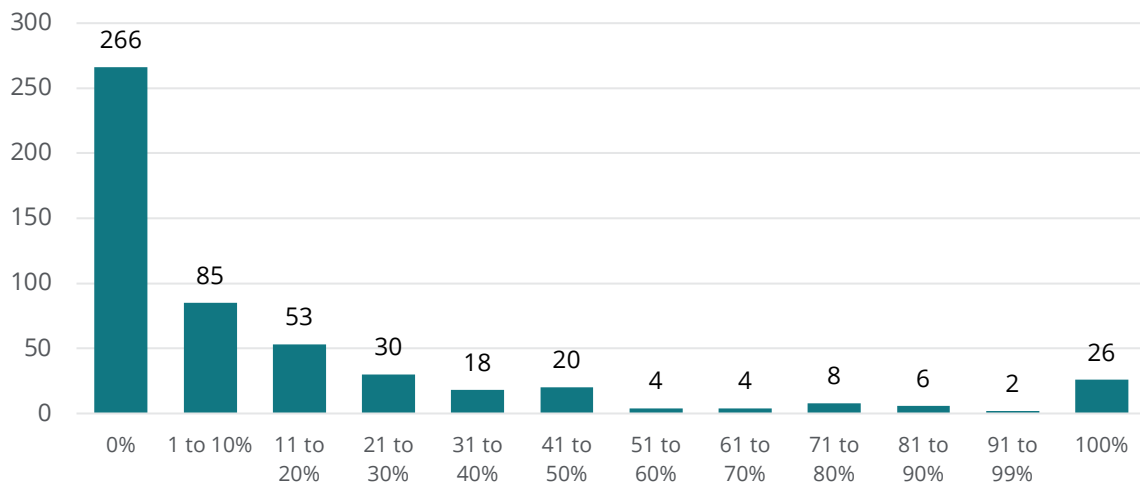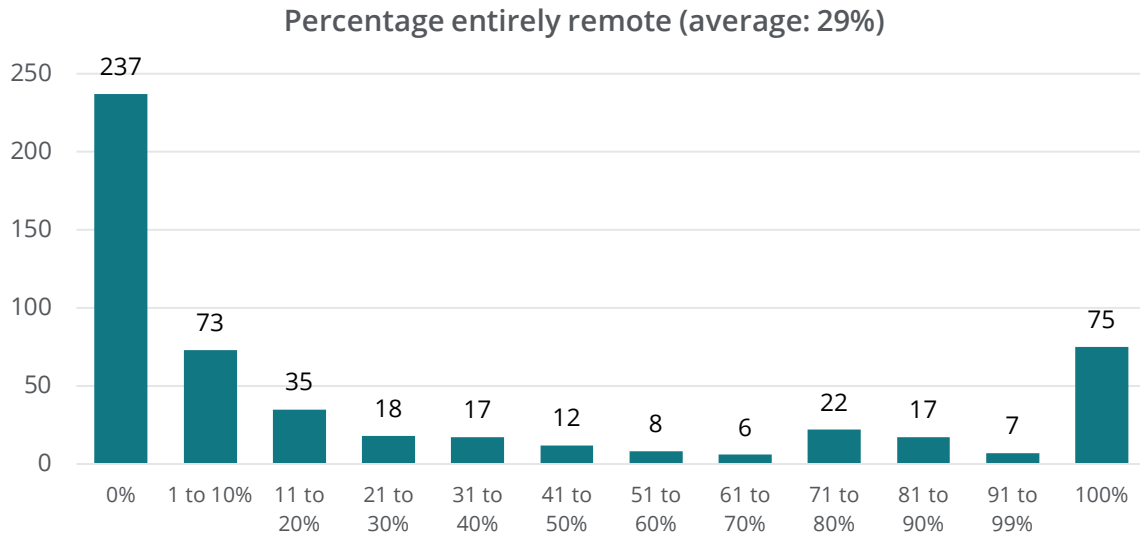
The overall working pattern is summarized in the following chart. Teams composed only of entirely on-site workers were the most common. Least common were teams composed only of entirely on-site and entirely remote workers, with no hybrid or largely remote workers.

Team working pattern

- Entirely on-site workers only
- Hybrid workers only
- Largely remote workers only
- Entirely remote workers only
- Mix of on-site and hybrid/largely remote workers
- Mix of on-site and entirely remote workers
- Mix of hybrid/largely remote and remote workers
- Mix of all types of worker
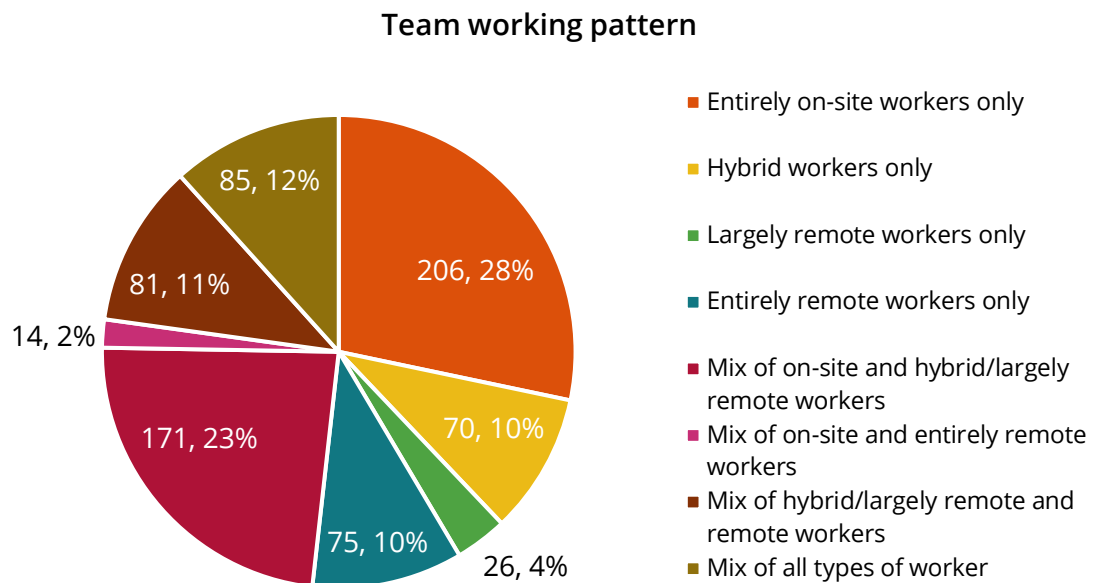
Those working entirely on-site formed the largest proportion of workers in every type of team. However, different types of teams did vary significantly[2] in the extent to which they contained different types of workers. Project teams on average contained the smallest proportion of purely office-based or otherwise on-site workers; self-managed teams contained the highest percentage of largely remote and entirely remote workers; cross-functional teams contained the lowest percentage of largely remote and entirely remote workers.

Percentage of types of worker by type of team

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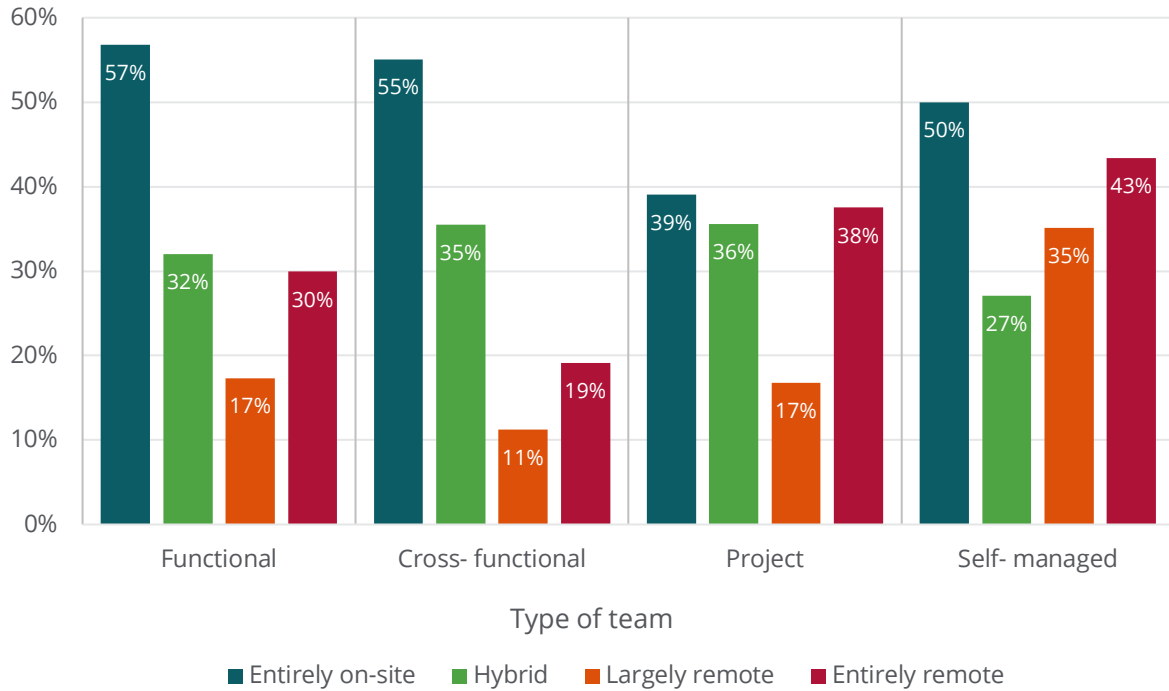
[2] Based on one-way analyses of variance

MBTI® Step I™ and Step II™ results

MBTI type distribution

Type data was available for 868 individuals. A type table for this group is shown below:

ISTJ	ISFJ	INFJ	INTJ
N=135	N=52	N=52	N=66
15.9%	6.0%	6.0%	7.6%
SSR=0.98	SSR=0.71	SSR=2.60	SSR=2.92
ISTP	ISFP	INFP	INTP
N=35	N=19	N=55	N=47
4.0%	2.2%	6.3%	5.4%
SSR=0.41	SSR=0.33	SSR=1.01	SSR=1.13
ESTP	ESFP	ENFP	ENTP
N=30	N=27	N=61	N=9
3.5%	3.1%	7.0%	5.5%
SSR=0.57	SSR=0.52	SSR=0.86	SSR=1.29
ESTJ	ESFJ	ENFJ	ENTJ
N=102	N=53	N=36	N=50
11.8%	6.1%	4.1%	5.8%
SSR=1.31	SSR=1.07	SSR=1.89	SSR=3.20

Type	N	%
E	407	46.9%
I	461	53.1%
S	453	52.2%
N	415	47.8%
T	513	59.1%
F	355	40.9%
J	548	62.9%
P	322	37.1%

The SSR (Self-Selection Ratio) compares the sample to the general population. Types with an SSR greater than 1 are over-represented in this group compared with the general population.[3] Several Intuition types are therefore over-represented, and several Sensing types are under-represented. This is not uncommon in a group of people interested in personality type. However, there are enough people of each type preference in the sample to carry out meaningful analyses at the preference pair level and for a number of type combinations or lenses.

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[3] The MBTI Global sample (Myers, McCaulley, Quenk, & Hammer, 2018) was used as a reference group.

MBTI Step II facet scores

Scores on the 20 Step II facets were available for 660 individuals. The mean and standard deviation for each facet is shown on the following chart. Scores run from -5 (in the E, S, T and J direction) through 0 (midzone) to +5 (in the I, N, F and P direction). The mean of all the J–P facets is in the Judging direction; the mean of four of the five T–F facets is in the Thinking direction.

Left	Right
Initiating	Receiving
Expressive	Contained
Gregarious	Intimate
Active	Reflective
Enthusiastic	Quiet
Concrete	Abstract
Realistic	Imaginative
Practical	Conceptual
Experiential	Theoretical
Traditional	Original
Logical	Empathetic
Reasonable	Compassionate
Questioning	Accommodating
Critical	Accepting
Tough	Tender
Systematic	Casual
Planful	Open-ended
Early Starting	Pressure-Prompted
Scheduled	Spontaneous
Methodical	Emergent

See Appendix B for more information about the MBTI Step II assessment.

Relationships between MBTI type and demographic data

There were several significant differences[4] related to MBTI type:

- Those with an Extraversion preference were more likely than those with an Introversion preference to be part of a team consisting entirely of on-site workers or composed of a mix of all types of workers. Introverts were more likely than Extraverts to be part of a team made up entirely of remote workers. There was, however, no significant difference between Extraverts and Introverts in terms of their own individual working pattern.

- Sensing individuals were more likely than those with an Intuition preference to be working entirely on-site, and less likely to be working in a hybrid, largely remote, or entirely remote way. This was especially the case for those with Sensing and Feeling preferences. Those with a Sensing preference also tended to be part of teams with a higher percentage of people working wholly on-site, and with a lower percentage of people working in a wholly remote way. These findings are in line with previous research showing that those with an Intuition preference tend to feel more positive about their job when working in a hybrid or remote way (Hackston, 2022).

- Women were more likely than men to have a Feeling preference, men more likely than women to have a Thinking preference. Thinking was over-represented at higher job levels compared to Feeling. Both these findings have been seen in previous studies (Hackston, 2017; Myers, McCaulley, Quenk, & Hammer, 2018).

There was one clear trend in terms of the Step II results. On average, men tended to score more towards the Thinking pole, and women more towards the Feeling pole, on all the Thinking–Feeling facets. This has been seen in previous research (Myers, McCaulley, Quenk, & Hammer, 2018).

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[4] Based on chi-square analyses or independent-samples t-tests, depending on the nature of the data.

Team type

Overall results

Participants were asked to rate the characteristics of their chosen team by using a set of sliders:

Most members of my team prefer to:

Reflect and think things through before acting

Get into action quickly

Members of my team tend to focus more on:

Facts, evidence and practicalities

Ideas, possibilities and the big picture

In making decisions, members of my team tend to:

Use objective logic

Focus on values and the effect on people

Members of my team tend to:

Like structure and plans, and want to resolve decisions as soon as possible

Like spontaneity and want to keep their options open

The four sliders relate, in turn, to Extraversion (left) and Introversion (right), Sensing and Intuition, Thinking and Feeling, and Judging and Perceiving. A score of 0 was assigned to the leftmost position, 100 to the rightmost, and 50 to the middle. The summary statistics for each slider show a tendency for teams to be seen overall as having a Judging preference and to some extent a Sensing preference.

Preference pair	Mean	SD	% E,S,T or J	% I,N,F or P[5]
Extraversion–Introversion	50.48	26.01	49.5%	50.5%
Sensing–Intuition	46.42	24.83	61.2%	38.8%
Thinking–Feeling	50.21	25.51	52.6%	47.4%
Judging–Perceiving	34.62	22.846	79.9%	20.1%

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[5] Research shows that in general, team behavior will tend towards E, S, T and J. Therefore, scores of exactly 50 were assigned to E, S, T or J.

Overall, 61% of teams were seen as having a Sensing preference. However, there was a significant difference[6] between different types of teams. Functional teams were more likely than others to be seen as Sensing, project teams and cross-functional teams as relatively less likely to be seen as Sensing (though Sensing was still, slightly, in the majority even for these).

Type of team	Percent Sensing team	Percent Intuition team
Functional team	65.9%	34.1%
Cross-functional team	54.6%	45.4%
Project team	52.4%	47.6%
Self-managed team	58.8%	41.2%
Total	61.2%	38.8%

Each participant's perception of their team's type was compared with their own MBTI type. On average, two out of the four preferences matched, which is what might be expected by chance:

Preference pair	Percent matching
Extraversion–Introversion	46.3%
Sensing–Intuition	52.5%
Thinking–Feeling	54.2%
Judging–Perceiving	56.9%

Number of matching preferences	Percent
0	6.2%
1	21.5%
2	36.4%
3	29.4%
4	6.5%

There is no evidence that individuals had self-selected themselves into teams that corresponded with their own type.

