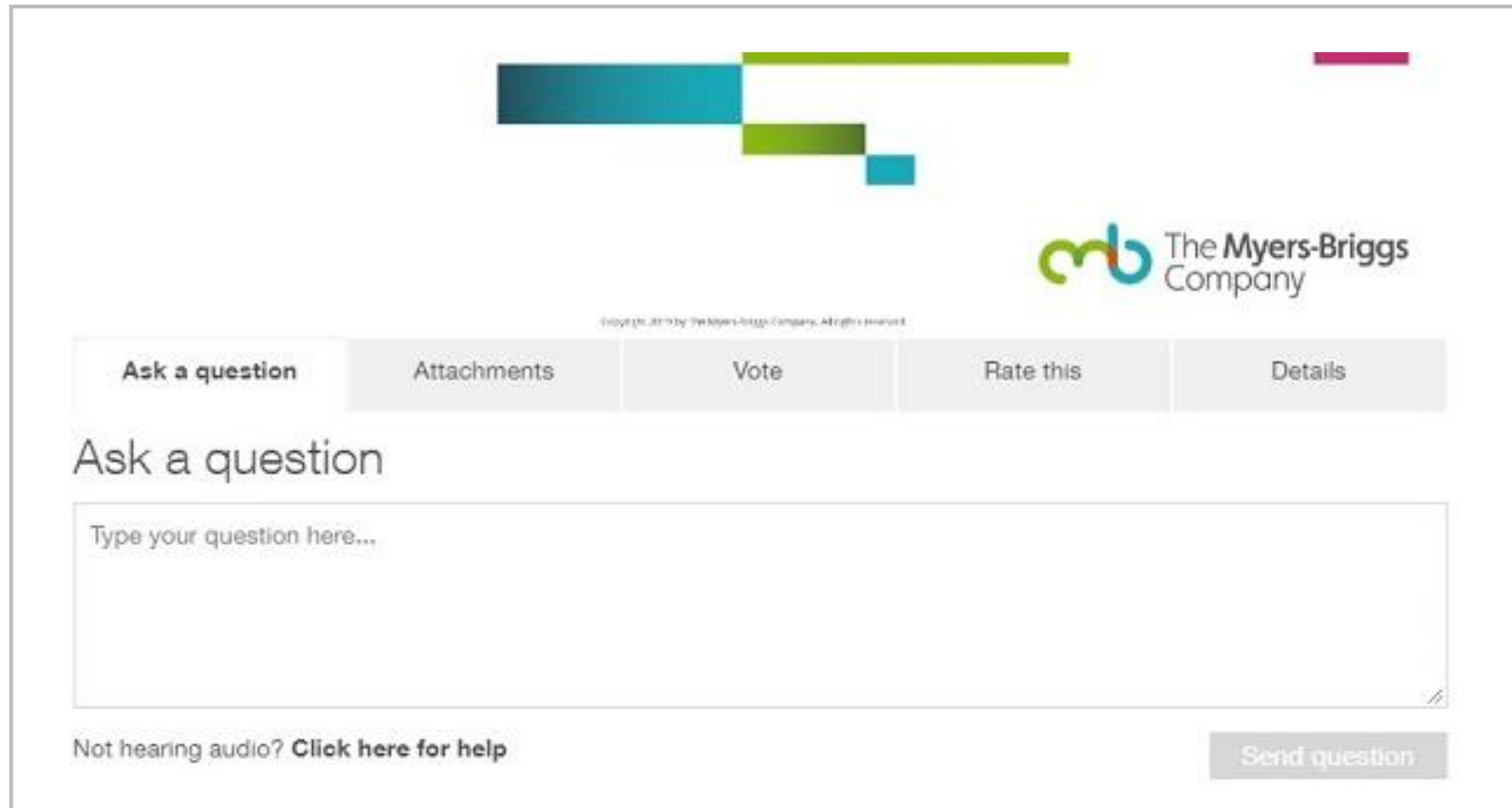


Why do some
teams clash while
others
collaborate?



Interact with us



The screenshot shows a web interface for asking questions. At the top right, there is a navigation menu with a home icon, a search icon, and a user profile icon. Below the navigation is the Myers-Briggs Company logo and the text "The Myers-Briggs Company". A copyright notice "Copyright © 2019 by The Myers-Briggs Company. All rights reserved." is centered below the logo. Below the copyright notice is a horizontal menu with five buttons: "Ask a question" (highlighted), "Attachments", "Vote", "Rate this", and "Details". Below the menu is the heading "Ask a question" and a large text input field with the placeholder text "Type your question here...". At the bottom left, there is a link "Not hearing audio? Click here for help". At the bottom right, there is a "Send question" button.

Ask a question Attachments Vote Rate this Details

Ask a question

Type your question here...

Not hearing audio? [Click here for help](#)

Send question



Our mission is...

