

Teamwork and Personality Types

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^aThe author does not claim that this booklet is original work. It is rather a collection of existing literature, knowledge and common sense spiced with personal experience.

Abstract

This text is prepared by Philippe to accompany an interactive training session. As stand alone document it may appear incomplete. In this paper we try to present the basics of team-work. The idea is that the first layer is “trust in the team” and the first section will work on building that trust by building understanding of oneself and others via the MBTI-framework. The section about team-work will build from there to make clear how an efficient team can work.

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1 The Objectives of this Workshop

Learning Objectives

Know

- something about personality types
- the basic dynamics of an efficient team

Understand

- how personality influences behaviour (why someone reacts the way he/she does)
- how an efficient team can be forged

Apply

- make a conscious choice to respect colleagues and their personality and get a more effective collaboration
- make a conscious choice to improve the efficiency of the team by modifying one's own behaviour by applying a simple model

2 The Ground Rules for this Workshop

Ground Rules

1. **BE TRUSTWORTHY:** “What happens in Las Vegas stays in Las Vegas”
2. **BE YOURSELF:** no pretending necessary
3. **This workshop IS teamwork:**
 - all discussions are group discussions
 - when someone takes a phone call: everyone waits
4. **DO SPEAK UP:** if in doubt: ask, if you disagree: challenge, if you want to share an additional experience: do it

🗣️ Question 🗣️

Would these guidelines be good ground-rules for every team-meeting? If not, what would you change?

3 The Personality Typology

The text of this section follows largely the original setup of the MBTI profiles – see (Briggs Myers 1998) Another good source is the Official MBTI website (The Briggs & Myers Foundation 2013).

3.1 Introversion / Extroversion

3.1.1 The Introversion / Extroversion Dichotomy

✿ Introversion vs Extroversion

The E/I dichotomy measures what gives us energy

✿ Introversion

- Naturally more directed to the INNER world of thoughts, interests, ideas, and imagination
- Think/reflect first, then act
- Regularly require “private time” to recharge batteries
- Motivated internally, mind is sometimes so active it is “closed” to outside world (thought oriented (introspection))
- Prefer one-to-one communication and relationships
- trust, focus on and get energy from the inner world of ideas
- seek depth of knowledge and influence
- prefer substantial interaction

✿ Extroversion

- Naturally more directed towards the OUTER world of activities, excitement, people, and things.
- Act first, think/reflect later
- Feel deprived when cut off from interaction with the outside world
- Usually open to and motivated by outside world of people and things
- Enjoy wide variety and change in people relationships
- try things out (action oriented)
- Get energy from the outer world of people
- Seek breadth of knowledge and influence
- Prefer frequent interaction

3.1.2 How to recognize Introversion and Extroversion preferences?

✿ Introversion	✿ Extroversion
• speaks little • speaks slowly • pauses before speaking • pauses between sentences	• speaks a lot • speaks quickly • interrupts • uses long sentences

It is our nature to use ourselves as a benchmark for normality and our reflex to qualify different behaviour as “strange”¹. When extroverts think about introverts or the other way around there exist many prejudices. Some are listed below, note that none of them are true.

Myths about Introverts

1. Introverts don’t like to talk.
2. Introverts are shy.
3. Introverts are rude.
4. Introverts don’t like people.
5. Introverts don’t like to go out in public.
6. Introverts always want to be alone.
7. Introverts are weird.
8. Introverts don’t know how to relax and have fun.
9. Introversion is a light form of ADHD-(P)I and/or autism

Myths about Extroverts

1. Extroverts like to talk and can’t be silent.
2. Extroverts need to be the centre of attention.
3. Extroverts are shallow
4. Extroverts are arrogant
5. Extroverts enjoy public speaking.
6. Extroverts love meeting people.
7. Extroverts don’t want to be alone.

¹The etymology of the word strange is a good example: it means both weird/odd as well as somebody who came (recently) from another location. A similar examples is the origin of the words “barbarian”. The Latin language provides other pearls of prejudice such as “dexter” and “sinister”.

8. Extroverts have a lot of energy.
9. Extroverts don't need time to recharge energy.
10. Extroverts are not shy.
11. Extroverts don't have close friends, but a lot of acquaintances.
12. Extroverts don't care what others think.

3.2 Sensing / Intuition

3.2.1 The Sensing / iNtuition Dichotomy

✿ Sensing vs iNtuition

The S/N dichotomy describes our way to read our environment = how we *perceive* the world

✿ Sensing

- The Sensing (S) side of our brain notices the sights, sounds, smells and all the sensory details of the PRESENT. It categorizes, organizes, records and stores the specifics from the here and now. It is REALITY based, dealing with "what is." It also provides the specific details of memory and recollections from PAST events.
- Mentally live in the Now, attending to present opportunities (absorbing information that now is collected by the five senses)
- Using common sense and creating practical solutions is comes natural
- Memory recall is rich in detail of facts and past events
- Best improvise from past experience
- Like clear and concrete information; dislike guessing when facts are "fuzzy"
- Sees facts (I see a person with open mouth with hands to his head)
- Prefer to look for details and facts
- "the meaning is the data"

✿ iNtuition

- The Intuitive (N) side of our brain seeks to understand, interpret and form OVERALL patterns of all the information that is collected and records these patterns and relationships. It speculates on POSSIBILITIES, including looking into and forecasting the FUTURE. It is imaginative and conceptual.
- Mentally live in the Future, attending to future possibilities

