The Myers-Briggs Company

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Myers-Briggs Type Indicator® Team Report

Encom

REPORT PREPARED FOR

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ISTJ

YOUR TEAM TYPE

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Introduction

This report applies information from the *Myers-Briggs Type Indicator*® (MBTI®) assessment to your team. The MBTI assessment was developed by Isabel Briggs Myers and Katharine Briggs and is based on Carl Jung's theory of psychological types. MBTI results can help each team member better understand how their team works. Knowing about personality type can also increase the quality of interactions among team members. This report's objective is to use the MBTI assessment to help all team members identify team strengths, potential challenges, and ways to improve performance.

THIS REPORT CAN HELP YOUR TEAM AND YOU

- Identify strengths and potential challenges
- Work around—or minimize—potential challenges
- Improve individual and group capacities to solve problems, communicate, and use conflict constructively
- Maximize the natural advantages that result from the similarities and differences of team members
- Develop team and individual action plans with specific steps to help improve performance

A well-functioning team can accomplish more—and often better—work than can an individual or even a group of individuals working independently. Teams provide different perspectives on problems, mutual support for achieving objectives, and a shared sense of accomplishment. Yet teamwork also presents challenges because it requires that individuals with different viewpoints work closely together to accomplish a goal. Members of a team must learn how to listen to and communicate with one another—to truly understand and appreciate how their teammates see the world and prefer to work.

HOW YOUR MBTI TEAM REPORT IS ORGANIZED

- Your team's personality type
- Your team's strengths
- Your team's potential challenges
- Your individual contributions to the team
- Your potential challenges
- Team problem solving and your preferred problem-solving style
- Team communication and your preferred communication style
- Team conflict and your conflict style
- Similarity/diversity on your team
- Organizational influences on your team
- Team and individual action plans

Your Team's Personality Type

Learning about your team's personality type will help you understand how the team functions. A team type can be derived in various ways; in this report, it is calculated by counting the number of team members with each preference. The type table below shows the MBTI types of the people on your team.

YOUR TEAM TYPE: ISTJ

ISTJ 2	ISFJ	INFJ	INTJ
ISTP 1	ISFP	INFP	INTP
ESTP	ESFP	ENFP	**ENTP** 1
ESTJ	ESFJ	ENFJ	ENTJ

NUMBER OF PEOPLE ON YOUR TEAM WITH EACH PREFERENCE

E	Extraversion	1	I	Introversion	3
S	Sensing	3	N	Intuition	1
T	Thinking	4	F	Feeling	0
J	Judging	2	P	Perceiving	2

ISTJ teams are well equipped when efficiency and follow-through are needed to accomplish a clear, tangible goal. They tend to methodically work through projects to completion and excel at operational tasks.

Counting your team members' preferences results in ties on one or more of the MBTI dichotomies. The tie was broken using a system based on both observations of similar teams and research on which preferences are more commonly used and rewarded in typical workplace settings.

Successful teamwork doesn't often come naturally—it takes commitment, skill, time, and effort. While there is no such thing as a perfect team, you may be able to continuously improve the effectiveness of your team by taking the action steps presented later in this report. Appreciating and understanding your teammates' personality types is an important first step.

Your Team's 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.

The chart below provides 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.

TEAM STRENGTHS: ISTJ	NEEDED?
Ensuring that all relevant facts are identified, collected, and used to inform the solution to a problem	☐
Using experience as a guide	☐
Establishing concrete, tangible goals and milestones	☐
Setting and following clear meeting agendas	☐
Working steadily and efficiently according to the schedule	☐
Making sure everyone knows who is responsible for follow-through	☐
Pointing out flaws in new ideas	☐
Establishing policies and procedures to ensure quality	☐
Keeping to the task without a lot of side conversations	☐
Reminding others of meaningful traditions that should be respected	☐

TEAM ACTION STEPS

- As a team, discuss each of these strengths.
- In the second column of the chart, place a check mark next to the strengths your team needs to solve its current problem or accomplish its tasks.
- Identify how you can best use these strengths to your team's advantage.

Your Team's Potential Challenges

Just as each team has its strengths, it also has its likely challenges around behaviors team members don't consider using or don't even see because they are so focused on the behaviors associated with the team's preferences. These challenges can derail a team unless they are made visible and worked around.

The chart below lists your team's potential challenges and offers suggestions for managing them. If your team includes a team leader whose type differs from the team type, or team members who are flexible in the use of their preferences, some of these challenges may not apply.

POTENTIAL CHALLENGES: ISTJ	SUGGESTED REMEDIES
May not consider the long-range implications of decisions	Identify a causal sequence of possible long-term effects of each decision
May dismiss new ideas as impractical before giving them a chance	Identify inconsistencies or flaws that need to be dealt with to enable the new idea to work
May lose touch with changing needs of customers or clients	Periodically interview or survey clients or customers about their needs and desires
May fail to recognize trends	Ask what would happen if current behavior could be extrapolated 1, 3, or 5 years into the future
May neglect to recognize or reward members' contributions because excellent performance is taken for granted	Make a conscious effort to identify, recognize, and reward positive contributions; explicitly build this into the team process
May not want to risk changing its goals or operating style	Analyze the risk of not changing

TEAM ACTION STEPS

- Have a team member whose type differs from the team type serve as an observer and suggest alternative ways of proceeding.
- Invite an outsider to perform this function.
- Read about the strengths and challenges of teams with types different from your team's type.
- Observe a team with a different team type to learn how that team accomplishes its tasks.
- Brainstorm ways for the team to overcome its blind spots; post a list of strategies.