...to inspire everyone to lead more successful and fulfilling lives

Our world-leading assessments

MBTI® understand **personality** types

FIRO® improve interpersonal **relations**

TKI® resolve **conflict**

CPI™ inspire **leadership**

Strong give **career** advice to adults

VitaNavis® give **career and education** advice to students

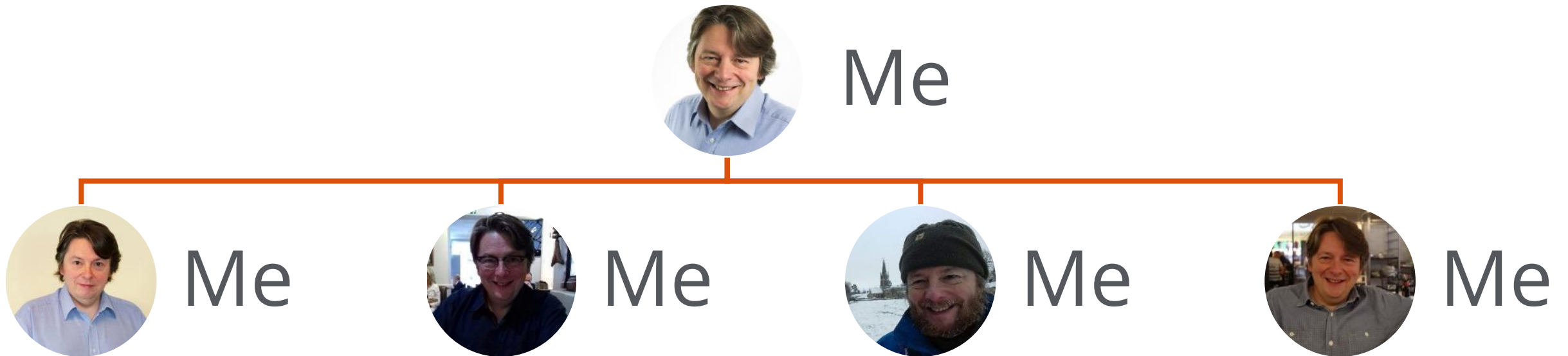


Your presenter – John Hackston

- Head of Thought Leadership, The Myers-Briggs Company
- Chartered Psychologist
- Creating, using and researching psychometric tests and questionnaires for 35 years
- Using our tools – MBTI, FIRO, CPI, TKI – since 1997
- Regular speaker at conferences and author on the psychology scene



Wouldn't life be easy if all the team was like me?



Do diverse teams perform better?

Diverse teams



Likely to be better at:

- Innovation, creativity, exploring the new
- Where new processes are needed
- Tasks needing complex responses
- Some uncertainty and ambiguity
- When things are changing

Homogeneous teams



May be better at:

- Implementing the already known
- Where set processes exist
- Tasks needing simple responses
- Low to zero uncertainty and ambiguity
- When things are staying the same

Which is your team environment?

Issues with diverse teams

- Generally, more diverse teams take longer to make decisions (but then make better decisions)
- Diverse teams may have more conflict
- Personality has an effect:
 - Teams that are diverse in terms of Extraversion-Introversion perform better
 - Teams that are diverse in terms of Judging-Perceiving perform less well

What does this mean and what can we do?



It's not just Extraversion and Introversion

EXTRAVERSION — **INTROVERSION**

Where do you get your energy from?

SENSING — **INTUITION**

What kind of information do you prefer to use?

THINKING — **FEELING**

What process do you use to make decisions?

JUDGING — **PERCEIVING**

How do you deal with the world around you?



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Extraversion
(on a bad day)



Introversion
(on a bad day)

A woman on the left is shown in profile, shouting with her mouth wide open. A woman on the right, wearing glasses, has her finger to her lips in a 'shh' gesture. Between them, a cloud of various letters and symbols is floating, representing the contrast between extraversion and introversion.

Extraverted or Introverted?