- Using imagination and creating/inventing new possibilities comes natural
- Memory recall emphasizes patterns, contexts, and connections
- Best improvise from theoretical understanding
- Comfortable with ambiguous, fuzzy data and with guessing its meaning.
- Interprets the world (I see a –male– person screaming out of fear)
- More likely to trust information that is abstract and theoretical or that can be associated with other information
- More likely to be interested in future possibilities than the situation today
- The meaning is in the underlying theory and principles (not data)

3.2.2 How to recognize Sensing and iNtuition preferences?

✿ Sensing

- asks/gives step-by-step information
- asks/gives details, facts and figures
- ask/gives evidence
- focuses on “the now”
- questions begin with “what” and “how”

✿ iNtuition

- asks/gives the big picture
- mentions patterns and connections
- asks/gives new ideas
- focused on the future
- questions begin with “why”

“Der Schrei der Natur”

The fact that Sensing and Intuitive people see the world differently was illustrated in the training with the famous painting “The Cry” from Edvard Munch. Sensing people see a person with open mouth, that cries out, other people, a boat, etc. Intuitive people will rather see a person that is in fear and/or agony while other people do not seem to notice. Sensing people see the facts (“the facts are the data”) and intuitive people will look for the concept behind the data.



Figure 1: “The Scream” (“Der Schrei der Natur”) by Edvard Munch, 1895, pastel on cardboard.

3.3 Thinking / Feeling

3.3.1 The Thinking / Feeling Dichotomy

✿ Thinking vs Feeling

the *judging function* is related to the underlying process of how to come to a decision

✿ Thinking

- analyses information in a DETACHED, objective fashion. It operates from factual principles, deduces conclusions systematically. It is our logical nature.
- Instinctively search for facts and logic in a decision situation.
- Naturally notices tasks and work to be accomplished.
- Easily able to provide an objective and critical analysis.
- Accept conflict as a natural, normal part of relationships with people.
- Usually have trouble interacting with people who are inconsistent or illogical, and tend to give very direct feedback to others. (more concerned with the truth than being tactful)

✿ Feeling

- Forms conclusions in an ATTACHED manner, based on likes/dislikes, impact on others, moral and aesthetic values. It is our subjective nature.
- Instinctively employ feelings and impact on people in decisions
- Naturally sensitive to people needs and reactions.
- Naturally seek consensus and popular opinions.
- Unsettled by conflict; have almost a toxic reaction to disharmony.
- Tend to come to decisions by associating or empathizing with the situation, looking at it “from the inside” and weighing the situation to achieve the greatest harmony, consensus, considering the needs of the people involved

3.3.2 How to recognize Thinking and Feeling preferences?

✿ Thinking

- in conversation reasons “if this then that”
- weights objective evidence
- appears to be testing you
- what others have done is of little interest

✿ Feeling

- stresses personal values
- looks for effects on people
- wants to be liked and likes back
- what others have done is a reference

3.4 Judging / Perceiving

3.4.1 The Judging / Perceiving Dichotomy

✿ Judging vs Perceiving

This *lifestyle* function relates to how we prefer to interact via with the outside world: via our *judging function* (thinking or feeling) or via our *perceiving function* (Sensing or iNtution)

✿ Judging

- approaches the outside world WITH A PLAN and is oriented towards organizing one’s surroundings, being prepared, making decisions and reaching closure and completion.
- Plan many of the details in advance before moving into action.
- Focus on task-related action.
- Complete meaningful segments before moving on

- Work best and avoid stress when able to keep ahead of deadlines.
- Naturally use targets, dates and standard routines to manage life.

✿ Perceiving

- Takes the outside world AS IT COMES and is adopting and adapting, flexible, open-ended and receptive to new opportunities and changing game plans
- Comfortable moving into action without a plan; plan on-the-go.
- Like to multi-task, have variety, mix work and play.
- Naturally tolerant of time pressure; work best close to the deadlines.
- Instinctively avoid commitments which interfere with flexibility, freedom and variety
- Prefer to keep options open (and solve problems as they appear)

3.4.2 How to recognize Judging and Perceiving preferences?

✿ Judging

- offers opinions and advice
- wants time-lines to be agreed
- talks about goals
- decides quickly

✿ Perceiving

- adapts to others' views
- flexible about time
- talks about direction
- stays open for more and new information

3.5 Putting the Puzzle Back Together Again

MBTI Overview

The MBTI framework divides people in sixteen groups. Each of those groups will have common characteristics of people that might display similar traits, but more importantly that have a similar way of perceiving the world, a similar way of deciding based on that perception and a different need for planning ahead. This might be a practical starting point to talk to people that are different from your profile. Knowing how their mind works –as opposed to yours– will help you in effective communication, getting your message across, convincing them and making sure the other person feels understood.

Of despite being classified in a certain group does not exclude that one person shows also traits of another group. Each individual is different, the MBTI profiles are just a framework to get started and it is a trade-off between being practical and precise. Especially people that show low on one dimension will necessarily show some characteristics of the other dimension.