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[6] Based on a chi-square analysis

Team performance

Overview

Participants were asked to rate the performance of their chosen team using a slider:

Think about how well this team performs, how well it meets its goals, compared with other teams you have worked in or experienced. On the scale below, move the pointer to a position that represents the performance of the team.
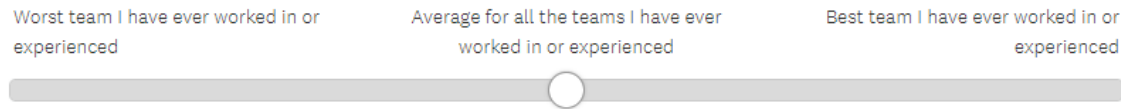
Worst team I have ever worked in or experienced	Average for all the teams I have ever worked in or experienced	Best team I have ever worked in or experienced

A score of 0 was assigned to the leftmost position, 100 to the rightmost, and 50 to the middle. The mean score was 69.4, with a standard deviation of 21.97. In general, most participants had a positive view of how well their team was performing. Indeed, 46 people, 7% of the total, rated their team as the best they had ever worked in or experienced, and just 4 people (0.6%) rated their team as the worst. Overall, 78% of the group saw their chosen team as better than average.

Overall performance
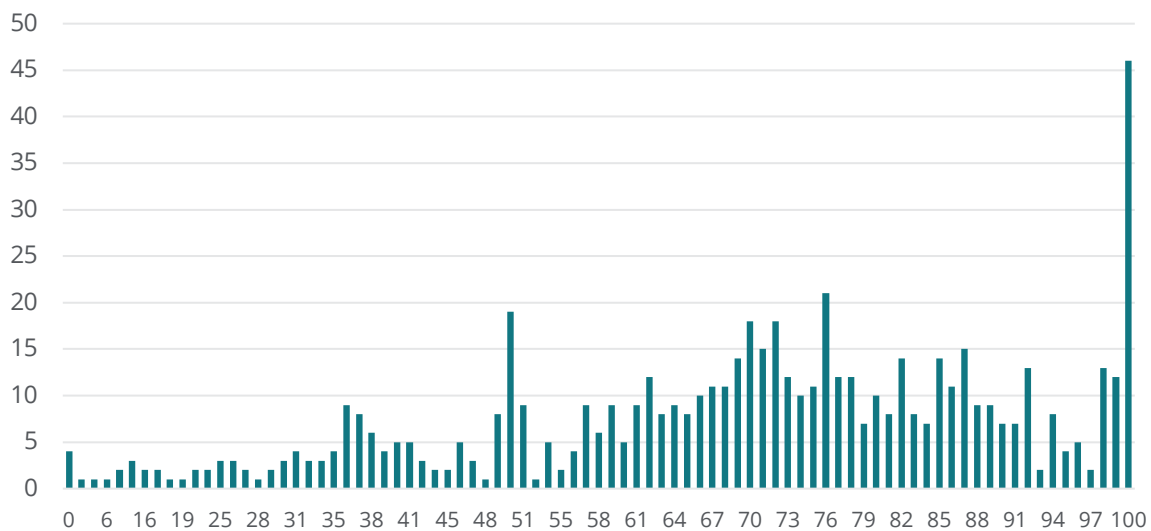
Group differences

There was no significant difference between men and women or between the majority and minority groups in how individuals rated the overall performance of their team, and no significant correlation with age. There were no significant differences by type of team, team size, working pattern, age of the team or length of time that a participant had been part of the team.

There were no significant differences by overall MBTI type or by the individual preference pairs. However, those whose own type in terms of S–N, T–F and J–P matched their perception of the team's type performed significantly better[7]. Though statistically significant, the differences were

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[7] Based on independent-samples t-tests.

small in absolute terms, with Cohen d[8] values of 0.2 or smaller. There was no significant difference in terms of E–I.

Differences in average (mean) performance
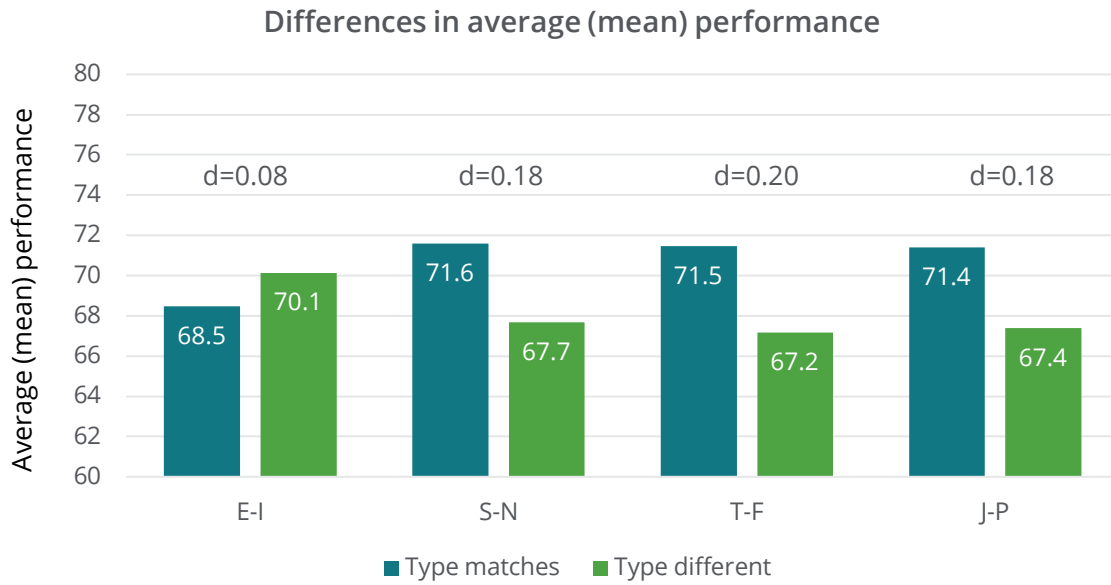
These overall results hide a more complex picture. Among those with a Feeling preference, members of a team which was also seen as having a Feeling preference rated their team more highly than those who were in a team that was seen as Thinking. However, among those with a Thinking preference, the difference was small and not significant. Judging individuals in a Judging team rated their team more highly but so did Perceiving individuals in a Judging team (though this latter difference just missed statistical significance). These differences are illustrated below.

Differences in average (mean) performance

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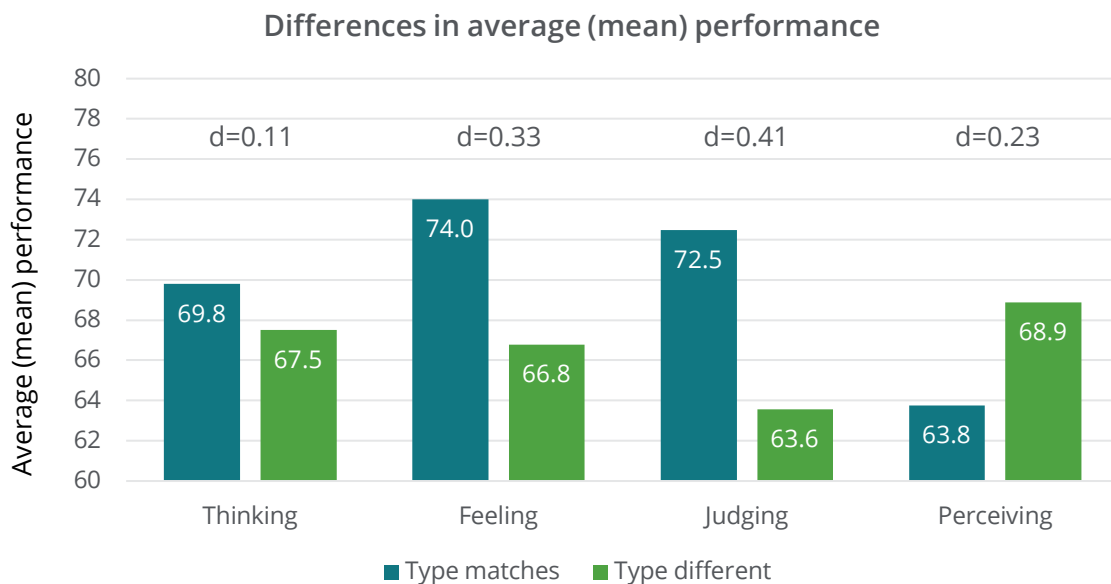
[8] Cohen's d is a measure of the size of the difference between two means. With a large sample, a difference might be statistically significant, but not mean a great deal in practical terms. A d of 0.5 means that two groups differ by half a standard deviation, a d of 1 that they differ by 1 standard deviation, and so on. A d of 0.2 is considered small, 0.5 medium, and 0.8 large. If d is much smaller than 0.2, then the difference is negligible and not of practical importance, even if it is statistically significant.

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Individuals whose type matched the perceived team type on 3 or 4 preferences rated team performance significantly higher than those whose type did not match on any of the four preference pairs.

Differences in average (mean) performance
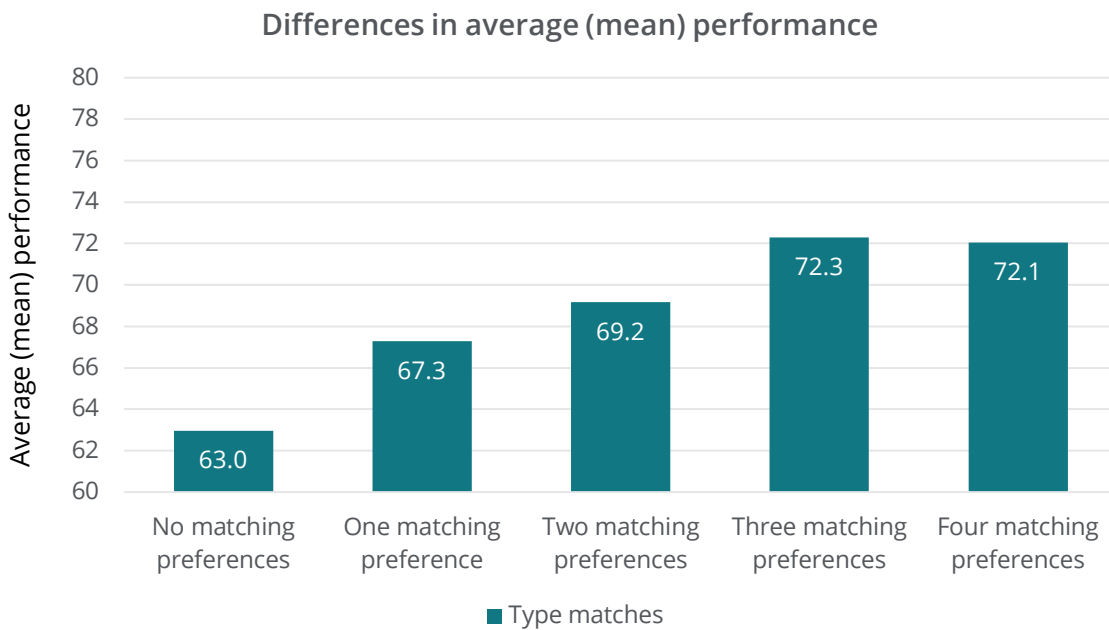
Only three Step II facets showed a correlation of 0.1 or above with overall performance Initiating–Receiving and two T–F facets, Questioning–Accommodating and Critical–Accepting. Those who felt their teams performed better were on average more Initiating (generally comfortable introducing themselves and others), Accommodating (more concerned about preserving relationships than asking questions), and Accepting (looking for agreement rather than criticizing).

Facet	Initiating–Receiving	Questioning–Accommodating	Critical–Accepting	
Correlation	-0.103*	0.125**	0.104*	

**significant at the 0.01 level *significant at the 0.05 level; n=472.

Summary

- Most people had a positive view of how well their team was performing, with 78% seeing their team as better than average.

- Those whose type matched the team type in terms of Sensing–Intuition and Thinking–Feeling felt that their team performed more effectively.

- Those in teams seen as Judging tended to rate team performance more highly than those in Perceiving teams, irrespective of their own type. This was especially true of those who themselves had a Judging preference.

- Those whose type was entirely different from that of the team had, on average, the least positive view of the team's performance.

- Those who felt their teams performed better were, on average, somewhat more Initiating, Accommodating, and Accepting in terms of their Step II profile.

Views on the team and on specific aspects of performance

Overview

To look at performance in more detail, participants were given 52 questions relating to their views about their chosen team, answered on a scale from strongly agree to strongly disagree. The 26 most endorsed items are shown below. Most participants had a positive view; for example, 84% agreed or strongly agreed that they were proud to be a member of the team.

Most endorsed views about the team

- I am proud to be a member of this team
- I am clear about my own role in the team
- Our team has a meaningful, shared purpose
- I enjoy being a part of this team
- I feel able to admit my mistakes to others in the team
- I am clear about the team's goals and plans
- Everyone in the team is helpful and supportive
- I feel included and supported by my team leader
- I feel accepted and included by other team members
- I can speak frankly and be my authentic self
- I feel valued in this team
- In general, the team makes good decisions
- Our team is united in trying to reach its goals
- We have regular team meetings
- We listen to each other
- We share ideas and information openly and freely
- Communication works well within the team
- Team generally completes its work within budget
- I trust the people in this team
- This team generally completes its work on time
- The team values my contribution
- This is a high-performing team
- The team leader makes an effort to stay connected
- I generally agree with the others in the team
- Everyone in the team is clear about their role
- Team members know what is expected of them

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Strongly disagree ■ Disagree ■ Neither agree nor disagree ■ Agree ■ Strongly agree

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The 26 least endorsed items are shown below. Only 7% agreed or strongly agreed with the last item, "I wish I was not part of the team".