Judging and Perceiving

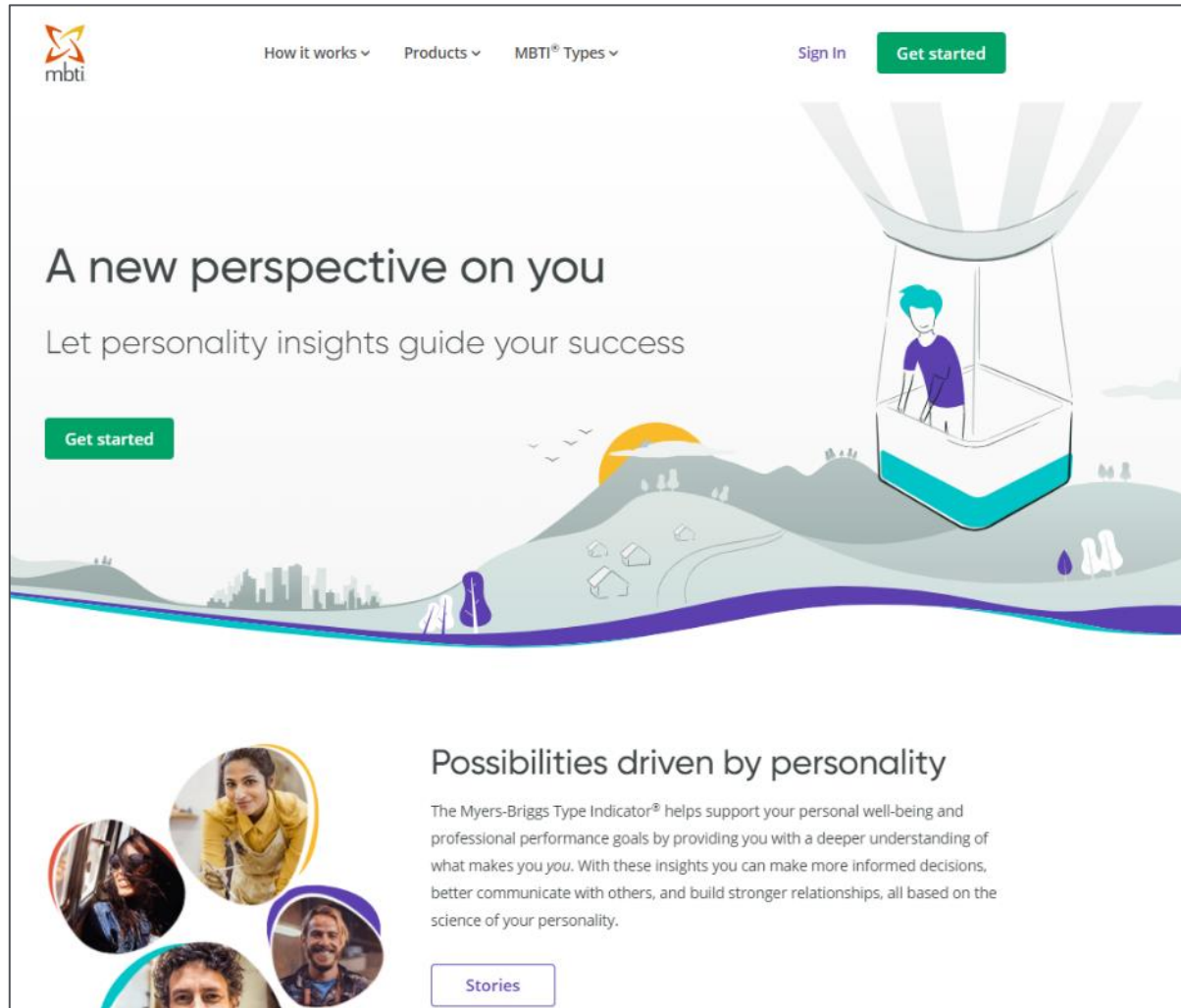
Know yourself, know your team



Q: At work, where has self-awareness been most helpful?

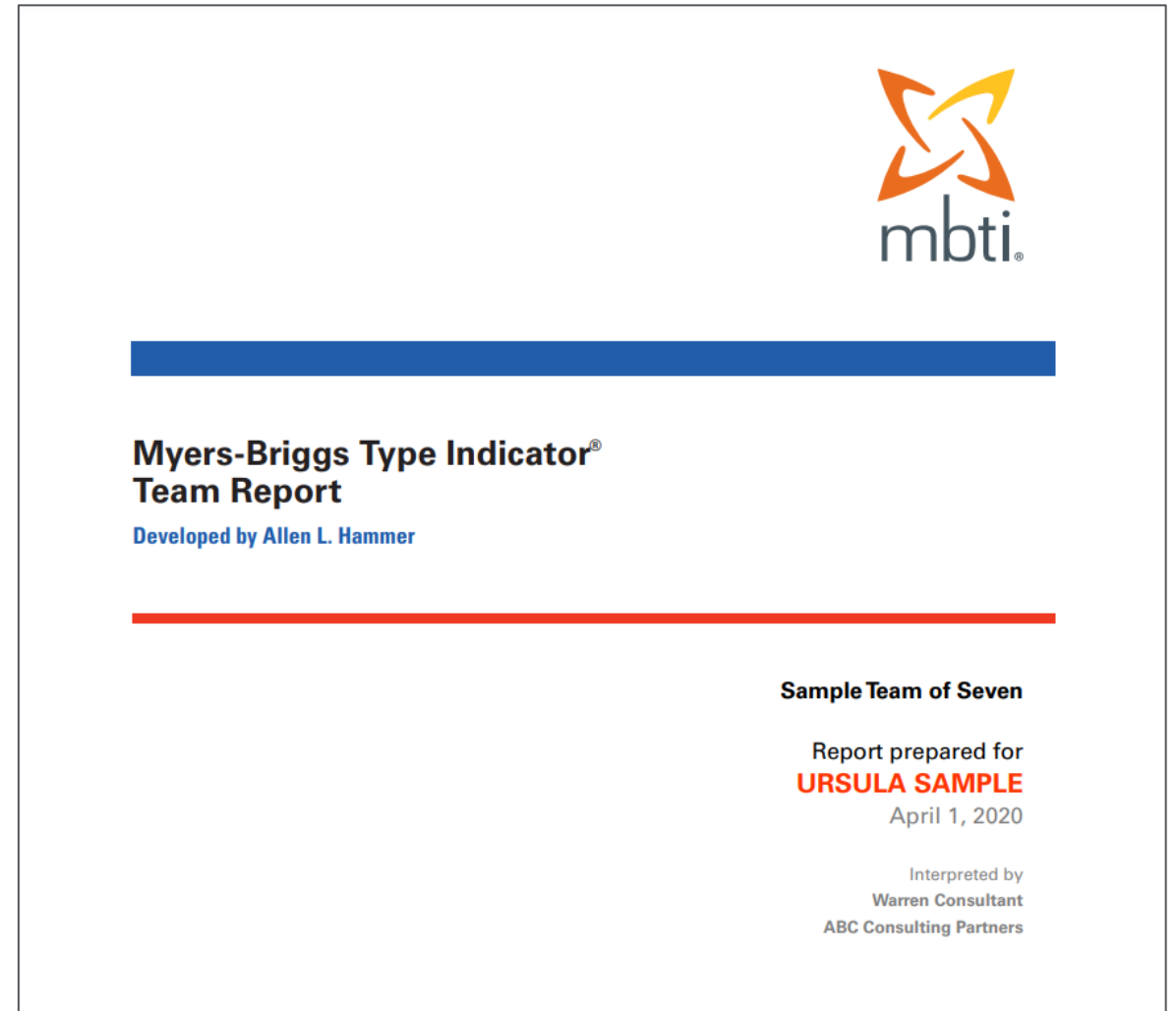
A: Working with others in a team

MBTIonline



The screenshot shows the MBTIonline website homepage. At the top left is the MBTI logo. Navigation links include 'How it works', 'Products', and 'MBTI® Types'. There are 'Sign In' and 'Get started' buttons. The main heading is 'A new perspective on you' with the subtext 'Let personality insights guide your success'. A large illustration depicts a person in a hot air balloon basket floating over a landscape with a sun, mountains, and a city. A 'Get started' button is positioned on the left. Below this, there are four circular profile pictures of diverse individuals and a section titled 'Possibilities driven by personality' with a paragraph of text and a 'Stories' button.