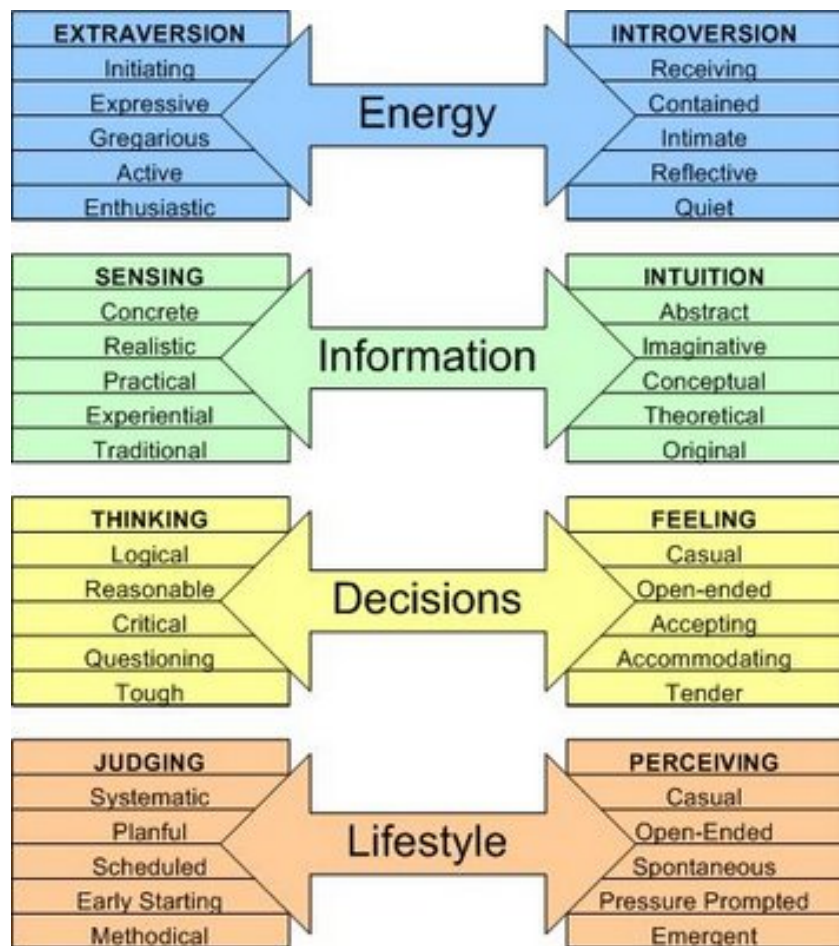


Figure 2: An Overview of the MBTI typology.

Four Interaction Roles

There are two **Proactive Enterprising Roles**:

- *Initiators (expressive and directive)*: Field Marshal (ENTJ), Supervisor (ESTJ), Promoter (ESTP), Teacher (ENFJ)—Preemptive
- *Contenders (attentive and directive)*: Mastermind (INTJ), Inspector (ISTJ), Crafter (ISTP), Counselor (INFJ)—Competitive

There are two **Reactive Inquiring Roles**:

- *Coworkers (expressive and informative)*: Inventor (ENTP), Provider (ESFJ), Performer (ESFP), Champion (ENFP)—Collaborative
- *Accommodators (attentive and informative)*: Architect (INTP), Protector (ISFJ), Composer (ISFP), Healer (INFP)—Accommodative

3.6 The 16 Profiles, their characteristics and sensitivities

3.6.1 The ISTJ — “Inspector”

✿ Characteristics of the ISTJ

- Quiet, serious, earn success by thoroughness and dependability.
- Practical, matter-of-fact, realistic, and responsible.
- Decide logically what should be done and work toward it steadily, regardless of distractions.
- Take pleasure in making everything orderly and organized – their work, their home, their life.
- Value traditions and loyalty.

✿ Do this to improve efficiency in working with ISTJs

- establish clear expectations, reporting procedures and deadlines
- bring data and facts
- allow the person time to reflect
- demonstrate practical results
- emphasize that the proposal fits policy, guidelines and duties
- be ready to answer (lots of) questions
- demonstrate previous success of the idea
- avoid appealing to emotion
- avoid suggestions possibilities for which you have insufficient evidence

3.6.2 The ISFJ — “Protector”

✿ Characteristics of the ISFJ

- Quiet, friendly, responsible, and conscientious.
- Committed and steady in meeting their obligations.
- Thorough, painstaking, and accurate.
- Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel.
- Strive to create an orderly and harmonious environment at work and at home.

✿ Do this to improve efficiency in working with ISFJs

- supporting arguments with facts
- ISFJs have a high sense of duty, so make clear how your solution is the right thing to do
- demonstrate the practical benefits
- praise their commitment
- discuss before meetings (one on one meeting before the group meeting)
- allow for time for reflection (put complex ideas on paper first)
- set clear goals
- stress how the new things is a continuation with the past
- follow a logical build up of ideas.

3.6.3 The INFJ — “Competitor”

✿ Characteristics of the INFJ

- Seeks meaning and connection in ideas, relationships, and material possessions.
- Wants to understand what motivates people and are insightful about others.
- Conscientious and committed to their firm values.
- Develop a clear vision about how best to serve the common good.
- Organized and decisive in implementing their vision.

✿ Do this to improve efficiency in working with INFJs

- show the long term benefits
- show the principles behind the idea (the big picture rather than lots of details)
- involve the INFJ in the problem solving
- develop a close relationship but leave personal space
- be sensitive to the INFJs need for private time (for reflection)
- when providing feedback be very careful not to be taken personally
- give the INFJ responsibility over processes that facilitate and harmonize
- make sure not to come across as being in conflict
- match the INFJs quiet style and do not over-act heartiness.

3.6.4 The INTJ — “Mastermind”

✿ Characteristics of the INTJ

- Have original minds and great drive for implementing their ideas and achieving their goals.
- Quickly sees patterns in external events and develop long-range explanatory perspectives.
- When committed, organize a job and carry it through.
- Sceptical and independent, have high standards of competence and performance – for themselves and others

✿ Do this to improve efficiency in working with INTJs

- if you come with a ready made idea, expect the INTJ to be very cautious, allow him/her to find the solution together with you
- be pragmatic but get the big picture right
- present difficulty as a challenge that is a learning opportunity
- show how resources can be used more efficiently
- respect the INTJs need for privacy (at the most simple level allow for silence to thing, at a deeper level avoid rushing into friendship or offering overly personal “insights” too early in the relationship)
- allow for due reflection before forcing a decision
- keep meetings brief and focussed

- stick to the agenda of the meeting
- avoid pressing for details, fact and proof without plenty of warning (the INTJ will not have this ready – the concept and the big picture is on the top of his/her mind)
- give the INTJ the opportunity to set the pace, standards and controls

3.6.5 The ISTP — “Crafter”

✿ Characteristics of the ISTP

- Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions.
- Analyse what makes things work and readily get through large amounts of data to isolate the core of practical problems.
- Interested in cause and effect, organize facts using logical principles, value efficiency.