Least endorsed views on the team

Strongly disagree   Disagree   Neither agree nor disagree   Agree   Strongly agree
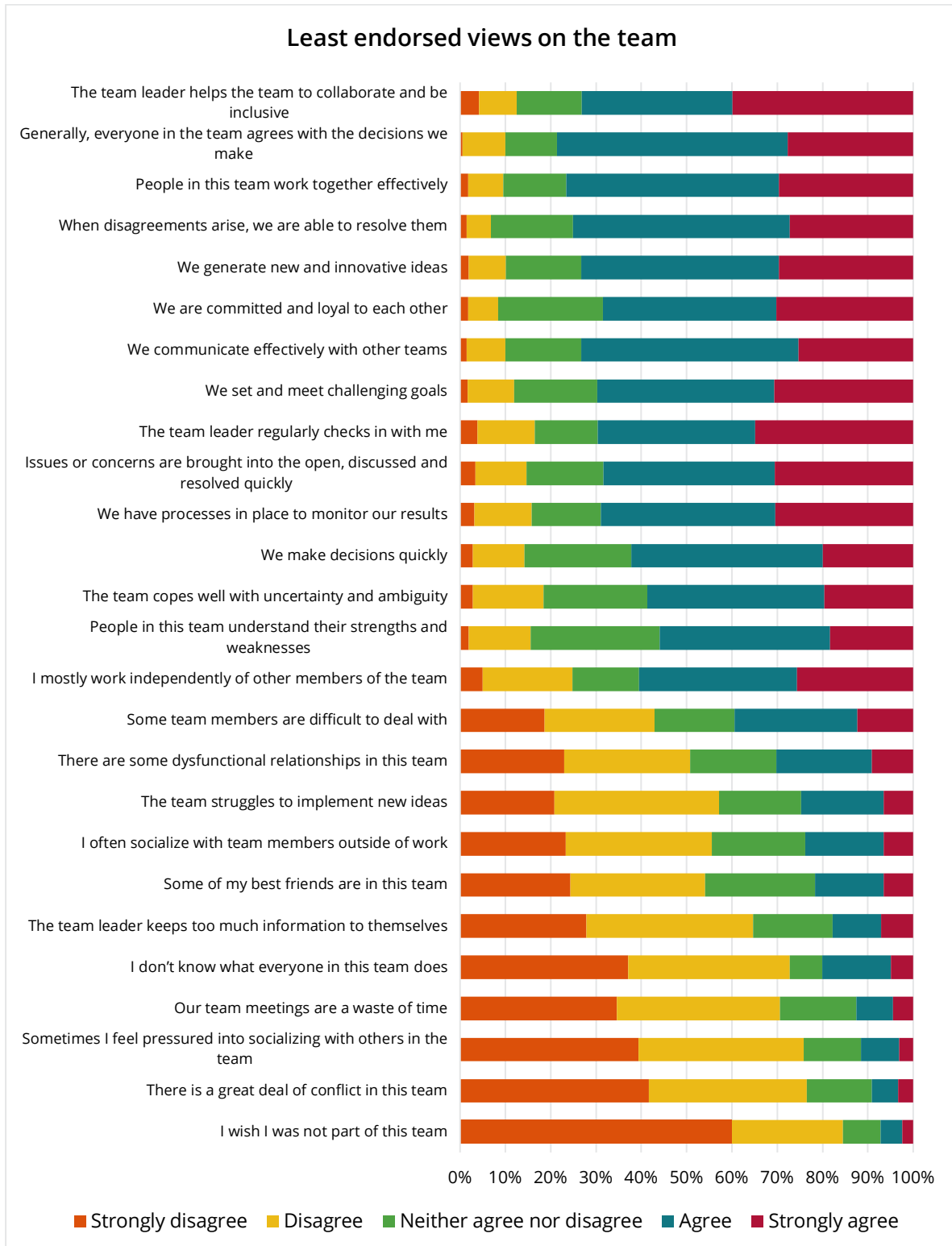
The 52 items were written to assess nine factors that may underlie team performance. These factors were developed following a review of previous research, including Bateman, Wilson, & Bingham, 2002; de Jong, Dirks, & Gillespie, 2016; Delice, Rousseau, & Feitosa, 2019; Mitchell, et al., 2015; Salas, Grossman, Hughes, & Coultas, 2015; van der Hoek, Groeneveld, & Kuipers, 2018; and Wageman, Hackman, & Lehman, 2005. The nine dimensions are shown below.

Scale	Example items	N. items	Reliability (alpha)	Mean	SD
Cohesion	- Our team is united in trying to reach its goals - We listen to each other	8	0.889	3.83	0.795
Inclusion	- I feel accepted and included by other team members - I trust the people in this team	8	0.930	4.16	0.686
Communication	- Communication works well within the team - We communicate effectively with other teams	3	0.828	4.03	0.842
Role clarity	- I am clear about my own role in the team - Team members know what is expected of them	5	0.892	4.17	0.806
Task performance	- In general, the team makes good decisions - We set and meet challenging goals	8	0.891	3.91	0.747
Identity and attachment	- I am proud to be a member of this team - I enjoy being part of this team	3	0.880	4.34	0.856
Team processes	- Our team meetings are a waste of time* - We have processes in place to monitor our results	4	0.728	3.90	0.953
Socializing	- I often socialize with team members outside of work - Some of my best friends are in this team	2	0.699	2.51	1.068
Team leadership	- The team leader keeps too much information to themselves* - The team leader regularly checks in with me	4	0.860	3.87	0.817

*item scored negatively

All nine dimensions show good internal consistency reliability. Eight of the nine dimensions have a mean score above the average (on a 1 to 5 scale) of 3, indicating that most participants felt that their team performed well. Identity and attachment showed the highest mean score.

Correlation with overall performance

All nine dimensions showed a significant correlation with overall performance. All dimensions except Socializing showed a very high correlation. Eight of the dimensions related very closely to overall performance.

Dimension	r
Inclusion	0.731
Communication	0.724
Cohesion	0.720

Dimension	r
Performance	0.717
Identity	0.716
Role clarity	0.666

Dimension	r
Processes	0.663
Leadership	0.635
Socializing	0.290

(N=632. All correlations significant at the 1% level)

Group differences

There was no significant difference between men and women or between the majority and minority groups on any of the nine dimensions. However, younger people tended to score higher on the Socializing dimension. In particular, they were more likely to socialize with other team members outside of work.

Mean response to 'I often socialize with team members outside of work' by age
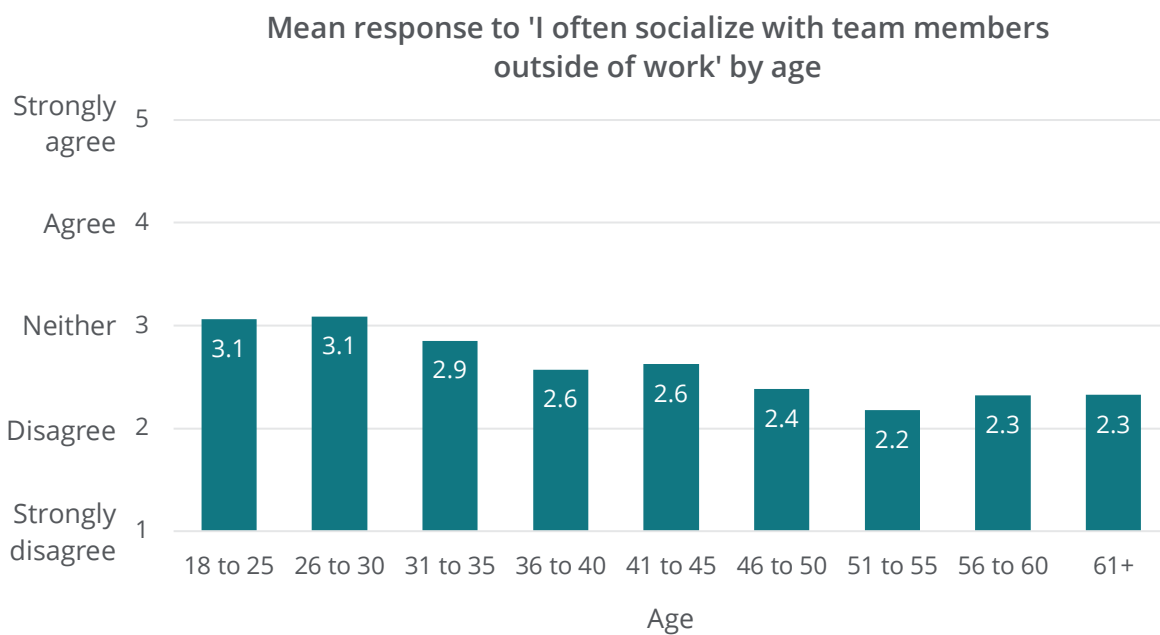
Participants who described themselves as a team leader rated their teams significantly[9] higher on all dimensions except Cohesion and Socializing. It may of course be that those team leaders who took part were exceptional team leaders, or it may be that team leaders tended to take a more positive view of the team than team members did.

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[9] Based on a oneway analysis of variance

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Significant differences in average (mean) performance
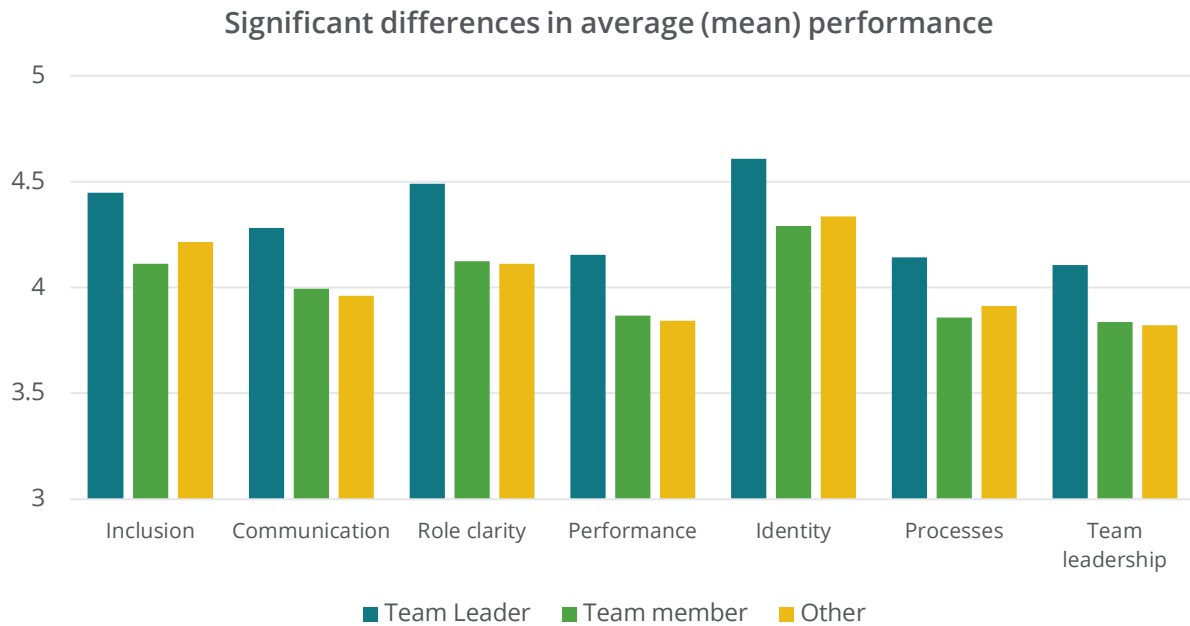
There were several differences relating to how long the participant had been a member of the team, and to how long the team had been in existence:

- Those who joined the team more recently tended to have higher scores on Cohesion and Socializing.

- Those whose teams had been set up in the last month tended to have higher scores on Role Clarity and Socializing. This could be seen as relating to the earlier stages of the 'forming, storming, norming, performing' of team formation (Tuckman, 1965).

On average, members of self-managed teams rated themselves as significantly higher on the Task Performance dimension than did members of cross-functional teams[10].

MBTI type differences

There were no significant differences between individuals with a Judging preference and those with a Perceiving preference, and just one E–I difference. Participants with an Extraversion preference scored their teams higher, on average, on Socializing compared with those with an Introversion preference. There were, however, several S–N and T–F differences.

- Participants with a Sensing preference rated their teams significantly higher on Communication, Role Clarity, Performance, and Team Leadership than did those with an Intuition preference.

- Participants with a Feeling preference rated their teams significantly higher on Cohesion, Role Clarity, Task Performance, and Processes than did those with a Thinking preference.

These differences were relatively small in absolute terms. All except one difference showed a Cohen d value of 0.20 or below.

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[10] Based on a oneway analysis of variance.
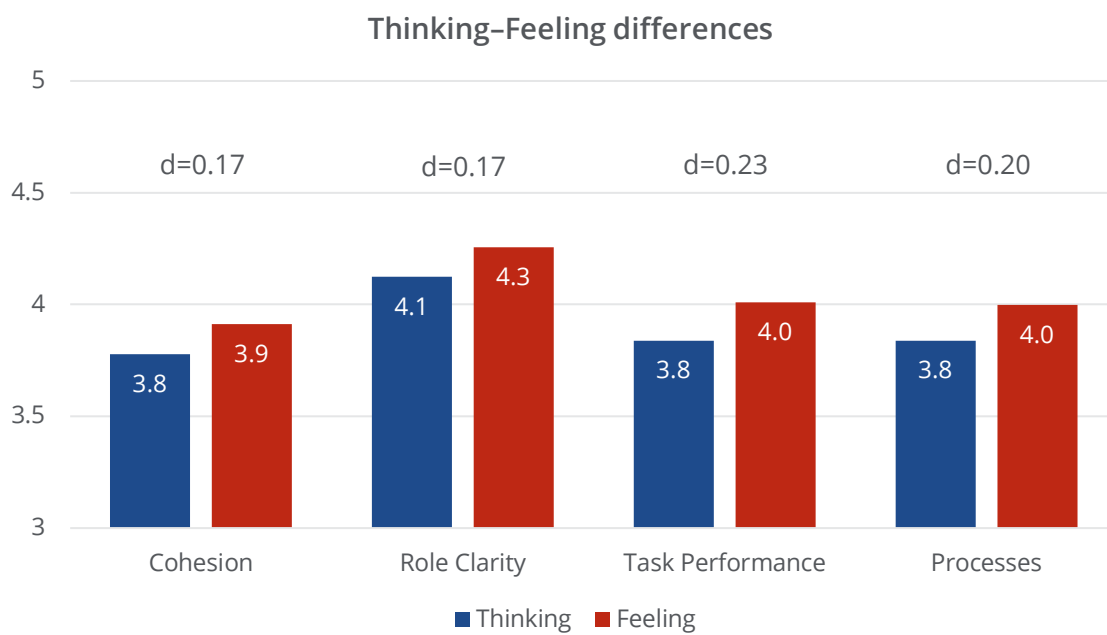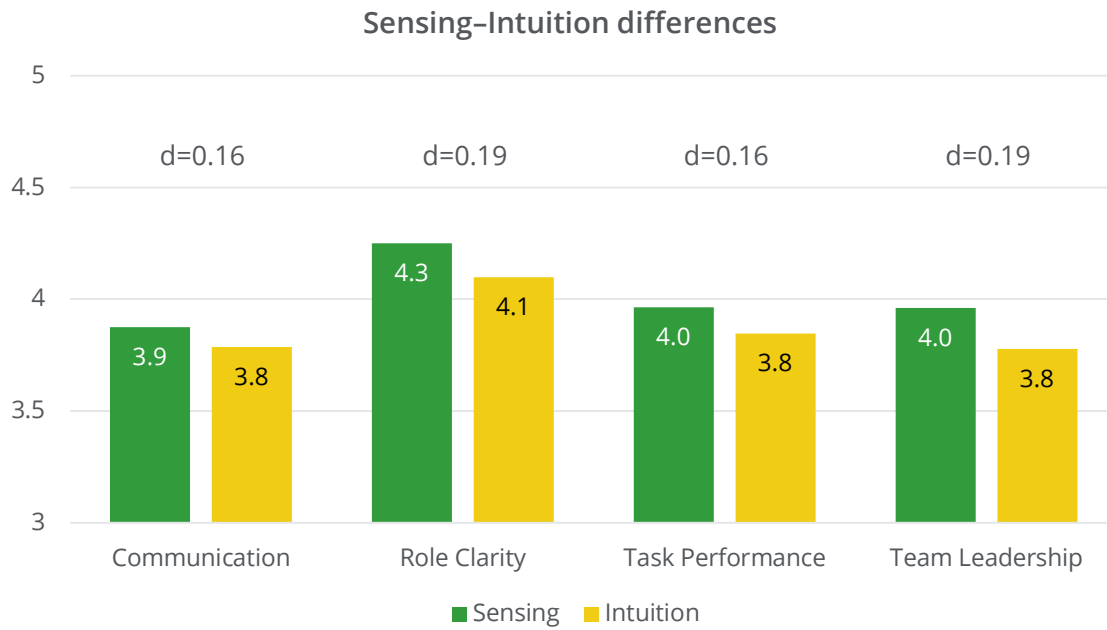
Sensing–Intuition differences

	Communication	Role Clarity	Task Performance	Team Leadership
d=	0.16	0.19	0.16	0.19
Sensing	3.9	4.3	4.0	4.0
Intuition	3.8	4.1	3.8	3.8

Thinking–Feeling differences

	Cohesion	Role Clarity	Task Performance	Processes
d=	0.17	0.17	0.23	0.20
Thinking	3.8	4.1	3.8	3.8
Feeling	3.9	4.3	4.0	4.0

There were several relationships between the way in which participants responded and their perception of the type of their team:

- Those in an Extravert team tended to rate the team higher on Inclusion.
- Those in an Intuition team tended to rate their team higher on Communication.
- Those in a Feeling team tended to rate their team higher on Task Performance and Team Leadership.
- Those in a Judging team tended to rate their team higher on Cohesion, Inclusion, Role Clarity, Task Performance, Identity and attachment, Processes, and Team Leadership.