MBTI® team report



The cover page features the MBTI logo at the top right. A thick blue horizontal bar is positioned below the logo. The main title is 'Myers-Briggs Type Indicator® Team Report', followed by 'Developed by Allen L. Hammer'. A thick red horizontal bar is located below the title. On the right side, the text reads: 'Sample Team of Seven', 'Report prepared for URSULA SAMPLE', 'April 1, 2020', 'Interpreted by Warren Consultant', and 'ABC Consulting Partners'.

<https://www.mbtionline.com/>

Type table: example team

<p>Thorough Conscientious Realistic</p> <p>ISTJ</p> <p>Systematic Organized Reserved</p> <p>RESponsible Realist</p> <p>Practical Logical Factual Efficient</p>	<p>Dependable Responsible Loyal</p> <p>ISFJ</p> <p>Devoted Analytical Understanding</p> <p>PRACTICAL HELPER</p> <p>Organized Practical Detailed Kind</p>	<p>Visionary Imaginative Reflective</p> <p>INFJ</p> <p>Compassionate Sensitive</p> <p>INSIGHTFUL VISIONARY</p> <p>Insightful Caring Contemplative</p>	<p>Innovative Independent Logical</p> <p>INTJ</p> <p>Competent Productive Theoretical</p> <p>CONCEPTUAL PLANNER</p> <p>Strategic Reflective Conceptual</p>
<p>Realistic Troubleshooter Factual</p> <p>ISTP</p> <p>Expedient Detached Objective</p> <p>LOGICAL PRAGMATIST</p> <p>Analytical Emergent Practical</p>	<p>Practical Caring Accommodating</p> <p>ISFP</p> <p>Kind Considerate Spontaneous</p> <p>VERSATILE SUPPORTER</p> <p>Cooperative Observant Tolerant</p>	<p>Flexible Insightful Developmental</p> <p>INFP</p> <p>Complex Empathetic Contained</p> <p>THOUGHTFUL IDEALIST</p> <p>Compassionate Caring Imaginative</p>	<p>Theoretical Detached Sceptical</p> <p>INTP</p> <p>Conceptual Analytical Innovative</p> <p>OBJECTIVE ANALYST</p> <p>Independent Challenging Logical</p>
<p>Active Logical Troubleshooter</p> <p>ESTP</p> <p>Analytical Outgoing Enthusiastic</p> <p>ENERGETIC PROBLEM-SOLVER</p> <p>Adaptable Spontaneous Realistic</p>	<p>Adaptable Energetic Cooperative</p> <p>ESFP</p> <p>Observant Resourceful Tolerant</p> <p>ENTHUSIASTIC IMPROVISER</p> <p>Enthusiastic Observant Friendly</p>	<p>Imaginative Energetic Innovative</p> <p>ENFP</p> <p>Supportive Flexible Enthusiastic</p> <p>IMAGINATIVE MOTIVATOR</p> <p>Persuasive Emergent Spontaneous</p>	<p>Enthusiastic Imaginative Flexible</p> <p>ENTP</p> <p>Expressive Cooperative Friendly</p> <p>ENTERPRISING EXPLORER</p> <p>Enterprising Resourceful Logical</p>
<p>Assertive Decisive Realistic Logical</p> <p>ESTJ</p> <p>Objective Practical Structured</p> <p>EFFICIENT ORGANIZER</p> <p>Pragmatic Straightforward Direct</p>	<p>Organized Supportive Outgoing</p> <p>ESFJ</p> <p>Friendly Accepting Decisive Loyal</p> <p>SUPPORTIVE CONTRIBUTOR</p> <p>Sympathetic Appreciative Warm</p>	<p>Empathetic Diplomatic Imaginative</p> <p>ENFJ</p> <p>Friendly Expressive Supportive</p> <p>COMPASSIONATE FACILITATOR</p> <p>Collaborative Enthusiastic Warm</p>	<p>Strategic Questioning Theoretical</p> <p>ENTJ</p> <p>Confident Assertive Competent</p> <p>DECISIVE STRATEGIST</p> <p>Innovative Structured Challenging</p>

- Identifying new opportunities and possibilities
- Analyzing problems logically and objectively
- Bringing an entrepreneurial spirit to the team
- Seeing the big picture
- Thinking long-range and strategically
- Pointing out derailing flaws and inconsistencies
- Bringing energy and enthusiasm to the team
- Driving change
- Being flexible and spontaneous in responding to problems
- Bringing technical expertise to help solve a problem

Type table: example team

<p>Thorough Conscientious Realistic</p> <p>ISTJ</p> <p>RESponsible Realist</p> <p>Practical Logical Factual Efficient</p>	<p>Dependable Responsible Loyal</p> <p>ISFJ</p> <p>PRACTICAL HELPER</p> <p>Organized Practical Detailed Kind</p>	<p>Visionary Imaginative Reflective</p> <p>INFJ</p> <p>INSIGHTFUL VISIONARY</p> <p>Insightful Caring Contemplative</p>	<p>Innovative Independent Logical</p> <p>INTJ</p> <p>CONCEPTUAL PLANNER</p> <p>Strategic Reflective Conceptual</p>
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E 3 I 2 E
 S 3 N 2 S
 T 5 F 0 T
 J 4 P 1 J