✿ Do this to improve efficiency in working with ISTPs

- allow for freedom (do not put constraints too soon)
- provide factual evidence
- avoid offering intuition as an argument
- respect the ISTP’s sense of privacy, do not press for emotional reactions
- being prepared to go with the flow
- be prepared to accept some degree of ambiguity
- avoid pressing for decisions before the ISTP is ready
- provide constant challenge (new projects to manage)
- present difficulties as a challenge
- keep meetings brief
- avoid to put things in writing unless really necessary
- build in excitement and risk to whatever is proposed
- give the ISTP the responsibility for trouble-shooting

3.6.6 The ISFP — “Composer”

✿ Characteristics of the ISFP

- Quiet, friendly, sensitive, and kind.
- Enjoy the present moment, what’s going on around them.
- Like to have their own space and to work within their own time frame.
- Loyal and committed to their values and to people who are important to them.
- Dislike disagreements and conflicts, do not force their opinions or values on others.

✿ Do this to improve efficiency in working with ISFPs

- respect privacy
- show a gentle personal style
- listen carefully for the real needs (read between the lines)
- express loyalty openly (do not leave it to be assumed)
- show practical care and concern for the ISFP’s welfare and those close to the ISFP
- be prepared to allow the ISFP a back-seat when asked
- do not set up intellectual debate for fun (this is not fun for the ISFP)
- do not appear controlling or agency from the ISFP (ie. do not mis-interpret the easy-going nature of the ISFP)
- do not insist that all should be planned, be prepared to keep things loose and ambiguous
- count of the ISFP for swift, realistic and practical solutions
- show mild, verbal appreciation (do not overdo it).

3.6.7 The INFP — “Healer”

✿ Characteristics of the INFP

- Idealistic, loyal to their values and to people who are important to them.
- Want an external life that is congruent with their values.
- Curious, quick to see possibilities, can be catalysts for implementing ideas.
- Seek to understand people and to help them fulfil their potential.

- Adaptable, flexible, and accepting unless a value is threatened.

✿ Do this to improve efficiency in working with INFPs

- show appreciation for the efforts that the INFP has already made, explain how it helped others
- appeal to novel ideas (especially those that are good for people)
- solicit ideas and creativity early in the process in order to keep them engaged
- be gentle, avoid abrasiveness and sarcasm
- offer to work in partnership on aspects that the INFP might find difficult (eg. dealing with details)
- provide opportunity to explore alternatives
- if possible leave the final choice to the INFP

3.6.8 The INTP — “Architect”

✿ Characteristics of the INTP

- Seek to develop logical explanations for everything that interests them.
- Theoretical and abstract, interested more in ideas than in social interaction.
- Quiet, contained, flexible, and adaptable.
- Have unusual ability to focus in depth to solve problems in their area of interest.
- Sceptical, sometimes critical, always analytical.

✿ Do this to improve efficiency in working with INTPs

- leave the INTP intellectual freedom to draw his/her own conclusions
- be prepared to accept some degree of freedom (INTPs do not like to follow rules)
- minimize bureaucracy and arguments based on hierarchy
- respect the need for privacy (do not press to talk about personal issues)
- appeal to the framework in which the idea fits
- explain the big picture and concept at an abstract level first before diving into details
- show opportunities for innovation and creativity

- do not get upset when the INTP will focus on logical inconsistencies in your arguments
- give the INTP the responsibility to start a project but be ready to provide support later on

3.6.9 The ESTP — “Crafter”

✿ Characteristics of the ESTP

- Flexible and tolerant, they take a pragmatic approach focused on immediate results.
- Theories and conceptual explanations bore them – they want to act energetically to solve the problem.
- Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others.
- Enjoy material comforts and style.
- Learn best through doing.

✿ Do this to improve efficiency in working with ESTPs

- ESTPs like the role of action-oriented problem solver
- give freedom (unconstrained by petty rules as far as possible)
- provide constantly new challenges
- allow the ESTP to take a public and central role whenever possible
- use the ESTPs capacity to be tough whenever the situation calls for directness
- avoid looking as if you take yourself too seriously

3.6.10 The ESFP — “Promoter”

✿ Characteristics of the ESFP

- Outgoing, friendly, and accepting.
- Exuberant lovers of life, people, and material comforts.
- Enjoy working with others to make things happen.
- Bring common sense and a realistic approach to their work, and make work fun.
- Flexible and spontaneous, adapt readily to new people and environments.

- Learn best by trying a new skill with other people.

✿ Do this to improve efficiency in working with ESFPs

- give the ESFP a public role with high profile
- encourage him/her to rally people through humour
- Don't be too serious.
- make sure the ESFP does not have to work alone
- in situations of crisis the ESFP will do an excellent job in collection the different points of view
- avoid routine
- provide a constant stream of novelty and challenges.
- Avoid theory and big concepts, get to the details straight away
- show warmth and concern about the ESFPs whole life (not only work)
- the ESFP will to a great job starting a project but might need support in later phases
- Minimize written communication.