These differences are illustrated below.

Differences in Team E–I, S–N and T–F

	d=0.19	d=0.20	d=0.16	d=0.16
E 4.2 / I 4.1	S 4.0 / N 4.1	T 3.9 / F 4.0	T 3.8 / F 4.0

E I
Inclusion

S N
Communication

T F
Task Performance

T F
Team Leadership

Differences in Team J–P

d=0.27 d=0.23 d=0.28 d=0.34 d=0.28 d=0.40 d=0.23

Cohesion 3.9 / 3.7
Inclusion 4.2 / 4.0
Role Clarity 4.2 / 4.0
Task Performance 4.0 / 3.7
Identity 4.4 / 4.2
Process 4.0 / 3.7
Team Leadership 3.9 / 3.7

■ Judging team   ■ Perceiving team
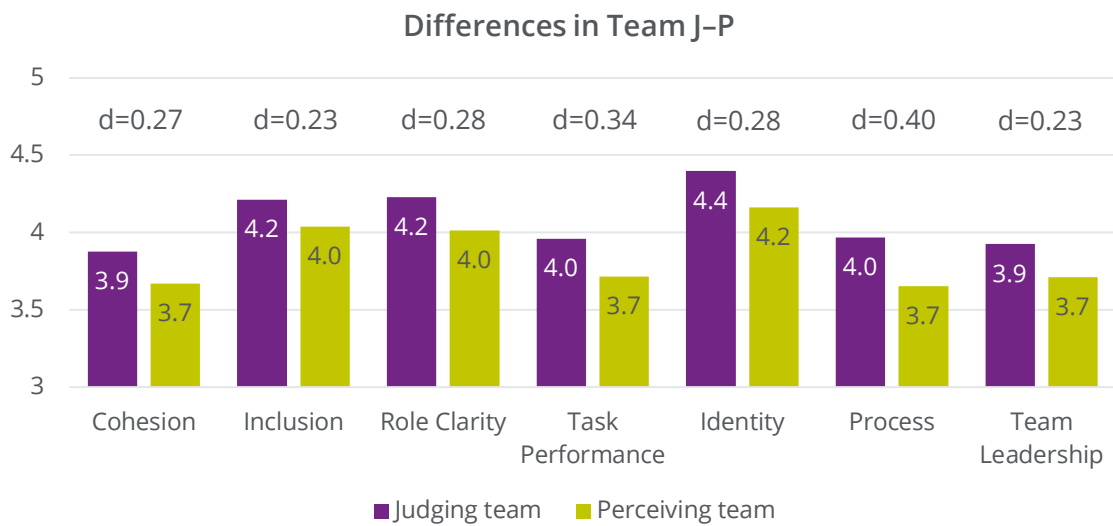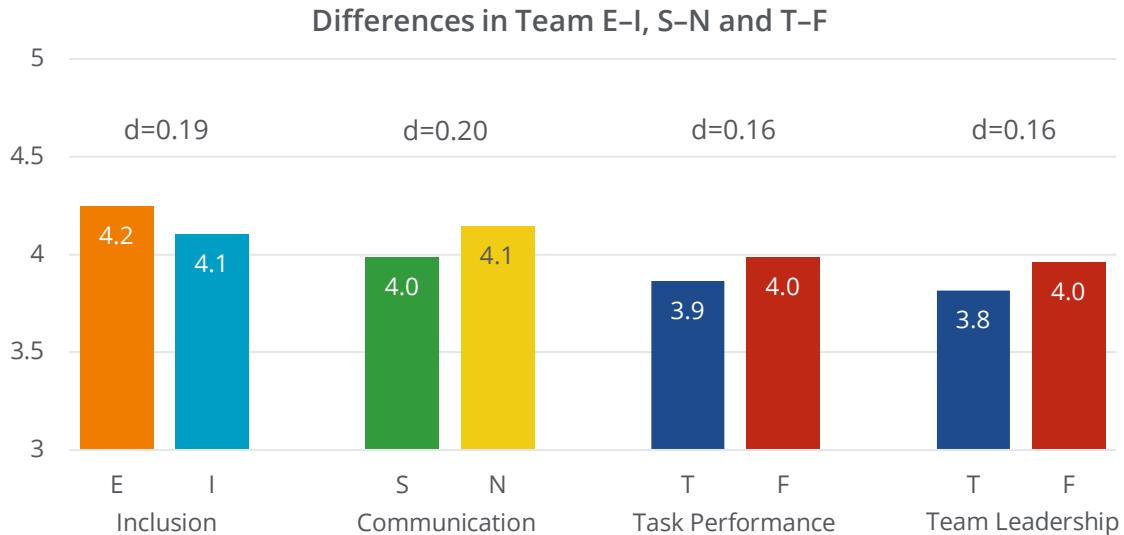
Amongst those with a Perceiving preference, differences were smaller and non-significant, but amongst those with a Judging preference, the differences were larger. Judging teams were rated especially highly by those with a Judging preference,

Differences in Team J–P – Judging individuals only

d=0.44 d=0.29 d=0.44 d=0.45 d=0.44 d=0.49 d=0.33

Cohesion 3.9 / 3.6
Inclusion 4.2 / 4.0
Role Clarity 4.3 / 4.0
Task Performance 4.0 / 3.7
Identity 4.4 / 4.1
Process 4.0 / 3.6
Team Leadership 4.0 / 3.7

■ Judging team   ■ Perceiving team
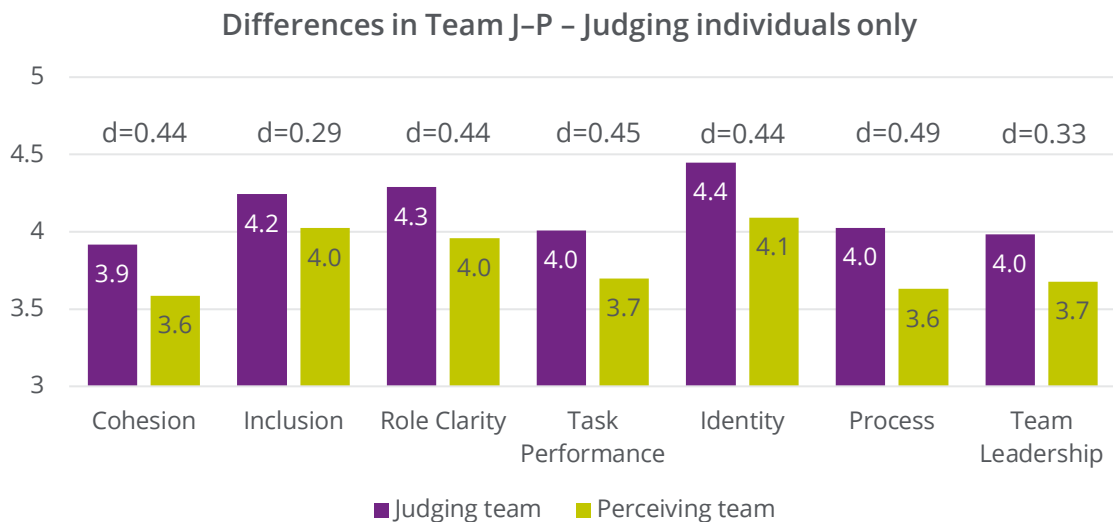
Correlations between the Step II facet scores and the nine dimensions present a similar picture.

- Those who rated their team more highly in terms of Socializing tend to score towards the Extraversion pole on all five E–I facets.

- In addition, those who scored towards the Extraversion pole on Initiating–Receiving, Expressive–Contained, and Active–Reflective rated their teams higher on several dimensions.

- Those who scored towards the Feeling pole on three facets rated their team more highly. Those who were more Compassionate rated three dimensions higher. Those who were more Accommodating rated six dimensions higher, and those who were more Accepting rated seven dimensions higher.

Statistically significant correlations are shown below.

Facet	Cohes	Inclus	Comm	Role_Cl	Task Perform	Identity	Process	Social	Team Lead
Initiating-Receiving			-.098*		-.107**		-0.93*	-.103*	-.107**
Expressive-Contained		-.090*	-.080*		-.097*			-.151**	-.094*
Gregarious-Intimate								-.146**	
Active-Reflective			-.091*		-.096*			-.102*	-.096*
Enthusiastic-Quiet								-.130**	
Concrete-Abstract									
Realistic-Imaginative									
Practical-Conceptual									-.106*
Experiential-Theoretical									
Traditional-Original									
Logical-Empathetic									
Reasonable-Compass					.100*		.093*	.085*	
Questioning-Accom	.112**		.135**		.121**		.085*	.098*	.116**
Critical-Accepting	.115**		.125**		.104**	.087*	.104*		.081*
Tough-Tender									
Systematic-Casual									
Planful-OpenEnded									
EarlyStarting-PressureP			-.085*						
Scheduled-Spontaneous									
Methodical-Emergent									

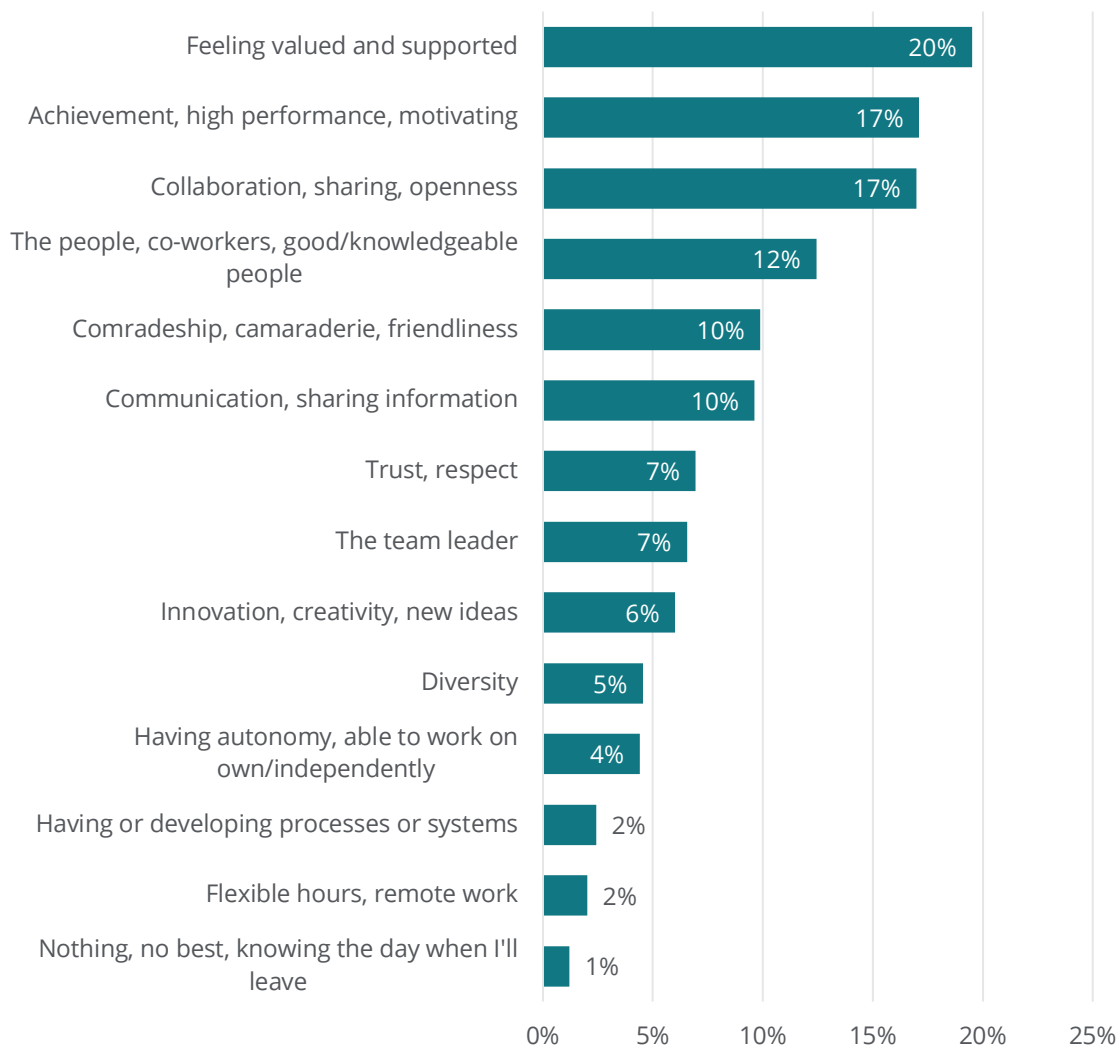**significant at the 1% level *significant at the 5% level; n=603-604.

Summary

- Most individuals saw their team as performing above average on eight of the nine dimensions of team behavior and performance. Of these, a feeling of identity with and attachment to the team showed the highest score.

- The Socializing dimension showed the lowest average score. Compared to the other scales, survey participants were rather less likely to think of their team-mates as being their best friends, or to want to socialize with the team outside of work. This was especially the case for those aged over 35.

- Participants who described themselves as a team leader rated their teams significantly higher on all dimensions except Cohesion and Socializing.

- Those who had joined the team more recently tended to have higher scores on Cohesion and Socializing, while those whose teams had been set up in the last month tended to have higher scores on Role Clarity and Socializing.

- On average, members of self-managed teams scored their teams higher on the Task Performance dimension compared with members of cross-functional teams.

- There were several small, but statistically significant differences depending on the MBTI type of the individual:

    - Those who rated their team more highly in terms of Socializing were more likely to have an Extraversion preference and to score towards the Extraversion pole on all five Step II E–I facets. Those who scored towards the Extraversion pole on Initiating–Receiving, Expressive–Contained, and Active–Reflective rated their teams higher on several dimensions.

    - Participants with a Sensing preference rated their teams significantly higher on Communication, Role Clarity, Performance, and Team Leadership compared with those with an Intuition preference.

    - Participants with a Feeling preference rated their teams significantly higher on Cohesion, Role Clarity, Task Performance and Processes than did those with a Thinking preference. In terms of Step II, those who were more Compassionate rated three dimensions higher, those who were more Accommodating rated six dimensions higher, and those who were more Accepting rated seven dimensions higher.

- There were several relationships between the way in which participants responded and their perception of the type of their team:

    - Those in a team seen as Extraverted tended to rate the team higher on Inclusion.

    - Those in an Intuition team tended to rate their team higher on Communication.

    - Those in a Feeling team tended to rate their team higher on Task Performance and Team Leadership.

    - Those who themselves had a Judging preference and who were in a team seen as Judging tended to rate their team higher on Cohesion, Inclusion, Role Clarity, Task Performance, Identity and attachment, Processes, and Team Leadership.