ESTJ team: strengths and blind spots

Strengths

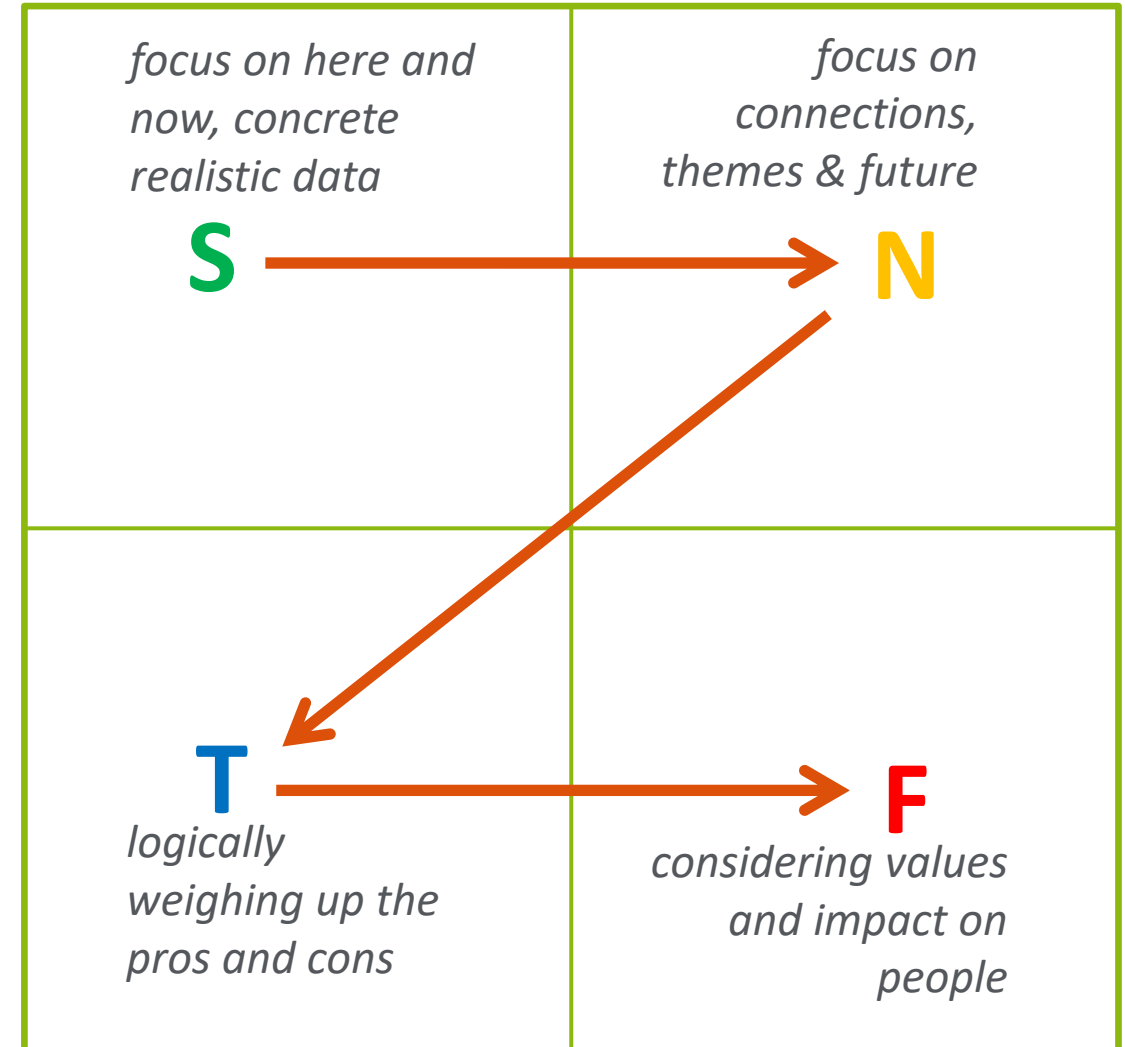
- Quick decisions, fast actions
- Bases decisions on known facts
- Sets clear, tangible goals, expectations
- Organizes and plans to meet goals
- Focus on practical results
- Drives others to achieve objectives
- Analyzes problems logically and objectively

Blind spots

- May make snap decisions and then have to redo work later
- May rejecting new ideas as impractical before giving them a chance
- May fail to recognize trends or see the big picture
- May not see the big picture as too focused on short-term results
- May steamroll over any and all obstacles
- May not celebrate successes

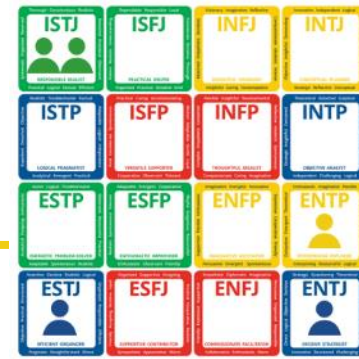


Problem-solving: the Zigzag (Z) model



MBTI Teambuilding Program
Leader's Resource Guide, S. Hirsch

The model in a team - but in this ESTJ team?



Sensing

- Identify relevant facts
- Act based on experience
- Determine realistic constraints
- Devise and implement incremental solutions
- Question radical new approaches

Intuition

- Consider all possibilities
- Brainstorm alternatives
- Solve multiple problems at the same time
- Consider the future
- Identify trends and patterns

Thinking

- Analyze the underlying issue
- Dissect the problem
- Debate or argue to surface all opinions
- Create or apply a model
- Question fundamental assumptions

Feeling

- Involve all parties
- Consider effects of decisions on others
- Use values to evaluate options
- Get buy-in from stakeholders
- Work to keep harmony on the team

The model in a team - but in this ESTJ team?