3.6.11 The ENFP — “Champion”

✿ Characteristics of the ENFP

- Warmly enthusiastic and imaginative.
- See life as full of possibilities.
- Make connections between events and information very quickly, and confidently proceed based on the patterns they see.
- Want a lot of affirmation from others, and readily give appreciation and support.
- Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

✿ Do this to improve efficiency in working with ENFPs

- provide projects that provide fun and novelty
- challenge the ideas of the ENFP and ask for clarification
- participate enthusiastically in debate

- generally match the ENFP's enthusiasm (no place for works case scenarios)
- show the benefits for the people involved in your plan/idea
- express personal appreciation for the ENFPs efforts
- allow for flexible time management
- do not require clarity on details too soon
- be prepared to allow some degree of ambiguity
- provide structure and time management to projects managed by the ENFP

3.6.12 The ENTP — “Inventor”

✿ Characteristics of the ENTP

- Quick, ingenious, stimulating, alert, and outspoken.
- Resourceful in solving new and challenging problems.
- Adept at generating conceptual possibilities and then analysing them strategically.
- Good at reading other people.
- Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

✿ Do this to improve efficiency in working with ENTPs

- Allow the ENTP to take the lead in the first phases of the project.
- match the ENTP's energy in discussions.
- provide work that contains challenges and novelty
- allow for fun
- allow maximum freedom
- use the ENTP's capacity for brainstorming, problem solving and conceptual analysis.
- If the ENTP has problems meeting deadlines and coping with detail, fill in the blanks and provide support.
- Be prepared to live through mood swings and do not take them personally.
- do not take apparent abrasiveness and correctiveness personally.
- get down to action as soon as possible.

3.6.13 The ESTJ — “Supervisor”

✿ Characteristics of the ESTJ

- Practical, realistic, matter-of-fact.
- Decisive, quickly move to implement decisions.
- Organize projects and people to get things done, focus on getting results in the most efficient way possible.
- Take care of routine details.
- Have a clear set of logical standards, systematically follow them and want others also to do so.
- Forceful in implementing their plans.

✿ Do this to improve efficiency in working with ESTJs

- Use humour (especially when challenging the ESTJ’s ideas).
- Be prepared not to get intimidated when the ESTJ becomes forceful.
- Take an active part in the work at hand, avoid short-cuts.
- Be well organized and be punctual.
- Show recognition for the ESTJ’s experience and rank.
- Follow the Rules.
- Demonstrate the benefits of the new idea for the ESTJ him- or herself.
- Show how the new idea is a continuation of the past (not new and novel). Otherwise the ESTJ will argue “if it ain’t broken, then why fix it?”
- Demonstrate that some things will remain the same.
- Offer evidence, facts, logic and details.
- Avoid coming across as fanciful or eccentric.

3.6.14 The ESFJ — “Provider”

✿ Characteristics of the ESFJ

- Warm-hearted, conscientious, and cooperative.
- Want harmony in their environment, work with determination to establish it.
- Like to work with others to complete tasks accurately and on time.
- Loyal, follow through even in small matters.

- Notice what others need in their day-by-day lives and try to provide it.
- Want to be appreciated for who they are and for what they contribute.

✿ Do this to improve efficiency in working with ESFJs

- Find out what concerns the ESFJ has, make clear you acknowledge them as valid.
- Make sure that you know what past experience the ESFJ had in a similar matter, make sure you acknowledge this by asking for it and relating to the problem at hand.
- Demonstrate practical benefits.
- avoid anything that is too theoretical or high level (especially on paper).
- Help the ESFJ to get over disputes and differences in opinions that remain.
- Make sure that you demonstrate how the new idea is in some sense connected to the past.
- Appeal the the ESFJ's sense for responsibility.
- Make sure you have enough time to discuss things through.
- Be very careful with negative feedback.

3.6.15 The ENFJ — “Teacher”

✿ Characteristics of the ENFJ

- Warm, empathetic, responsive, and responsible.
- Highly attuned to the emotions, needs, and motivations of others.
- Find potential in everyone, want to help others fulfil their potential.
- May act as catalysts for individual and group growth.
- Loyal, responsive to praise and criticism.
- Sociable, facilitate others in a group, and provide inspiring leadership.

✿ Do this to improve efficiency in working with ENFJs

- Allow the ENFJ to lead in some way.
- Demonstrate the long-term benefits for the people involved.
- Emphasize teamwork.
- Give the ENFJ the responsibility for communication.

- Provide opportunity to socialize and have fun.
- Express positive appreciation of the efforts and progress already made by the ENFJ.
- Allow for as much autonomy as possible.
- Avoid conflict.

3.6.16 The ENTJ — “Field Marshall”

✿ Characteristics of the ENTJ

- Frank, decisive, assume leadership readily.
- Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems.
- Enjoy long-term planning and goal setting.
- Usually well informed, well read, enjoy expanding their knowledge and passing it on to others.
- Forceful in presenting their ideas

✿ Do this to improve efficiency in working with ENTJs

- Provide ample creative freedom.
- Solicit for ideas and solutions before presenting your own.
- Appeal to the ENTJ’s love of challenge.
- Use logical and rational arguments.
- Appeal to the ENTJ’s values such as fairness and justice.
- Do not become over-emotional, nor require too emotional reactions.
- Be punctual, respect deadlines and procedures.
- Do not take offence if confronted, be prepared for debate.
- Get as soon as possible down to action.
- Give the ENTJ the responsibility over the cation phase of a project.
- Match the ENTJ’s energy, be direct and unambiguous.
- Do not get bogged down by details, stick to the big picture.