Best and worst thing about working in a team

Overview

In an open-ended question, survey participants were asked, "what's the best thing about being in this team" and "what is the worst". 734 individuals responded to these two questions. Their responses were grouped into categories using thematic analysis. The results for the first question, regarding the best thing about being in their team, are presented below.
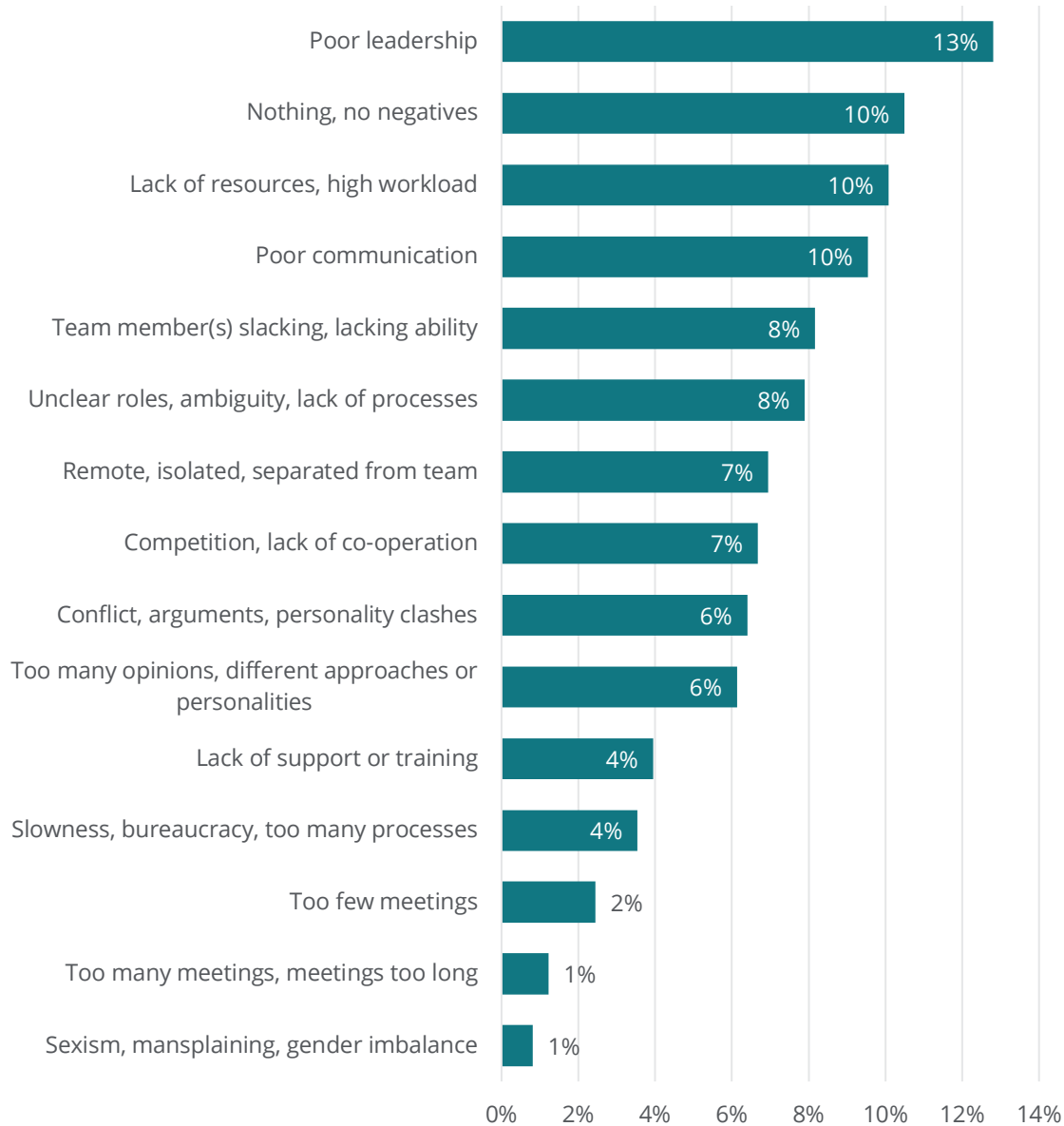
Best thing about being in the team: percent mentioning each category

Category	Percent
Feeling valued and supported	20%
Achievement, high performance, motivating	17%
Collaboration, sharing, openness	17%
The people, co-workers, good/knowledgeable people	12%
Comradeship, camaraderie, friendliness	10%
Communication, sharing information	10%
Trust, respect	7%
The team leader	7%
Innovation, creativity, new ideas	6%
Diversity	5%
Having autonomy, able to work on own/independently	4%
Having or developing processes or systems	2%
Flexible hours, remote work	2%
Nothing, no best, knowing the day when I'll leave	1%

Overall, a feeling of being valued and supported was the most common category of answer, followed by the team's ability to facilitate achievement and high performance, and the potential for collaboration, sharing, and openness across the team. A small percentage said that there was no "best" about being in their team.

The results for the second question, regarding the worst thing about being in the team, are shown below.

Worst thing about being in the team: percent mentioning each category

Category	Percent
Poor leadership	13%
Nothing, no negatives	10%
Lack of resources, high workload	10%
Poor communication	10%
Team member(s) slacking, lacking ability	8%
Unclear roles, ambiguity, lack of processes	8%
Remote, isolated, separated from team	7%
Competition, lack of co-operation	7%
Conflict, arguments, personality clashes	6%
Too many opinions, different approaches or personalities	6%
Lack of support or training	4%
Slowness, bureaucracy, too many processes	4%
Too few meetings	2%
Too many meetings, meetings too long	1%
Sexism, mansplaining, gender imbalance	1%

Poor leadership was the most frequently mentioned category. 10% of the group said that there was no 'worst' about being in their team—many more than said there was no 'best' thing about the team.

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Group differences

Women were more likely than men to mention innovation, creativity, and new ideas as the best thing about the team, and to mention conflict as the worst thing.

Those who mentioned feeling valued and supported as the best thing were, on average, 5 years younger than those who did not.

The proportions of those in a team working on-site, in a hybrid way, or largely or entirely remotely affected some responses to what was seen as the best or worst thing about the team. Across the whole sample, 55% of people in the team worked entirely on-site, 33% worked in a hybrid way, 16% worked largely remotely, and 29% worked entirely remotely. The chart below shows the extent to which the teams of those who mentioned a particular best or worst aspect differed from this average.

Difference from overall average proportions of types of workers for those choosing specfic best or worst aspects

In terms of the best thing about the team:

- Those who mentioned autonomy tended to be part of teams with a lower proportion of purely on-site or hybrid workers and a higher proportion of largely or entirely remote workers. Previous research (for example, Grant, Wallace, & Spurgeon, 2013; Hackston, 2022) has shown that remote workers tend to value autonomy and independence more than office-based or other on-site workers.

In terms of the worst thing about the team:

- Those who mentioned being remote and isolated tended to be members of teams with a lower proportion of entirely on-site workers and a higher proportion of hybrid and remote workers. Some remote workers may want to feel more connected to their team than they currently are.

- Those who mentioned competition tended to be members of teams with a higher proportion of on-site workers and a lower proportion of hybrid, largely remote or entirely remote workers.

- Those who mentioned conflict tended to be members of teams with a higher proportion of on-site workers and a lower proportion of hybrid or largely remote workers.

- Those who mentioned too many opinions tended to be members of teams with a higher proportion of on-site workers.

Personality differences

Best thing

There were a small number of personality type differences:

- Those with an Intuition preference were more likely to mention innovation and creativity than were those with a Sensing preference.

- Those with a Feeling preference were more likely to mention feeling valued and supported, and to mention diversity, compared with those with a Thinking preference.

- Those with a Perceiving preference were more likely to mention comradeship than those with a Judging preference.

Worst thing

- Those with an Extraversion preference were more likely to mention workloads and lack of resources, and were more likely to mention having to work remotely and being separate from the team, than were those with an Introversion preference.

- Those with a Sensing preference were more likely than those with an Intuition preference to say there was no 'worst' about working in a team.

- Those with a Perceiving preference were more likely than those with a Judging preference to mention team members slacking or lacking ability.

Step II results largely mirrored Step I. The following tables show which facets showed a significant difference between who did and did not mention a category, and the direction of that difference. For example, those who mentioned innovation and creativity tended to score more towards the Abstract pole of the Concrete–Abstract facet than those who did not.

Step II relationships with 'best thing'

Facet	Valued	Collab.	Comrade	Trust	Innov	Diversity	Process
Concrete Abstract					Abstract		
Realistic Imaginative					Imaginative		
Experiential Theoretical		Experiential					
Traditional Original		Traditional					
Logical Empathetic				Empathetic			
Reasonable Compass.	Compass		Compass	Compass		Compass	
Questioning Accomm.	Accomm						
Critical Accepting	Accepting			Accepting			Accepting
Tough Tender	Tender		Tender				
Methodical Emergent		Methodical					

Step II relationships with 'worst thing'

Facet	Poor leadership	Nothing	Lack of resources	Poor comms	Slacking	Compet-ition	Lack of support
Initiating Receiving							Receiving
Expressive Contained			Expressive				
Active Reflective						Active	
Enthusiast Quiet			Enthusiast			Enthusiast	
Concrete Abstract	Abstract						
Realistic Imaginative		Realistic					
Practical Conceptual	Conceptual						
Experiential Theoretical	Theoretical				Conceptual		
Traditional Original		Traditional	Traditional	Original			
Methodical Emergent			Methodical				

Team type differences

Best thing

- Members of teams seen as Intuition were more likely to mention innovation and creativity than members of teams seen as Sensing.
- Members of teams seen as Feeling were more likely to mention feeling valued and supported than members of teams seen as Thinking.

Worst thing

- Members of teams seen as Extraverted were more likely to mention slowness and bureaucracy than members of teams seen as Introverted.
- Members of teams seen as Sensing were more likely to mention poor communication than members of teams seen as Intuition.
- Members of teams seen as Intuition were more likely to mention too many opinions, different views etc. than members of teams seen as Sensing.

Performance

Best thing

There were several relationships with overall team performance. Those who mentioned feeling valued and supported, or collaboration and sharing, or trust and respect, on average rated their team's overall performance significantly higher. Those who said that there was nothing best about their team rated overall performance significantly lower.

Best thing: differences in average (mean) performance
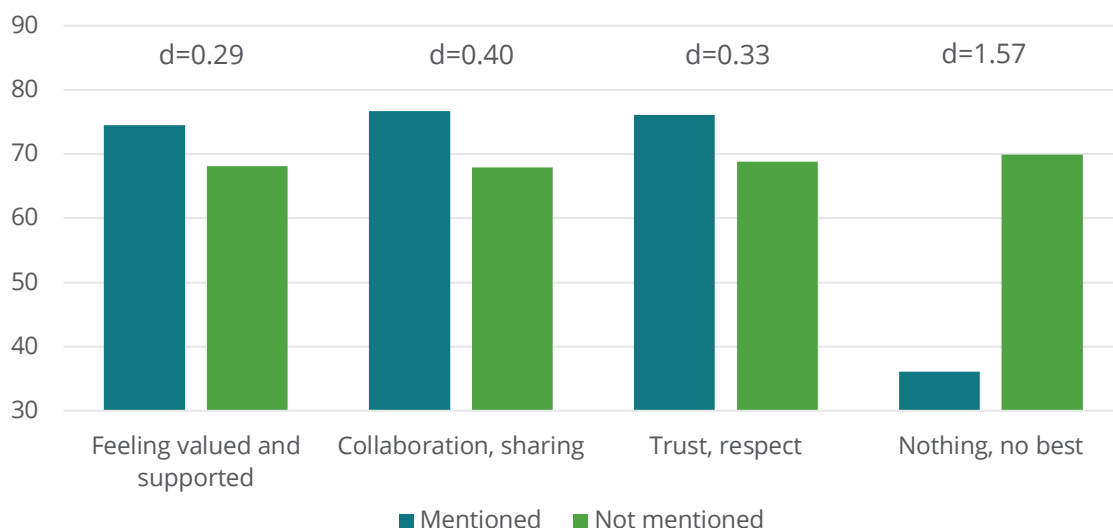
There were many relationships between what was seen as the 'best thing' and individual aspects of performance. In the table below, a '+' indicates that those who mentioned this factor as the best thing about the team on average scored significantly higher on the indicated aspect of performance. A '-' indicates that they scored significantly lower[11].
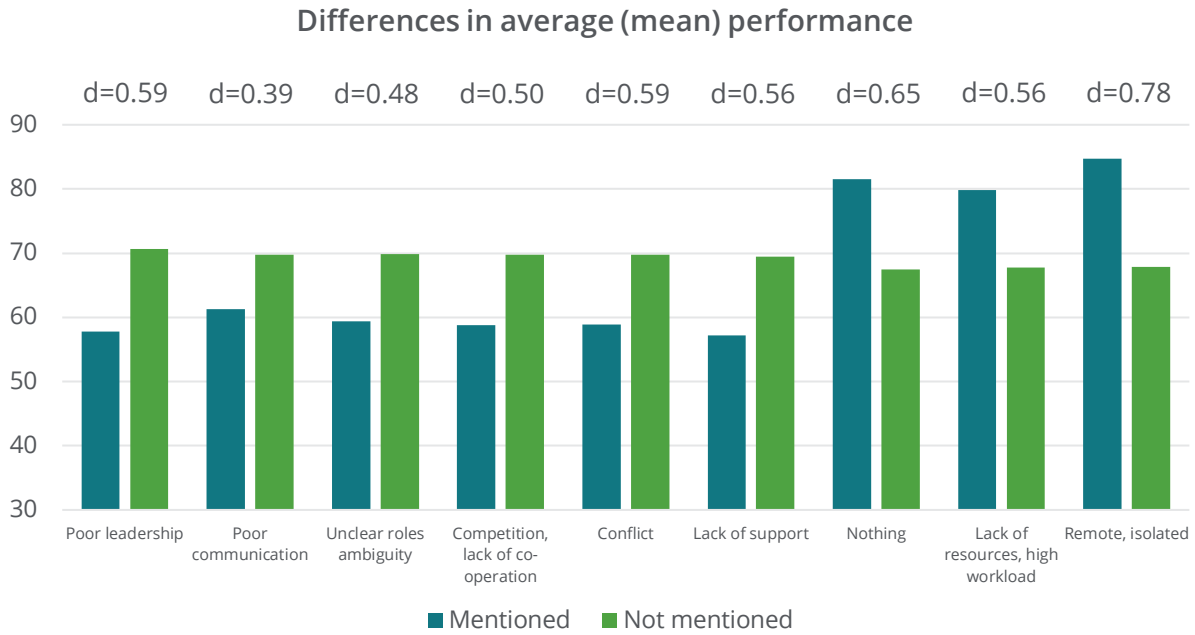
Best thing	Co-hesion	Inclu-sion	Comms	Role Clarity	Task Perform	Identity	Process	Social	Team Lead
Valued, supported	+	+	+		+	+	+		+
High performing		+		+	+		+		
Collaboration, sharing	+	+	+	+	+	+	+	+	+
Co-workers, good people									
Comradeship, friendliness	+	+	+		+			+	+
Communication	+	+	+	+	+		+	+	+
Trust, respect	+	+	+	+	+	+	+		+
Team leadership									
Innovation, creativity									
Diversity									
Autonomy									
Processes, systems									
Flexible hours remote work	-	-	-	-		-	-		-
Nothing, no best	-	-	-	-	-	-	-		-

Those who mentioned collaboration and sharing on average scored significantly higher on all aspects of performance and behavior. Having trust and respect, feeling valued and supported, and communication showed positive differences on almost all the performance dimensions. Those who said that there was nothing good about the team scored significantly lower on all dimensions other than Socializing, as did those who mentioned flexible hours or working remotely. This may be the only good thing they could find to say about the team.

Worst thing

Overall performance also related to many of the worst things about the team. Those who mentioned poor leadership, poor communication, unclear roles and ambiguity, competition, and lack of support all on average rated their team's overall performance lower. Those who said there was no worst thing about the team on average rated the team's performance higher—as did those who mentioned a lack of resources or high workloads, or feeling remote and isolated. In terms of workloads, it may be that the teams with high workloads are felt to be performing better, although this may not be sustainable in the longer term.

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[11] Based on independent-samples t-tests.

Differences in average (mean) performance

Significant relationships with individual aspects of performance are shown in the table below. A '+' indicates that those who mentioned this factor as the worst thing about the team on average scored significantly higher on the indicated aspect of performance. A '-' indicates that they scored significantly lower.