Sensing

- Identify relevant facts
- Act based on experience
- Determine realistic constraints
- Devise and implement incremental solutions
- Question radical new approaches

Intuition

- Consider all possibilities
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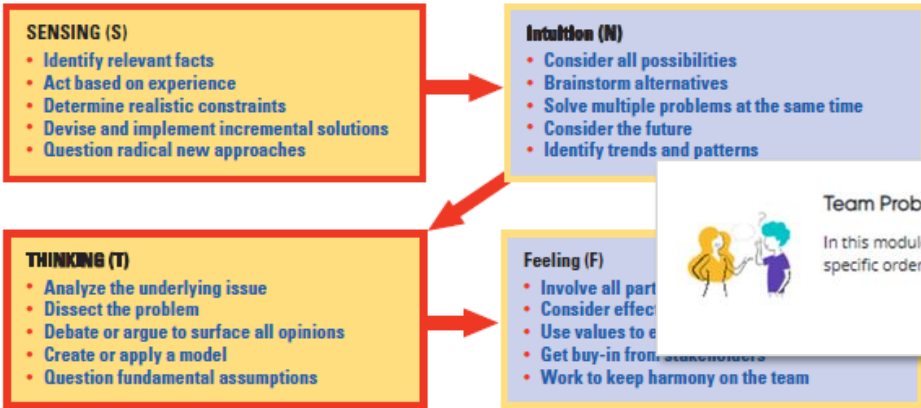




Team Problem Solving

Team problem solving involves collecting information and then making a decision—the two behaviors that form the core of psychological type. Isabel Myers believed that the best way to solve a problem is to use the four type functions deliberately and in a specific order: Sensing, Intuition, Thinking, and Feeling. The arrows in the diagram below illustrate this Z-model process.

Yet when most teams solve problems, they tend to rely more on their two preferred type functions instead of using all four functions in order. Because your team type is ESTJ, the team will tend to rely first on Thinking and then on Sensing, as these behaviors come most easily to your team. So the team will spend most of its time using the behaviors shown in the Thinking and Sensing boxes.



Your team will have less interest in, and spend less time on, behaviors associated with Feeling and Intuition. In fact, it may short-circuit the Z-model process and use *only* the Thinking and Sensing steps. You may notice this dynamic at work in team meetings. However, if the team neglects to use Feeling, it may miss what is most important to its customers or clients. If it neglects to use Intuition, it may reject new ideas and fail to innovate. Team performance may suffer if all four functions are not considered.

Team Action Steps

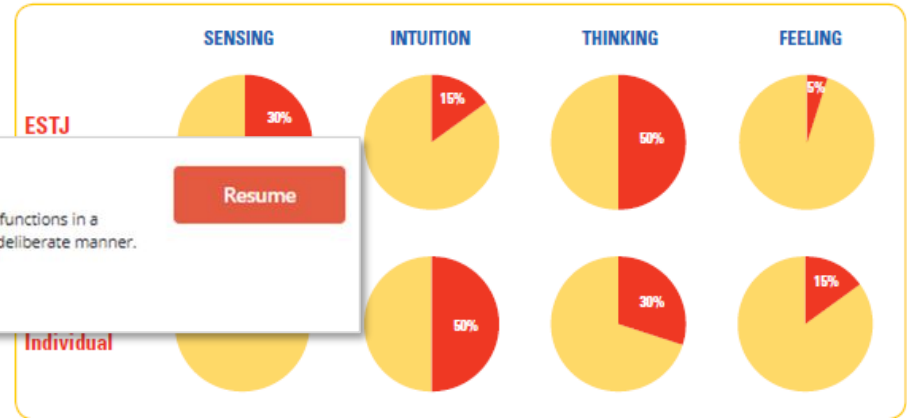
- ▶ The next time the team faces a decision, work through the steps in the order indicated by the arrows above.
- ▶ Identify team members, or someone from outside the team, who can help your team address the Intuition and Feeling aspects of problem solving.



Your Individual Type and Problem Solving

As a person who prefers ENTP, you likely prefer a problem-solving style that primarily involves the use of Intuition and Thinking. You probably like to spend time brainstorming new possibilities and then organizing them into an overall conceptual model or vision for change. You are apt to enjoy analyzing problems objectively and logically. You are less likely to focus on the practicality or feasibility of your ideas. You also may neglect to consider the needs of those who have to help you implement your ideas.

Because your individual type, ENTP, is different from your team's type, ESTJ, your problem-solving approach will be different as well. You may be able to help the team work around some of its blind spots by bringing your individual perspective to the problem-solving process. The approximate amount of time and energy you and the team tend to spend on each function is represented in the circles below. What impact have these differences had on your role in team decisions and at team meetings?



Individual Action Steps

- ▶ Make sure you bring your strengths in the Intuition and Thinking steps of the Z-model to the team's problem-solving process.
- ▶ Pay special attention and be patient when the team is using Sensing and Feeling—you may try to rush the team through these steps. Use the questions in the Sensing and Feeling boxes in the Z-model as a guide.
- ▶ Support anyone on the team who is using Sensing and Feeling.