3.7 The 4 influencing profiles

When engaging in discussion with introverts and extroverts the most successful strategy is to adapt to their pace and tone of talking. However, to successfully discuss with people that have an outspoken preference for Sensing/iNtuition or Thinking/Feeling one needs to consider the content of the discussion and the agreement.

3.7.1 Improving Collaboration with NTs — iNtuitive-Thinking Types

✿ NT value

1. the big picture, the general concept
2. analysis and logical options
3. competence
4. having options
5. being unique
6. long-term thinking
7. being resourceful and ingenious
8. productivity
9. autonomy
10. testing your thinking: they might make abrasive jokes to test your idea.

✿ NT often use

1. words: on balance, fair, justice, analyse, future, long-term, in the end, theory, underlying, etc.
2. style: slightly impersonal language (eg. use few personal pronouns) – example: “There was the feeling that ...”
3. metaphors: law, astronomy, physical sciences, architecture – example “We need a constellation of new ideas”.

✿ Under stress NTs may

1. dig in his/her heels and work long hours, avoid to ask help or delegate
2. get obsessed by one detail
3. raise standards to unrealistic levels for everyone – including themselves
4. over-eat and drink, develop hypochondriac concerns about their health,
5. become competitive and intolerant; hurt feelings; confirm unhelpfully to rules,

6. attack the soundness of your ideas from an intellectual standpoint

✿ Therefore when talking to NTs you may want to

1. leave plenty of room for individual freedom. Avoid saying “the rules say ...”, do not compromise the NTs freedom of choice
2. leave plenty of room for individual freedom. Beware of appearing to use authority and rules as an argument; beware of limiting choice up-front
3. ask for ideas early on,
4. offer the chance to be unique, the first or the only
5. acknowledge the NT’s competence; avoid any hint of patronising
6. offer help with caution: NTs do not only not know how to ask help they also don’t know how to accept it if it is offered;
7. get down to business first, personal chat can come later;
8. offer logical analyses and a structured building up of the idea;
9. focus on the long-term trends and broad possibilities; avoid getting bogged down by details
10. ask the NT to explain you and teach you what they know;
11. suggest that your project might allow them to learn and/or develop something new
12. frame proposals as a way of using resources ingeniously and avoiding waste;
13. be prepared to look at things from a theoretical point of view first; do not expect practicality immediately;
14. expect to be tested: your own competence is under constant review;
15. don’t take critical comment personally.

3.7.2 Improving Collaboration with NFs — iNtuitive - Feeling Types

✿ NF value

1. enthusiasm
2. authenticity, sincerity, striving for the highest possible standard (in personal relationships),
3. having a positive impact on others,
4. big ideas that will have value for the society/community

5. exploring the widest possible range of possibilities,
6. harmony, peace,
7. feeling connected to other people,
8. novelty,
9. personal growth,
10. teamwork,
11. cooperation

✿ NF often use

1. words: ideal, connect, vision, image, possibility, feeling, dream;
2. style: use personal pronouns, enjoy generalizing, mention values;
3. metaphors: music, literature, religion, psychology, mysticism – example: “I have a dream.”

✿ Under stress NFs may

1. become martyred and blaming,
2. become fixed to a single issue,
3. keep themselves busy with things that are little relevant,
4. respond over-emotionally,
5. unburden themselves unwisely,
6. get caught-up in perfectionism, feel needlessly guilty over small things and go on worrying about them,
7. rush into decisions too quickly.

✿ Therefore when talking to NFs you may want to

1. take time to find out their personal vision; show how your idea is aligned with it and will help to realize that vision; especially if your project can help to make this world a better place;
2. be prepared to talk about your own ideals and values;
3. stay flexible and leave options open as long as possible;
4. be friendly and be yourself (even while an NF will generally not draw attention to it, he/she can spot insincerity a mile away);
5. build arguments from what the NF wants;

6. solicit the NF's ideas about what is possible;
7. be prepared to brainstorm, be surprised;
8. avoid details, leave practicalities till the last things to discuss;
9. put emphasis on solving the problem (not on how it came to exist);
10. emphasize what is new and fresh in your idea/proposal
11. look out for minor pauses and hesitations that suggest unexpressed disagreement; consider probing that disagreement early on.

3.7.3 Improving Collaboration with STs — Sensing-Thinking Types

✿ ST value

1. specifics and facts,
2. dealing with the here and now,
3. practicality,
4. taking things step by step,
5. a logical framework,
6. acting responsibly,
7. value for money,
8. stability, certainty,
9. sensible goals and hierarchy

✿ ST often use

1. words: practical, concrete, realistic, down-to-earth;
2. style: passive tense, impersonal pronouns;
3. metaphors: engineering, building, surgery, mathematics, sport, military. – example "Our troops need a moral boost."

✿ Under stress STs may

1. become irritable and tetchy, or cold and unapproachable;
2. insist on applying the rules, come what may; insist on checking and re-checking;
3. try spending their way out of trouble;
4. presume that others are out to damage them;

5. become maudlin and self-pitying;
6. suddenly cut loose and break their own rules.