Worst thing	Co-hesion	Inclu-sion	Comms	Role Clarity	Task Perform	Identity	Process	Social	Team Lead
Poor leadership	-	-	-	-	-	-	-		-
Nothing	+	+	+	+	+	+	+	+	+
Lack of resources	+	+	+	+	+	+	+	+	
Poor comms	-	-	-	-	-	-	-		-
Team slacking									+
Unclear roles	-			-	-	-	-		-
Remote	+	+	+	+	+	+	+		+
Competition	-	-	-	-	-	-	-		-
Conflict	-	-	-		-	-	-		-
Too many views									
Lack of support	-	-			-	-			-
Slowness, bureaucracy				-	-				
Too few meetings	+	+				+			
Too many meetings									
Sexism, mansplaining								-	

In line with the relationships with overall team performance, those who saw poor leadership, poor communication, competition, conflict, unclear roles and ambiguity, or lack of support as the worst thing about the team scored significantly lower on many specific aspects of performance.

Additionally, those who mentioned slowness, bureaucracy, and too many processes scored lower on role clarity and task performance, while those who mentioned sexism, mansplaining or gender imbalances were less likely to want to socialize with other team members. Again, in line with the overall performance result, those who said that there was no worst thing about the team scored higher on all the performance dimensions, and those who mentioned a lack of resources or feeling remote and isolated scored higher on almost all. Those who felt that having too many team meetings or meetings that went on too long scored higher on cohesion, inclusion, and identity and attachment. It may be that having a large number of meetings contributes positively to these aspects of performance.

Summary

- Feeling valued and supported was the most common category of response to the question "what's the best thing about being in this team", followed by being part of a high-performing team and then collaboration, sharing and openness.

- The most common category of response to "what is the worst" was poor leadership, followed by a response that there was no worst about the team, then a lack of resources and then poor communication.

- Though 10% of the group said that there was no worst thing about the team, only 1% said that there was no best. As with their answers to the other questions in the survey, respondents were generally more positive than negative about their team.

- Women were more likely than men to mention innovation, creativity, and new ideas as the best thing about the team, and conflict as the worst thing.

- Those who mentioned feeling valued and supported as the best thing were, on average, 5 years younger than those who did not.

- Those who mentioned autonomy as the best thing tended to be part of a team with a lower proportion of purely on-site or hybrid workers and a higher proportion of largely or entirely remote workers.

- Those who mentioned feeling remote and isolated tended to be members of a team with a lower proportion of entirely on-site workers and a higher proportion of hybrid and remote workers.

- The negative effects of competition, conflict, disagreement, and too many opinions may be more obvious face to face, and therefore more prevalent in office-based or other onsite workers:
    - Those who mentioned the negative effects of competition tended to be members of teams with a higher proportion of on-site workers and a lower proportion of hybrid, largely remote, or entirely remote workers.
    - Those who mentioned conflict tended to be members of teams with a higher proportion of on-site workers and a lower proportion of hybrid or largely remote workers.
    - Those who mentioned too many different opinions tended to be members of teams with a higher proportion of on-site workers.

- There were several personality differences, in terms of both Step I type and Step II scores, in what were seen as the best and worst aspects of the team. These were paralleled by differences between members of teams with different personality profiles.

- Those who mentioned feeling valued and supported, collaboration and sharing, or trust and respect as the best thing about their team tended to rate their team's overall performance significantly higher. Those who said that there was nothing best about their team rated overall performance significantly lower.

- Those who mentioned poor leadership, poor communication, unclear roles and ambiguity, competition, and lack of support all on average rated their team's overall performance lower. Those who said there was no worst about the team on average rated the team's performance higher—as did those who mentioned a lack of resources or high workloads or feeling remote and isolated.

- The relationships of what were seen as the best and worst things about the team with specific aspects of performance largely mirror the relationships with overall performance.

Team leader type

Overview

Participants were asked if they knew the type of their team leader. 205 individuals responded that they did, but 11 of these were not very confident or not at all confident in their answer, leaving 194 cases for analysis. A type table for the team leaders is shown below:

					Type	N	%
ISTJ N=21 10.8% SSR=0.68	**ISFJ** N=11 5.7% SSR=0.68	**INFJ** N=10 5.2% SSR=2.34	**INTJ** N=17 8.8% SSR=3.37		E	107	55.2%
					I	87	44.8%
ISTP N=8 4.1% SSR=0.42	**ISFP** N=7 3.6% SSR=0.55	**INFP** N=7 3.6% SSR=0.57	**INTP** N=6 3.1% SSR=0.64		S	92	47.4%
					N	102	52.6%
ESTP N=7 3.6% SSR=0.59	**ESFP** N=5 2.6% SSR=0.43	**ENFP** N=16 8.2% SSR=1.01	**ENTP** N=13 6.7% SSR=1.56		T	125	64.4%
					F	69	35.6%
ESTJ N=28 14.4% SSR=1.60	**ESFJ** N=5 2.6% SSR=0.45	**ENFJ** N=8 4.1% SSR=1.87	**ENTJ** N=25 12.9% SSR=7.16		J	125	64.4%
					P	69	35.6%

These results of course only represent the participants' views of their team leader's type; we were not able to collect data directly from the team leaders themselves. Therefore, the results should be treated with some caution. Nevertheless, the data is similar to that seen when samples are collected directly from leaders and managers. Compared to the participants, there was a greater proportion of individuals seen to have preferences for Extraversion, Intuition and Thinking, and the most frequent types were ESTJ and ENTJ. This distribution is typical of management and leadership samples. The SSR (Self-Selection Ratio) compares the sample to the general population. Types with an SSR greater than 1 are over-represented in this group compared with the general population[12].

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[12] The MBTI Global sample (Myers, McCaulley, Quenk, & Hammer, 2018) was used as a reference group.

Each participant's perception of their team leader's type was compared with their own MBTI type. For each preference pair, more than half felt that their leader matched them.

For Sensing–Intuition, this relationship reached statistical significance[13]. Those with a Sensing preference were significantly more likely to see their team leader as having a Sensing preference, and those with an Intuition preference were significantly more likely to see their team leader as having an Intuition preference.

Just under a quarter felt that their leader matched them on all four letters.

Preference pair	Percent matching
Extraversion–Introversion	56.5%
Sensing–Intuition	63.7%
Thinking–Feeling	54.9%
Judging–Perceiving	58.0%

Number of matching preferences	Percent
0	5.7%
1	20.2%
2	31.6%
3	20.2%
4	22.3%

Group differences

There were no gender, age, or other demographic differences, but there were a small number of differences in team characteristics:

- Those who saw the team leader as Extraverted were on average members of teams with a larger percentage of largely remote workers than those seeing the team leader as Introverted.

- Those seeing the team leader as having a Thinking preference on average worked in slightly larger teams than those seeing the team leader as having a Feeling preference. Other research (for example, Abbas & Ali, 2021) has shown that in larger teams, managers and team leaders tend to adopt a more transactional approach.

- Those seeing the team leader as Judging were more likely to see the overall team as Judging than those who saw the team leader as Perceiving,

Best and worst things about the team

There were several relationships between the perceived type of the team leader and what was seen as the best and worst thing about the team:

- Those who said that having autonomy and being able to work on one's own was the best thing about working in the team were more likely to see the team leader as having an Introversion preference.
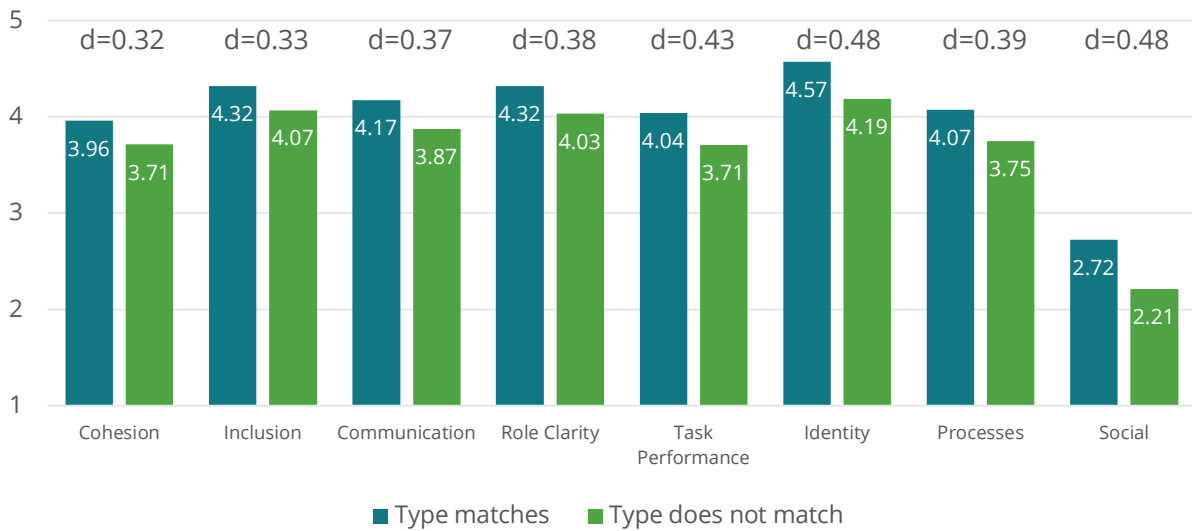
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[13] Based on chi-square analysis.

- Those who said that people having too many opinions was the worst thing about the team were more likely than others to see the team leader as having a Feeling preference.
- Those who said that unclear roles and ambiguity was the worst thing were more likely than others to have a Judging preference.
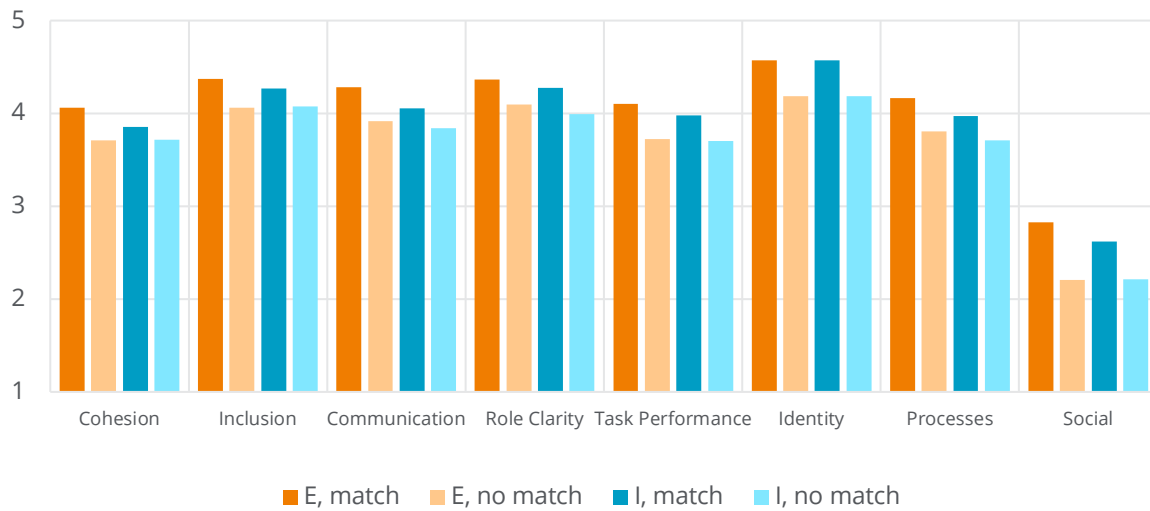
Team performance

Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader had significantly lower scores on all the specific performance factors except team leadership.

Best thing: differences in average (mean) performance

	Cohesion	Inclusion	Communication	Role Clarity	Task Performance	Identity	Processes	Social
	d=0.32	d=0.33	d=0.37	d=0.38	d=0.43	d=0.48	d=0.39	d=0.48
Type matches	3.96	4.32	4.17	4.32	4.04	4.57	4.07	2.72
Type does not match	3.71	4.07	3.87	4.03	3.71	4.19	3.75	2.21

■ Type matches   ■ Type does not match

This effect was found in both those with an Extraversion preference and those with an Introversion preference, but was somewhat stronger in the former group.

Best thing: differences in average (mean) performance

Chart legend: E, match | E, no match | I, match | I, no match

Categories: Cohesion, Inclusion, Communication, Role Clarity, Task Performance, Identity, Processes, Social

Summary

- Overall, survey participants' views of their team leaders' personalities tended a little towards E and N, and rather more towards T and J, with ESTJ and ENTJ as the most common team leader type and ESFP and ESFJ the least common.

- Individuals with a Sensing preference were significantly more likely to see their team leader as having a Sensing preference, and those with an Intuition preference were significantly more likely to see their team leader as having an Intuition preference.

- Just under a quarter of participants felt that their leader matched them on all four letters.

- Those who saw the team leader as Extraverted were on average members of teams with a larger percentage of largely remote workers.

- Those seeing the team leader as having a Thinking preference on average worked in slightly larger teams than those seeing the team leader as having a Feeling preference.

- Those seeing the team leader as Judging were more likely to see the overall team as Judging than those who saw the team leader as Perceiving.

- Those who said that having autonomy and being able to work on one's own was the best thing about working in the team were more likely to see the team leader as having an Introversion preference.

- Those who said that people having too many opinions was the worst thing about the team were more likely than others to see the team leader as having a Feeling preference. Those who said that unclear roles and ambiguity was the worst thing were more likely than others to have a Judging preference.

- Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader had significantly lower scores on all the specific performance factors except team leadership. This effect was strongest for those who had an Extraversion preference. This suggests that where team leaders can adapt their style in terms of Extraversion–Introversion to match that of team members, the team may be seen to perform more effectively.

Job satisfaction and intention to leave

Overview

Survey participants were asked about their level of satisfaction with their current job. 778 people answered this question. Data was also available, for 565 people, on how likely they were to leave their job within the next year. Most expressed a high degree of job satisfaction and felt they were unlikely to leave their job.
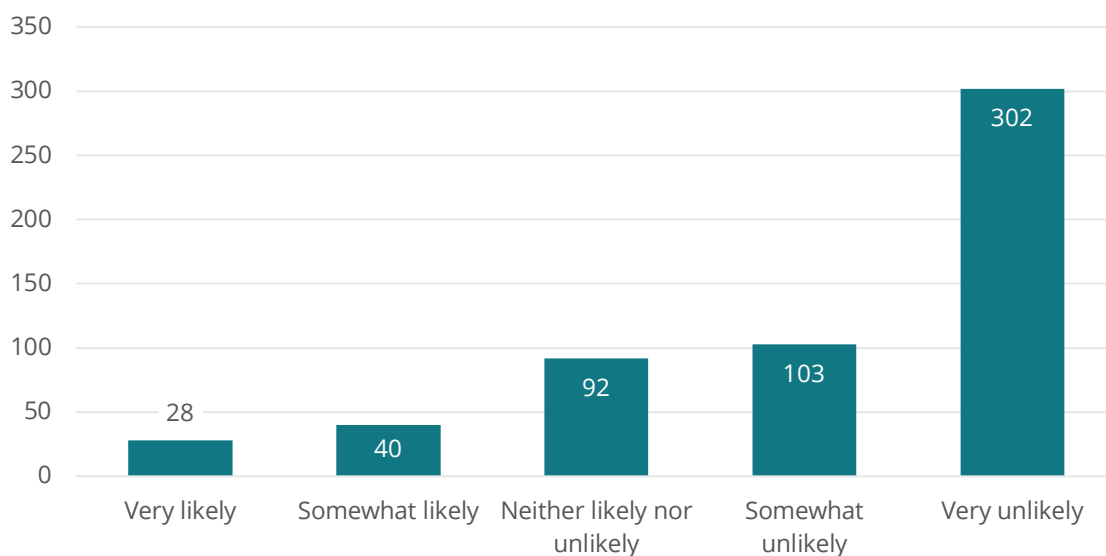
578 people, 74% of those who responded, said they were satisfied or very satisfied with their job.