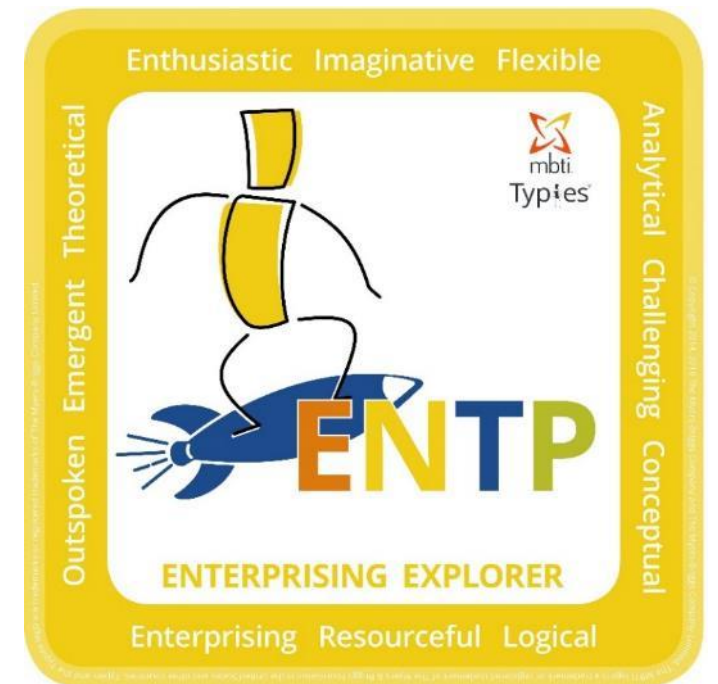
Personality and **team communication**

- Lots of discussion, thinking out loud, interrupting
- Direct, to the point, sometimes forceful
- Focused on facts and details; may cut off Intuitive team members and describe them as unrealistic
- Want to communicate only enough information to make a quick decision. Impatient if anyone brings up issues that might delay taking action
- Want to move systematically through the agenda, checking off topics as they go



Communication: ENTP in an ESTJ team

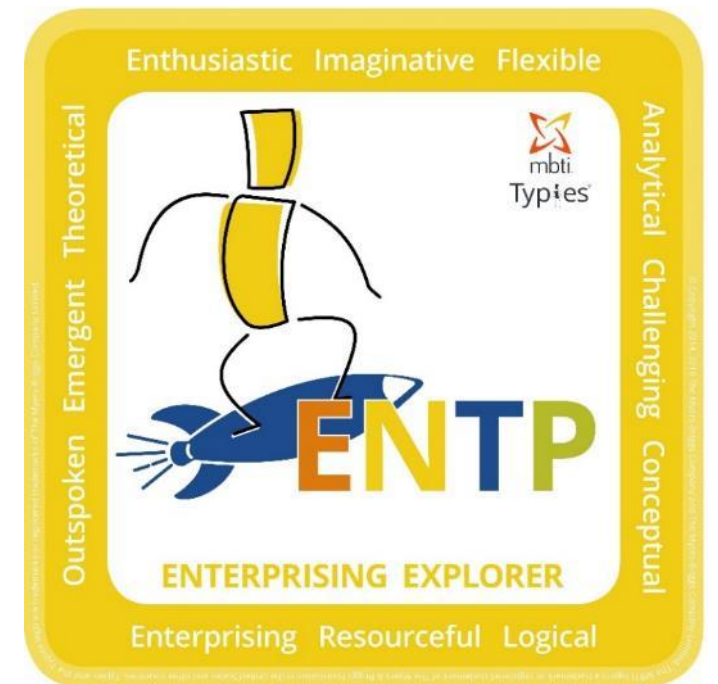
- Stop talking occasionally and listen carefully to what others have to say.
- When necessary, support your ideas with facts or data.
- Make a conscious effort to communicate your appreciation for the contributions of others.
- Let people know when you are just thinking out loud and when you have made a decision. Some of your listeners may not be able to tell.