✿ Therefore when talking to STs you may want to

1. prepare all facts and figures in advance and have them at your finger-tips;
2. bring all relevant documentation, even circumstantial or dating back in time;
3. back-up arguments with tangible evidence; avoid phrases like “I have the feeling that ...”;
4. start from the beginning and go through till the end in a logical sequential order; beware of appearing to hop around and being off-track in your argumentation;
5. keep things business-like and detached; beware of getting too personal too soon;
6. present a specific plan for follow-through;
7. avoid waffle;
8. avoid sentimentality;
9. show what can be achieved immediately; avoid any hint of evasiveness;
10. when you are presenting a radical idea for change, show where and how it connects with the past and present;
11. suggest building a programme of change through a series of small, specific steps; emphasize how achievable they are and what will not be changing;
12. show what it will cost and show where you will save money;
13. don’t allow yourself to be thrown by the ST’s apparent detachment and lack of personal interest in you

3.7.4 Improving Collaboration with SFs — Sensing-Feeling Types

✿ SF value

1. practicality and realism;
2. the impact on people;
3. personal loyalty and trust;
4. an individualised approach;
5. helpfulness and friendliness;

6. duty
7. carefulness (with resources)
8. traditions; especially those that honour people;
9. enjoyment of the here and now;
10. good systems;
11. taking change one step at a time

✿ SF often use

1. words: care, concern, man-or-woman-in-the-street, detail, realistic;
2. style: personal pronouns and explicit use of people's names;
3. metaphors: nature, domestic, nutrition, hygiene – example: “our IT department need better housekeeping.

✿ Under stress SFs may

1. get into doom and gloom predictions (everything will go wrong)
2. become spiteful and critical in a personally wounding way;
3. turn on themselves (believe they are incompetent);
4. believe that “magic” or “fate” will solve the problem;
5. feel unloved and unloveable;
6. run away (physically or metaphorically)

✿ Therefore when talking to SFs you may want to

1. start with personal small-talk, talk first about the person, his/her family before getting to business;
2. be prepared to disclose personal information in return
3. use the person's name;
4. pay attention to general signs of friendliness (body language, eye-contact, etc.);
5. stress similarities in your own background and interests;
6. make very clear you are discussing the idea and not the SF (play the ball not the person), avoid telling that the SF is wrong he/she will naturally take that personal;
7. argue step by step rather than starting from a big picture;

8. stress the practical benefits for people;
9. show how your idea conserves resources and benefits people;
10. look for small signs in body language that indicate unexpressed disagreement (and when polling for it make very clear the disagreement is about the idea not the people talking about the idea);
11. when making arrangements be prepared to go the extra mile;
12. when your idea concerns a large plan make sure to present it as a consequence of small steps and focus on those small steps;
13. stress what will not be changing
14. don't overcomplicate things, avoid too abstract concepts;
15. allow for time to adjust to changes, including time to mourn for what is no longer;
16. don't be thrown by the SF's tendency to personalise everything.

3.8 Conclusions

Percepts, Ethics and Popular Misconceptions

- MBTI indicates a preference rather than aptitude: **Type, not trait** (indicates what people prefer –comes more natural– does not predict how someone will behave!)
- **You're the best judge of your type** (no questionnaire is perfect! — at least this one is essentially dichotomised and hence not fundamentally flawed as most others)
- **There is no type better than others** (not even for certain professions — e.g. sales) — however an introvert might feel more comfortable with a research job than a job as salesperson.
- MBTI is approximately 75% accurate (MBTI manual - see (Briggs Myers 1998))
- MBTI types are not necessarily stable
- the MBTI choice of wording is at least misleading and confusing!

4 Team Work

This section is largely in line with (Lencioni 2002).

4.1 Trust

Trust: team function nbr. 1 of 5

✿ Trust is ...

the confidence of team members that the intentions of their peers are good; team members must be comfortable to be vulnerable for each other

✿ Trust is important because ...

Trust is essential for optimal use of skills and experience, avoiding to waste time on politics ...but most importantly build the fundamentals for the next team function.

✿ Dysfunctioning in absence of Trust

Team (members) ...

- conceal their weaknesses for each other,
- hesitate to ask for help, feedback or challenging,
- hesitate to offer help outside their own areas of responsibility,
- jump to conclusions about intentions and aptitudes of other team members without attempting to verify them,
- fail to recognize and tap into one another's skills and experiences,
- waste time and energy managing their behaviours for effect,
- hold grudges,
- dread meetings and find reasons to avoid spending time together.

✿ Team Traits in presence of Trust

Team (members) ...

- admit weaknesses and mistakes,
- ask for help,
- accept questions and input about their area's of expertise/responsibility,
- give one another the benefit of the doubt before arriving at a negative conclusion,
- take risks in offering feedback (challenging) and assistance,
- appreciate and tap into one another's skills and experiences,
- focus time and energy on important issues (not politics),
- offer and accept apologies without hesitation,
- look forward to meetings and other opportunities to work as a group.

4.2 Conflict

Constructive Conflict: team function nbr. 2 of 5

✿ Constructive Conflict is ...

All relations that are worth an effort will need conflict in order to sort out things. Avoiding conflict makes it impossible to get minds aligned.

✿ Constructive Conflict is important because ...

Constructive Conflict is essential for getting the best of all experience on the table and the only way each team member's opinion can be voiced, and this is necessary for each team member to commit to the decisions (and so it is the essential bridge to the next level of team-functioning)

✿ Dysfunctioning in absence of Constructive Conflict

Team (members) ...

- have boring meetings,
- create an environment where back-channel politics and personal attacks thrive,
- ignore controversial topics that are critical to team success,
- fail to tap into all the opinions and perspectives of team members,
- waste time and energy with posturing and interpersonal risk management.

✿ Team Traits in presence of Constructive Conflict

Team (members) ...

- have lively and interesting meetings,
- extract and exploit the ideas of all team members,
- solve real problems quickly,
- minimize politics,
- put critical topics on the table for discussion

Suggestions for engaging in conflict

- Focus on facts (master your emotions and argue based on facts and figures)
- Be respectful (respect each other's emotions and the –potential– impact of your words)
- Avoid judgements (“This is wrong”), but ask more questions (“Why”, “How”)
- Do not make personal remarks and do not take anything personal.
- Have an open and positive mindset.