Satisfaction with current job
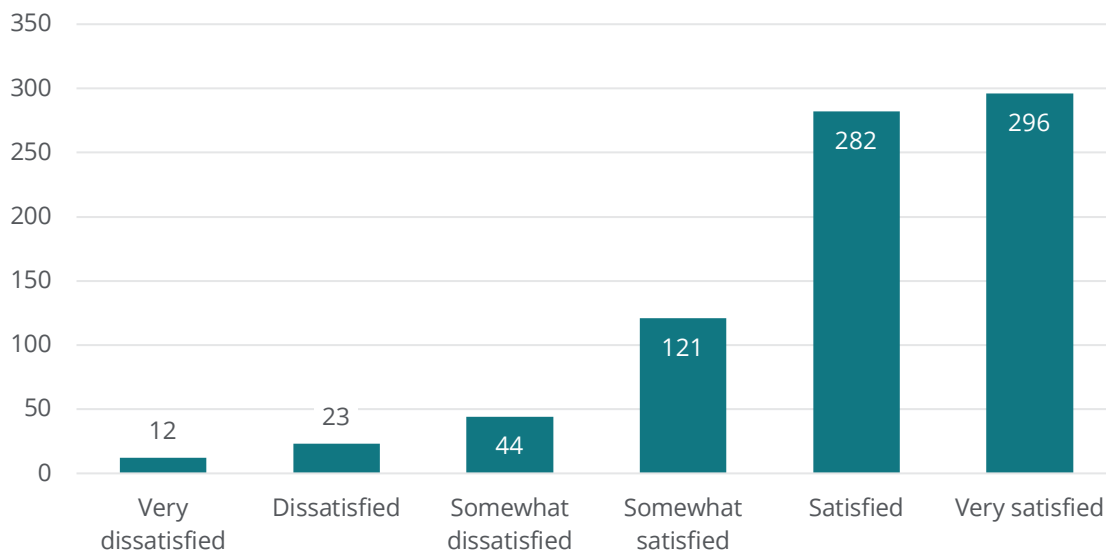
68 people, 12% of those who responded, said they were very or somewhat likely to leave their job within the next year.

Likelihood of leaving current job within the next year

There was a large correlation of -.382 (significant at the 1% level) between job satisfaction and likelihood of leaving job. Those with lower job satisfaction were more likely to want to leave.

Group differences

There were no significant gender differences. Younger people tended to have lower levels of job satisfaction and were somewhat more likely to be intending to leave. Executives and senior management had the highest level of job satisfaction. Entry-level employees had the least.

Job level	Percent satisfied or very satisfied
Top executive/C-suite	95%
Executive/Senior management	89%
Middle management	74%
Supervisor/first line management	67%
Nonsupervisory employee	73%
Entry-level employee	57%

There was one personality difference, on the Judging–Perceiving preference pair. 77% of those with a Judging preference said they were satisfied or very satisfied with their job, compared with 70% of those with a Perceiving preference. There was also a relationship with team type. Those whose own type matched that of the team on Sensing–Intuition and Judging–Perceiving expressed a higher level of job satisfaction, in particular Judging individuals who were members of Judging teams.

Relation to perceptions of the best and worst thing about the team.

Job satisfaction related to three of the factors seen as the best thing about the team.

- Those who mentioned collaboration, sharing and openness as the best thing about the team on average had a higher level of job satisfaction.
- Not surprisingly, those who said that there was no best thing about their team had a lower level of job satisfaction.
- Those who saw flexible hours or remote working as the best thing about the team also tended to have a lower level of job satisfaction.

As shown in the following chart, those who mentioned poor leadership, poor communication, competition, conflict, or lack of support as the worst thing about the team had a lower level of job satisfaction, while those who said that there was no worst thing expressed a higher degree of job satisfaction.

Worst thing: differences in average (mean) job satisfaction
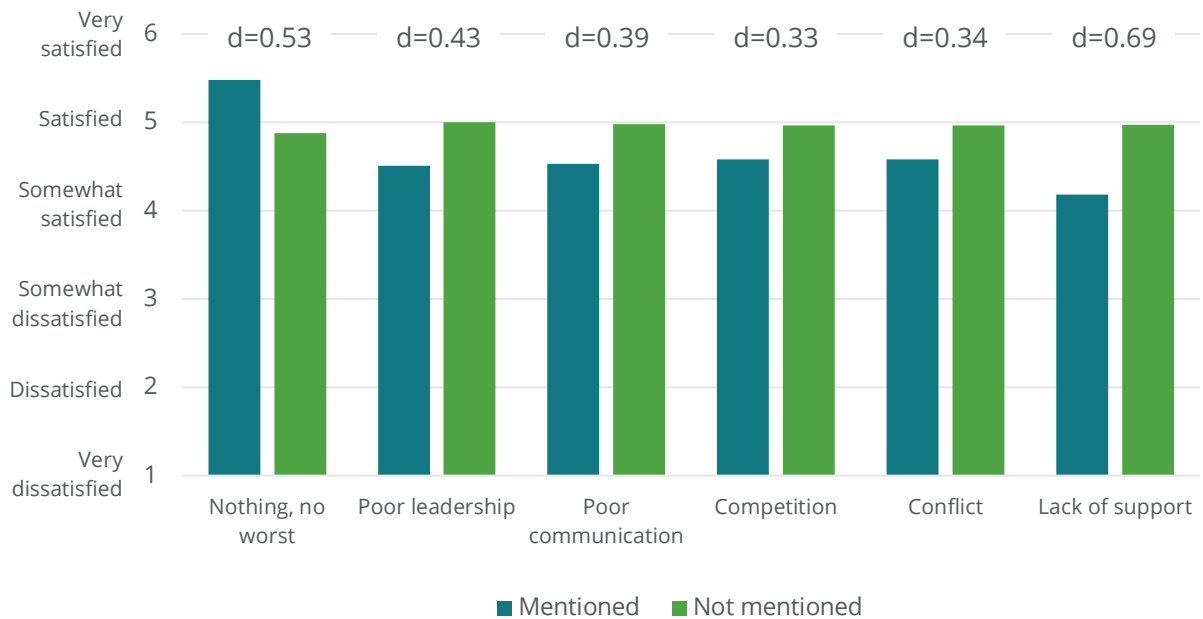
Team performance

Job satisfaction and intention to leave showed a statistically significant correlation with overall team performance and with all individual performance dimensions except socializing, while job satisfaction also correlated with this dimension. Individuals in teams that they see as high-performing have higher levels of job satisfaction and are less likely to leave. Identity and attachment, inclusion, and effective team leadership may be particularly important.

Performance dimension	Correlation	
	Job satisfaction	Intention to leave
Overall team performance	0.492**	0.242**
Cohesion	0.449**	0.234**
Inclusion	0.530**	0.258**
Communication	0.473**	0.217**
Role clarity	0.462**	0.200**
Task performance	0.447**	0.194**
Identity and attachment	0.557**	0.262**
Team processes	0.409**	0.202**
Socializing	0.149**	0.055^{NS}
Team leadership	0.521**	0.218**

** Significant at the 1% level; ^{NS} Not significant

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Summary

- Most participants expressed a high degree of job satisfaction (74% of those who responded said they were satisfied or very satisfied) and felt they were unlikely to leave their job (only 12% of those who responded said they were very or somewhat likely to leave their job within the next year).

- Unsurprisingly, those with lower levels of job satisfaction were more likely to say they were likely to leave their job.

- Younger people tended to have lower levels of job satisfaction and were somewhat more likely to be intending to leave.

- Executives and senior management had the highest level of job satisfaction, entry-level employees the least.

- 77% of those with a Judging preference said they were satisfied or very satisfied with their job, compared with 70% of those with a Perceiving preference.

- Those whose own type matched that of the team on Sensing–Intuition and Judging–Perceiving expressed a higher level of job satisfaction, in particular Judging individuals who were members of Judging teams.

- Those who mentioned collaboration, sharing and openness as the best thing about the team on average had a higher level of job satisfaction. Those who said that there was no best thing about their team and those who saw flexible hours or remote working as the best thing about the team tended to have a lower level of job satisfaction.

- Those who mentioned many of the factors seen as the worst thing about the team had a lower level of job satisfaction, while those who said that there was no worst thing expressed a greater degree of job satisfaction.

- Individuals in teams that they saw as high performing, both in terms of overall performance and of the specific performance dimensions, had higher levels of job satisfaction and were less likely to be looking to leave their jobs. Identity and attachment, inclusion, and effective team leadership may be particularly important.

Conclusions and recommendations

Summary of results

Performance, job satisfaction, and intention to leave

In general, team membership was seen positively, to the extent that 7% of group rated their team as the best they had ever worked in or experienced, with just 0.6% rating their team as the worst they had ever worked in or experienced. Indeed, over three-quarters of research participants rated their team as better than average, even though statistically, it might be expected that only half of any large group would rate their team as better than average. This may be an example of the 'team halo effect' (Naquin & Tynan, 2003) where the team as a whole tends to be seen positively, and not blamed for any failures.

In addition to rating overall team performance, research participants answered 52 questions regarding their views on the team, and their responses were scored to give results on nine scales of team behavior and performance. All nine scales had an acceptable, good, or excellent level of internal consistency reliability. Scored on a one to five scale, eight of the nine dimensions had a mean score above the theoretical average of three, again demonstrating that the team tended to be seen in a positive light. Identifying with and feeling attached to and part of the team showed the highest average score, and the Socializing dimension showed the lowest average score; compared to the other scales, survey participants were rather less likely to think of their team-mates as being among their best friends, or to want to socialize with the team outside of work. This was especially the case for individuals aged over 35; younger people were more likely than older people to socialize with the team.

Average (mean) score on specific performance dimensions
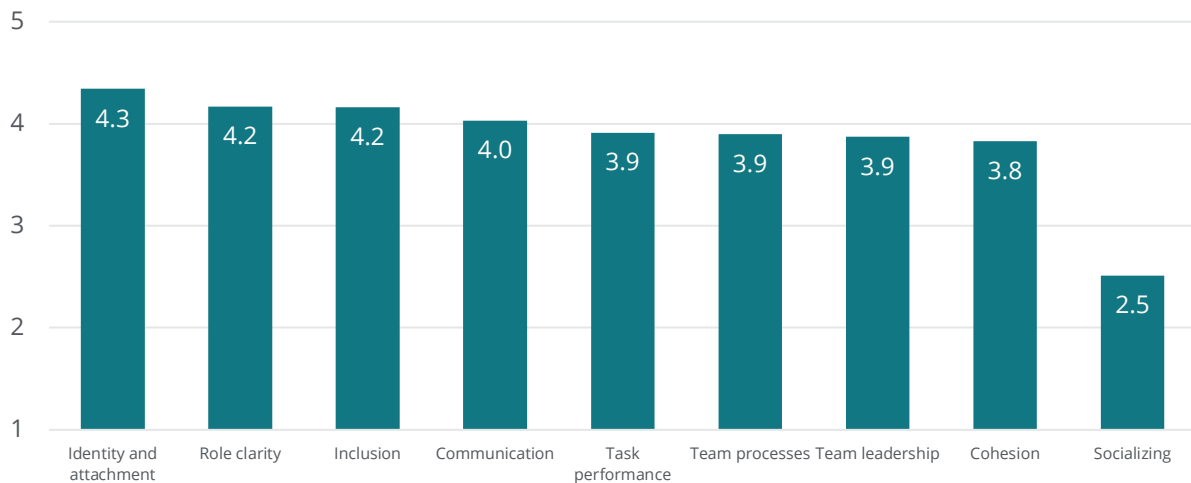
Most research participants also showed a high degree of job satisfaction and were unlikely to be thinking of leaving their job. 74% of those who responded said they were satisfied or very satisfied with their job and only 12% of those who responded said they were very or somewhat likely to leave their job within the next year.

Perceived team performance, job satisfaction, and intention to leave were intercorrelated. Individuals who felt that their team performed well had a high level of job satisfaction and were very unlikely to be thinking of leaving. Those who felt their team was not performing well tended to have a low level of job satisfaction and were more likely to be thinking of leaving. It is

therefore probable that measures to increase job satisfaction would improve perceived (and, likely, actual) team performance and decrease the likelihood that people would seek to leave their jobs. This has also been seen in previous research (for example, Braun, Peus, Weisweiler, & Frey, 2013; Gavira-Rivera & Lopez-Zapata, 2019).

Looking at specific aspects of performance and team behavior, then being made to feel part of and forming an attachment to the team, feeling included and valued, and effective team leadership were particularly important in promoting job satisfaction. Those who said they felt valued, who enjoyed being part of the team, who were included and supported by the team leader and whose team leader helped the team to collaborate and be inclusive had particularly high levels of job satisfaction and were especially unlikely to leave.

Those with a Judging preference tended to have slightly higher levels of job satisfaction than those with a Perceiving preference. Individual personality type did not in itself have a significant effect on overall performance, though there were some relationships with specific performance dimensions, including: Extraversion with Socializing; Sensing with Communication, Role Clarity, Performance and Team Leadership; Feeling with Cohesion, Role Clarity, Task Performance and Processes.

However, the perceived personality characteristics of the team have an effect on overall performance. Members of teams seen as Judging in character tended to rate overall team performance more highly, and to score higher on average on Cohesion, Inclusion, Role Clarity, Task Performance, Identity and attachment, Processes, and Team Leadership, compared with those in teams seen as Perceiving. This was especially true for those who themselves had a Judging preference. Other than this were no differences in overall performance between teams with different 'personalities', but there were some relationships with individual dimensions. Those in a team seen as Extraverted tended to score the team higher on Inclusion, those in an Intuition team tended to score their team higher on Communication, and those in a Feeling team tended to score their team higher on Task Performance and Team Leadership.

The extent to which an individual's type matched their perception of the type of the team also had an impact. Those whose type matched the team type in terms of Sensing–Intuition and Thinking–Feeling felt that their team performed more effectively. Those whose type was entirely different from that of the team had, on average, the least positive view of the team's performance. People whose personality was different from that of the team as a whole tended to have less positive views about the team. Those whose type matched the team type in terms of Sensing–Intuition and Judging–Perceiving had higher levels of job satisfaction.

Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader had significantly lower scores on all the specific performance factors except team leadership. This effect was strongest for those who had an Extraversion preference.

In summary:

- Team performance was mostly seen positively, both in terms of overall performance and specific dimensions.

- Most participants had high levels of job satisfaction and were not thinking of leaving their jobs. Individuals who felt that their team performed well had a high level of job satisfaction and were very unlikely to be thinking of leaving.

- Those with a Judging preference tended to have slightly higher levels of job satisfaction than those with a Perceiving preference.

- Members of teams seen as Judging in character tended to rate team performance more highly than those in teams seen as Perceiving. This was especially true of those who themselves had a Judging preference.

- People whose personality was different from that of the team as a whole tended to have less positive views about the team. Those whose type matched the team type in terms of Sensing–Intuition and Judging–Perceiving had higher levels of job satisfaction. Those whose type matched the team type in terms of Sensing–Intuition and Thinking–Feeling felt that their team performed more effectively.

The perceived type of the team

There is a tendency for teams to be seen overall as having a Judging preference and to some extent a Sensing preference. Functional teams were more likely than others to be seen as Sensing. Project teams and cross-functional teams were relatively less likely to be seen as Sensing (though Sensing was still, slightly, in the majority). There is no evidence that individuals had self-selected themselves into teams that corresponded with their own type. On average, two out of the four preference pairs matched, between individual and team type, which is what might be expected by chance.

As mentioned above, members of teams seen as Judging in character tended to rate team performance more highly than those in teams seen as Perceiving, especially if they themselves had a Judging preference.

The role of the team leader

The overall score for team leadership showed one of the higher correlations with job satisfaction, and most people rated the performance of their team leader positively.