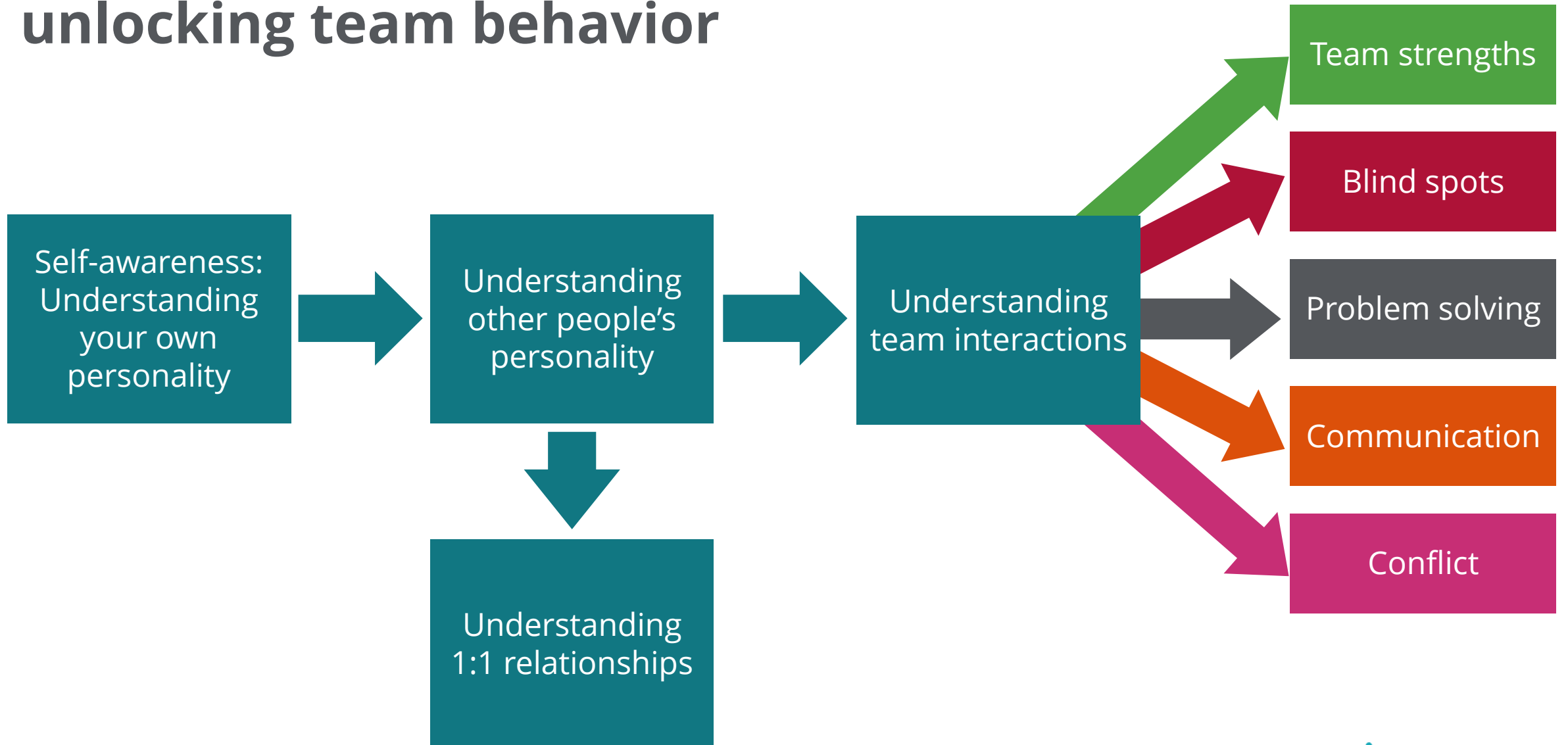
Conflict: ENTP in an ESTJ team

In this team, someone with ENTP preferences could bring about conflict by:

- Overwhelming quieter team members or constantly interrupting them
- Presenting unrealistic ideas with no supporting data
- Not showing respect for the values of some team members
- Delaying team action by constantly bringing up new information



Personality: the key to unlocking team behavior





Next steps...

Next steps



MBTI® Certification

Certify a team-building expert



MBTI® Insights Virtual Workshop

Facilitated, virtual team building



MBTIonline Teams

Online team building at your pace

MBTI virtual certification

Upcoming dates

- 22-24 March
- 13-15 April
- 20-22 April
- More dates on the website

- Ask about our in-house courses at a time a date that suits your team



Next steps



MBTI® Certification

Certify a team-building expert



MBTI® Insights Virtual Workshop

Facilitated, virtual team building



MBTIonline Teams

Online team building at your pace

MBTI Insights Virtual Workshop

Workshop features

120-minute virtual session

Arrange a time and date that works for you

Interactive dialogue, exercises, and Q&A

Participants can join individually from their computer or as a group from the same location

Available for groups and teams

Workshop benefits

Confirm participants' best-fit MBTI® type

Increase self-awareness by understanding one's natural source of energy, motivations, frustrations, and blind spots

Apply MBTI® type to appreciate differences in how people communicate and make decisions

Create an individual action plan to leverage learnings



Building Resilience

When you feel stressed, it can get in the way of dealing effectively with life's demands, and it can affect everything you do. Participants gain

- Understanding their personal stress triggers
- Identifying strategies for coping with and reducing stress
- Insights to prepare them to build their resilience at work and home

Managing Change

In this session, participants will explore the process of navigating change by first understanding the role of personality type. Participants gain

- Understanding of personal change style and preferences
- Deeper appreciation for how change can be more successfully navigated through psychological insights
- Actions for increasing one's personal effectiveness during times of change

Enhancing Communication

Effective communication is at the heart of successful teams and thriving organizations. Participants gain

- Understanding of personal communication style and preferences
- Deeper appreciation for diversity of communication styles and preferences
- Actions for increasing one's personal communication effectiveness

Next steps



MBTI® Certification

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Online team building at your pace

MBTIonline Teams

Team Members **Preference Pairs**

Select a subject and compare

Appreciate differences among your team members and what that means for your relationships. Choose a team member and a subject of comparison by selecting from the dropdown menu.

Choose Subject...
Getting Along

You

enfp Samar

You may irritate someone with ENFP

- Try to control them or restrict their freedom.
- Overload them with details.
- Are negative and look for what will go wrong.
- Impose rules and procedures on others.

How you compare with your team

Your Type

E S T J
extraversion sensing thinking judging

I N F P
introversion intuition feeling perceiving

Team Type

How you and your team spend time and energy making decisions.

Sensing
Prefer to take in information that is real and tangible, and focus mainly on what you perceive using your five senses.

Intuition
Prefer to take in information by seeing the big picture and focus mainly on the patterns and interrelationships you perceive.

15% of the time 30% of the time

mbti Your Results **Your Team** Courses

< Back to team

Team Incorporated
Enthusiastic Improvisers

esfp

Download Your Team Type Report See Team Profile


Team Characteristics **Team Strengths** **Team Blind Spots**

Team Strengths

Teams, like people, have strengths that flow naturally from their preferred type. Teams that understand and use their natural and preferred ways of taking in information and making decisions often achieve strong results. A team is most effective when it uses its preferred style to solve problems and perform tasks.

Below is a snapshot of the strengths your team is likely to use. Not every strength will necessarily apply, however, depending on the mix of individual preferences represented on the team.

- Generating multiple possibilities to solve problems
- Including everyone in the team's activities
- Bringing energy and enthusiasm to projects
- Keeping up with emerging trends
- Motivating others
- Making decisions based on shared values





Questions?

Thank you!

<https://eu.themyersbriggs.com>