- Speak up (and encourage others to do so)
- Be a good listener (especially to those disagreeing)
- Stick to the subject (avoid changing subject when a conflict is going on)
- Avoid jumping to negative conclusions (give each other the benefit of the doubt).
- Be constructive.
- If you really are frustrated or angry: say so and allow others to challenge your anger. Do not try to make it clear by nasty remarks or understatement.
- Disagree and commit!

4.3 Commitment

Commitment: team function nbr. 3 of 5

*** Commitment is ...**

the internal drive to make it happen, to stick to a decision.

*** Commitment is important because ...**

Besides clarity, commitment is essential to make sure that the team will work to make any decision a success.

*** Dysfunctioning in absence of Commitment**

Team (members) ...

- create ambiguity among the team about direction and priorities,
- watches while windows of opportunity close due to excessive analysis and unnecessary delay,
- breeds lack of confidence and fear for failure,
- revisit decisions and discussions again and again,
- encourage second guessing among team members.

*** Team Traits in presence of Commitment**

Team (members) ...

- creates clarity around direction and priorities,
- aligns the entire team around common objectives,
- develops an ability to learn from mistakes,
- takes advantage of opportunities before competitors do,
- moves forward without hesitation,

- change direction without hesitation or guilt.

4.4 Accountability

Accountability: team function nbr. 4 of 5

* Accountability is ...

The willingness of the team to “enter the danger zone” and at the price of interpersonal discomfort call peers on performance and behaviour that can hurt the team.

* Accountability is important because ...

In a good functioning team peer pressure is the single most effective tool in maintaining high standards of performance.

* Dysfunctioning in absence of Accountability

Team (members) ...

- creates resentment among team members who have different standards of performance,
- encourage mediocrity,
- misses deadlines and key deliverables,
- places an undue burden on the team leader as the sole source of discipline.

* Team Traits in presence of Accountability

Team (members) ...

- ensures that poor performers feel the pressure to improve,
- identifies potential problems quickly by questioning one another’s approaches without hesitation,
- establishes respect among team members who are held to the same high standards,
- avoid excessive bureaucracy around performance management and corrective action.

4.5 Attention to Results

Attention to Results: team function nbr. 5 of 5

* Attention to Results is ...

Focus on the results (performance of the team), not on team (or personal) status for example.

✿ Attention to Results is important because ...

In order to keep focus on performance it is a good idea to declare publicly measures for success (KPIs) or goals (MWRs), ... then align reward systems to these team results.

✿ Dysfunctional in absence of Attention to Results

Team (members) ...

- stagnates and fails to grow,
- rarely defeats competitors,
- loses achievement-oriented employees,
- encourages team members to focus on their own careers and individual goals,
- is easily distracted.

✿ Team Traits in presence of Attention to Results

Team (members) ...

- retains-achievement oriented employees,
- minimizes individualistic behaviour,
- enjoys success and the morale suffers when the team fails,
- avoids distractions.

4.6 Putting the Puzzle Back Together Again

The 5 Functions of a Team

5 Wrapping Up

5.1 Conclusions

1. an efficient team can be forged by paying attention to a simple set of team functions: if the team fosters trust, conflict, commitment, accountability, and focusses on results then it can show its real potential
2. the first thing to do is trust each other: the MBTI types can be helpful here
3. one does not get born as a team-player, it is a skill that can be learned!
4. The choice is yours!



Figure 3: The five functions of a team

5.2 Homework

Below is a simple questionnaire that is copied from (Lencioni 2002) and allows to find out what to work on. Change is difficult and it is probably best to focus on one point at a time and do that for at least 3 months or so.

Of course it will be most powerful if everyone in the team fills out the questionnaire and if the results are discussed in the team. Then every team member can express his/her opinion about what to do next with the team, commit to it and feel accountable to support the change.

At the end you will summarize points in the different dimensions. Each dimension has a maximum of six points. Of course the team has to agree on the action, but some guidance can be found in prioritizing the dimension with the lowest score, but also by prioritizing the lowest ranking dimension².

A good team is as a good marriage: permanent hard work. So, you might want to do this exercise every three months for example, discuss progress and decide every three months on the focus for next months.

Team Assessment

✿ Assign the following points to your answers

- 2 = usually
- 1 = sometimes
- 0 = rarely or never

1. Team members are passionate and unguarded in their discussion of issues.

²In the order of prioritizing Trust over Conflict, Conflict over Commitment, etc.

2. Team members call out to one another's deficiencies or unproductive behaviours.
3. Team members know what their peers are working on and how they contribute to the collective good of the team.
4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
5. Management Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
6. Team members openly admit their weaknesses and mistakes.
7. Team meetings are compelling and not boring.
8. Team members leave meetings confident that their peers are completely committed to the decisions that are agreed upon, even if there was initial disagreement.
9. Morale is significantly affected by the failure to achieve team goals.
10. During team meetings the most important and difficult issues are put on the table to be resolved.
11. Team members are deeply concerned about the prospect of letting down their peers.
12. Team members know about one another's personal lives and are comfortable discussing them.
13. Team members end discussions with clear and specific resolutions and calls to action.
14. Team members challenge each other about their plans and approaches.
15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

Team Assessment

Now add the results of the following questions:

- 4, 6, and 12 — Trust
- 1, 7, and 10 — Constructive Conflict
- 3, 8, and 13 — Commitment
- 2, 11, and 14 — Accountability
- 5, 9, and 15 — Attention to Results

*** HINT ***

Do this exercise regularly and work on continuous improvement.

BACK-MATTER

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