Views on the team leader
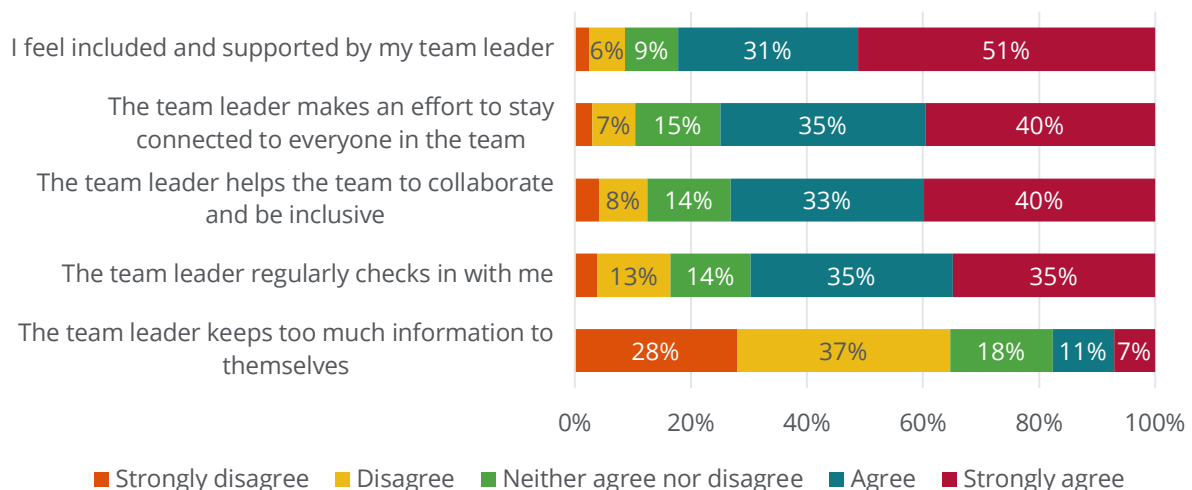
82% agreed or strongly agreed that they felt included and supported by their team leader, 75% that the team leader makes an effort to stay connected, 73% that they help the team to collaborate and be inclusive, 70% that the team leader regularly checks in, and just 18% that they keep too much information to themselves.

Poor leadership was the most common category mentioned as the worst thing about the team (by 13% of the group) but was less commonly mentioned as the best thing (by 7%). It may be that good or at least adequate leadership is to some extent taken for granted, but poor leadership makes a greater impact. Those scoring high on leadership were more likely than others to say that the best thing about their teams was: feeling valued and supported; having collaboration, sharing and openness; comradeship and friendliness; communication; trust and respect. They were less likely to mention poor leadership, poor communication, unclear roles and ambiguity, competition and lack of co-operation, conflict and arguments, and lack of support. These results arguably give an indication of what people are looking for in a team leader, and the climate that good or less good leadership may foster in a team.

Overall, survey participants' views of their team leaders' personalities tended a little towards Extraversion and Intuition, and to a somewhat greater extent towards Thinking and Judging, with ESTJ and ENTJ as the most common team leader type and ESFP and ESFJ the least common.

There was no indication that overall, people with any particular type preferences were seen as better or worse team leaders. However, the interaction between the team leader's type and their own did have an effect. Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader had significantly lower scores on all the specific performance factors except, interestingly, team leadership. This effect was strongest for those who had an Extraversion preference.

Individuals with a Sensing preference tended to rate the performance of their team leader somewhat higher than those with an Intuition preference. They were also more likely to see their team leader as having a Sensing preference, while those with an Intuition preference were more likely to see their team leader as having an Intuition preference. Those seeing the team leader as Judging were more likely to see the overall team as Judging than those who saw the team leader as Perceiving.

There were also overlaps between two aspects of team demographics. Those who saw the team leader as Extraverted were on average members of teams with a larger percentage of largely remote workers than those who saw the leader as Introverted. Those seeing the team leader as having a Thinking preference on average worked in slightly larger teams than those seeing the team leader as having a Feeling preference. These two results suggest that the external characteristics of the team may affect the team leader's behavior, and hence how they are perceived.

Best and worst things about the team

Feeling valued and supported was the most common category of response to the question "what's the best thing about being in this team", followed by being part of a high-performing team and then collaboration, sharing and openness.

The most common category of response to "what is the worst" was poor leadership, followed by a response that there was no worst about the team, then a lack of resources, and then poor communication.

Though 10% of the group said that there was no worst thing about the team, only 1% said that there was no best. As with their answers to the other questions in the survey, respondents were generally more positive than negative about their team.

Personality type

The most frequent type preferences in the group were for ISTJ (16%), followed by ESTJ (125). The least frequent was ISFP (2%). There were more people with Thinking than Feeling preferences in the group, and more with Judging than with Perceiving. This is reflected in the Step II results, where the mean of four of the five T–F facets was in the Thinking direction and the mean of all the J–P facets was in the Judging direction.

MBTI personality type related to many aspects of the team, as summarized below:

Extraversion–Introversion

- Those with an Extraversion preference were more likely than those with an Introversion preference to be part of a team consisting entirely of on-site workers or composed of a mix of all types of workers. Introverts were more likely than Extraverts to be part of a team made up entirely of remote workers. There was, however, no significant difference between Extraverts and Introverts in terms of their own individual working pattern.

- Those who scored their teams higher on Socializing were more likely than others to have an Extraversion preference and to score towards the Extraversion pole on all five E–I facets. In addition, those who scored towards the Extraversion pole on Initiating–Receiving, Expressive–Contained, and Active–Reflective rated their teams higher on several performance dimensions.

- Those with an Extraversion preference were more likely to mention workloads and lack of resources, as well as having to work remotely and being separate from the team, as the worst thing about the team.

Sensing–Intuition

- Sensing individuals were more likely than those with an Intuition preference to be working entirely on-site, and less likely to be working in a hybrid, largely remote, or entirely remote way. Those with a Sensing preference also tended to be part of teams with a higher percentage of people working wholly on-site, and with a lower percentage of people working in a wholly remote way.

- Those whose type matched their perception of the team type in terms of Sensing–Intuition rated their team as performing more effectively.

- Participants with a Sensing preference rated their teams significantly higher on Communication, Role Clarity, Performance, and Team Leadership than did individuals with an Intuition preference.

- Those with an Intuition preference were more likely to see innovation and creativity as the best thing about the team than were those with a Sensing preference.

- Those with a Sensing preference were more likely than those with an Intuition preference to say there was no 'worst thing' about working in their team.

- Those with a Sensing preference were significantly more likely to see their team leader as having a Sensing preference, and those with an Intuition preference were significantly more likely to see their team leader as having an Intuition preference.

- Those whose own type matched that of the team on Sensing–Intuition expressed a higher level of job satisfaction.

Thinking–Feeling

- Women were more likely than men to have a Feeling preference, men more likely than women to have a Thinking preference. On average, men tended to score more towards the Thinking pole, and women more towards the Feeling pole, on all the Thinking–Feeling facets of Step II.

- Thinking was over-represented at higher job levels compared to Feeling.

- Among those with a Feeling preference, those in a team which was also seen as having a Feeling preference rated their team's performance higher than those who were members of a team that was seen as Thinking.

- Participants with a Feeling preference rated their teams significantly higher on Cohesion, Role Clarity, Task Performance, and Processes than did those with a Thinking preference. Those who were more Compassionate, Accommodating, and Accepting tended to rate their team higher on a range of aspects of performance.

- Those with a Feeling preference were more likely to think feeling valued and supported was the best thing about the team, or to mention diversity, than those with a Thinking preference.

Judging–Perceiving

- Those with a Perceiving preference were more likely to think of comradeship as the best thing about the team than were those with a Judging preference.

- Those with a Perceiving preference were more likely to see team members slacking or lacking ability as the worst thing about the team than were those with a Judging preference.

- Those with a Judging preference were somewhat more likely to be satisfied or very satisfied with their job than those with a perceiving preference.

- Judging–Perceiving expressed a higher level of job satisfaction, in particular Judging individuals who were members of Judging teams.

Recommendations

Overall, teams were seen to be performing well. Most individual team members had a high level of job satisfaction and little or no intention of leaving their jobs. The data does however show some areas that, for some teams at least, may need to be addressed. Some teams struggle to implement new ideas; team members do not always understand their strengths and weaknesses; some teams do not cope well with uncertainty and ambiguity; not all teams make decisions quickly. You may wish to use the items on pages 20 and 21 of this report as a checklist: how would you answer these questions as they relate to your team, and how do your responses compare to those shown in the tables? Any low scores may point up areas for action.

Job satisfaction shows a strong relationship with team performance. Any actions that enhance job satisfaction are likely to enhance team performance and reduce turnover.

Poor leadership was the most mentioned topic when participants were asked to state the worst thing about the team, and the data show that those awarding their teams with a high score on the team leadership performance dimension also experience several other positive outcomes. It is important that team leaders have adequate training so that they support team members and help these to feel included, stay connected with all the team, help them to collaborate and be inclusive, and regularly check in with them.

The data revealed several interactions between the personality type of individuals, and the perceived personality type of their teams. This shows that team building and team development programs must take into account both the personality of the individual but also the context and personality of the team in which they work.

Those whose own preferences for Extraversion or Introversion were different from how they perceived the team leader had significantly lower scores on all the specific performance factors except team leadership. This suggests that where team leaders can adapt their style in terms of Extraversion–Introversion to match that of team members, the team may be seen to perform more effectively.

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Appendices

Appendix A: Psychological type and the MBTI® assessment

The Myers-Briggs Type Indicator® (MBTI®) assessment is probably the most widely used personality questionnaire in the world. It does not measure our ability or skill, or how much of a particular personality trait we have. It looks at whether we have an in-built preference to do things in one way or in another way. It looks at four pairs of preferences:

Opposite ways to direct and receive energy	
Extraversion (E)	**Introversion (I)**
Gets energy from the outer world of people and experiences	Gets energy from the inner world of reflections and thoughts
Focuses energy and attention outwards in action	Focuses energy and attention inwards in reflection

Opposite ways to take in information	
Sensing (S)	**Intuition (N)**
Prefers real information coming from five senses	Prefers information coming from associations
Focuses on what is real	Focuses on possibilities and what might be

Opposite ways to decide and come to conclusions	
Thinking (T)	**Feeling (F)**
Steps out of situations to analyze them dispassionately	Steps into situations to weigh human values and motives
Prefers to make decisions on the basis of objective logic	Prefers to make decisions on the basis of values

Opposite ways to approach the outside world	
Judging (J)	**Perceiving (P)**
Prefers to live life in a planned and organized manner	Prefers to live life in a spontaneous and adaptable way
Enjoys coming to closure and making a decision	Enjoys keeping options open

For convenience, these pairs of preferences, or pairs of opposites, are often called type preference pairs. So, we might talk about the E–I preference pair, the S–N preference pair, the T–F preference pair or the J–P preference pair.

In each pair, we will have a preference for one type. So, for example, we might prefer E rather than I, and spend much more of our time and energy doing things typical of Extraverts, and little of our time or attention on activities and ways of doing things typical of Introverts. Or we might prefer I rather than E. Whatever our preference, however, we will spend some time and carry out some activities associated with the other side. The same applies to S–N, T–F and J–P—in each case we will have a preference, but we will visit the other side from time to time. We will use all eight modes at least some of the time.

The MBTI assessment is a method for helping individuals to work out what their type preferences are, so you may hear people say things like "I'm an ESTJ" or "I've got preferences for INFP" or "I'm definitely a Perceiving type". They can then use this knowledge to help them with their development as human beings. The four letters can be combined to give 16 different types, but this four-letter type formula should not be used to 'put people in a box'. The MBTI instrument is used to open up possibilities, not to limit individuals.

The 16 types are often illustrated using a *type table*, as shown here. Each of these 16 types has a particular characteristic taking the lead in directing their personality—what's often called their favorite process.

So, for ISTJ and ISFJ for example, Introverted Sensing (S^i) leads. Central to their personality is the importance of lived experience and drawing on their rich store of memories.

For ESTP and ESFP, it is Extraverted Sensing (S^e)— experiencing the moment and the here and now with all their senses—that leads, and so on for all 16 types. See the table below.
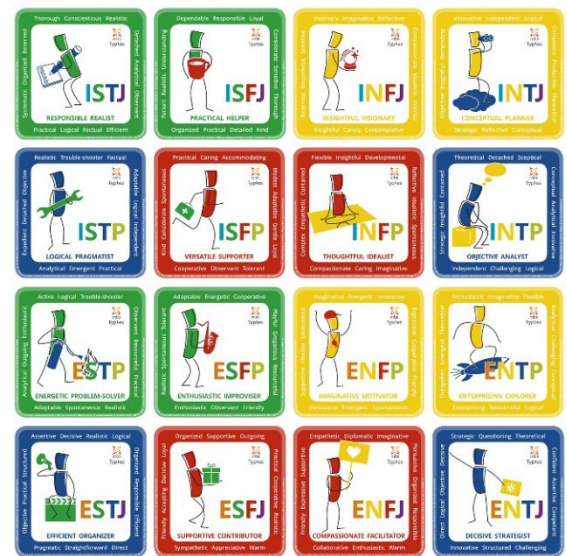
Types	Favorite process
ISTJ, ISFJ	Introverted Sensing (S^i)
ESTP, ESFP	Extraverted Sensing (S^e)
INFJ, INTJ	Introverted Intuition (N^i)
ENTP, ENFP	Extraverted Intuition (N^e)
ISTP, INTP	Introverted Thinking (T^i)
ESTJ, ENTJ	Extraverted Thinking (T^e)
ISFP, INFP	Introverted Feeling (F^i)
ESFJ, ENFJ	Extraverted Feeling (F^e)

Appendix B: The MBTI® Step II™ model

The MBTI Step II assessment looks in more detail at the way in which an individual expresses their MBTI type. It can reveal what makes them different to others of the same four-letter type (their 'Step I' type), and similar to those with a different MBTI type.

For each preference pair there are five facets, as shown below. Each describes one aspect of the way in which the person may use or express that preference.

Extraversion–Introversion facets

Initiating	How people make contact with others	Receiving
Expressive	How explicit people are in expressing how they feel and what they think	Contained
Gregarious	Degree of intimacy or popularity looked for in relationships	Intimate
Active	How interactive people like to be in meetings or discussions or when they are learning	Reflective
Enthusiastic	How obvious a person's energy is, and degree of comfort with a busy or calm environment	Quiet

Sensing–Intuition facets

Concrete	What information someone pays attention to and is stimulated by	Abstract
Realistic	How someone's perceptions influence how they approach a task or solve a problem	Imaginative
Practical	What a person does or creates with the information they have taken in	Conceptual
Experiential	How a person makes sense of what they have perceived	Theoretical
Traditional	How customs and practices influence perceptions.	Original

Thinking–Feeling facets

Logical	The basis on which a person would **ideally** make a decision	Empathetic
Reasonable	The criteria a person **actually** uses to make a decision	Compassionate
Questioning	How a person responds to differences in points of view	Accommodating
Critical	How a person views differences	Accepting
Tough	How a person sees the impact of their decisions and how these are upheld	Tender

Judging–Perceiving facets

Systematic	How a person organizes their life	Casual
Planful	How a person plans their life outside of work	Open-Ended
Early Starting	How a person manages their time and tasks to achieve deadlines	Pressure-Prompted
Scheduled	How a person structures their daily life	Spontaneous
Methodical	How a person deals with sub-tasks of a larger task	Emergent

On each facet, an individual could have a score towards the left-hand pole, towards the right, or a score in the mid-zone. Step II shows the individuality of a person's behavior, so any one score could be in the direction that would be expected for someone with their four-letter type preference (an in-preference score), in the mid-zone, or in the opposite direction (an out-of-preference score). Step II is sometimes seen as showing the DNA of an individual's personality type.