Your Individual Contributions to the Team

Each member of your team has strengths related to their personality type. Knowing more about your type can help you better understand how you can use your strengths to help your team. You are at your best when you are acting out of your natural preferences. According to the results of your MBTI interpretation, you expressed your preferences as ISTP.

YOUR TYPE: ISTP

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

I	Introversion
S	Sensing
T	Thinking
P	Perceiving

ISTPs are efficient and effective. On a team they take immediate action to solve whatever problems have been identified and adapt as necessary.

YOUR STRENGTHS: ISTP

	USED NOW?
Troubleshooting	☐
Bringing technical expertise to help solve a problem	☐
Analyzing alternatives logically and objectively	☐
Organizing large amounts of information into a logical system	☐
Bringing relevant facts to the team from your database of experience	☐
Relying on your common sense when proposing solutions	☐
Leading by taking action and setting an example	☐
Pointing out flaws and inconsistencies that may derail a project or task	☐
Making use of whatever is available to solve the problem	☐
Notifying the team of issues that need immediate attention	☐
Volunteering to jump in immediately to work on a problem	☐
Informing the team of actions you have already taken	☐

INDIVIDUAL ACTION STEPS

- Determine which of these behaviors describe you and consider how they are working for you. How might you use those behaviors to help the team?
- Place a check mark in the second column of the chart above for each behavior you use with the team. Are any of your natural strengths not being brought to the team?
- With team members, discuss how your strengths can help the team achieve its objectives.

Your Potential Challenges

Your type preferences carry with them potential challenges as well as natural strengths. Team members who identify their challenges can work around them. In the chart below are a number of potential challenges along with suggestions for overcoming them.

POTENTIAL CHALLENGES: ISTP	SUGGESTED REMEDIES
May focus only on the immediate problem and neglect long-range issues	Analyze the problem to identify its cause and determine whether it is just a symptom of a larger issue
May fail to consider how decisions will affect important stakeholders	Build into your decision-making process a consideration of which stakeholders will be affected and how
May jump into more projects than can be completed	List all the projects on which you are currently working and analyze which have the highest priority
May have difficulty seeing others' viewpoints	Listen carefully and then paraphrase the other's statement; ask the person if your understanding is correct and give them a chance to clarify
May have difficulty negotiating win-win solutions	Take a course on negotiation so that you can broaden your negotiating style
May not establish broad networks of colleagues who can provide resources for your projects	Set a goal to meet and have a conversation with a certain number of new people over the next 6 months

Your preferences for ISTP differ from your team's preferences for ISTJ. You will probably agree with and support how your team operates in some areas but not in others. Work at listening carefully and trying to understand the viewpoints of other team members whose preferences are different from yours. Consider also, however, when your different way of seeing the world and approaching problems can be an advantage to the team.

Functioning well as an ISTP is how you will contribute the most to your team. But it is also important to learn to be flexible when the situation calls for it. Being flexible does not mean changing your type. Being flexible means that you have a clear preference but are able to use an opposite preference when you choose to do so.

INDIVIDUAL ACTION STEPS

- Determine which of the challenges in the chart describe your behavior on this team.
- Ask yourself whether any of these behaviors are hindering your team's performance. If yes, try the suggested remedies and ask a team member you trust for feedback to chart your progress.

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 ISTJ, the team will tend to rely first on Sensing and then on Thinking, as these behaviors come most easily to your team. So the team will spend most of its time using the behaviors shown in the Sensing and Thinking boxes.

1 S Sensing

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

2 N Intuition

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

3 T Thinking

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

4 F 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

Your team will have less interest in, and spend less time on, behaviors associated with Intuition and Feeling. In fact, it may short-circuit the Z-model process and use *only* the Sensing and Thinking steps. You may notice this dynamic at work in team meetings. However, if the team neglects to use Intuition, it may reject too many new ideas and fail to innovate. If it neglects to use Feeling, it may miss what is most important to its customers or clients. 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 ISTP, you likely prefer a problem-solving style that primarily involves the use of Thinking and Sensing. You probably like to analyze the problem objectively and logically based on the facts you have been able to identify and the experience you bring from similar situations. You are less likely to consider the possible impact of the team's decisions on others or the long-range implications of your decisions.

Although your type, ISTP, is somewhat different from your team's type, ISTJ, you tend to follow a problem-solving process similar to that of the team and to share strengths and challenges in common with the team. The approximate amount of time and energy you and the team tend to spend using each function is represented in the circles below. What impact have these similarities had on your role in team decisions and at team meetings?

	SENSING	INTUITION	THINKING	FEELING
ISTJ TEAM				
ISTP INDIVIDUAL				

INDIVIDUAL ACTION STEPS

- Make sure you bring your strengths in the Sensing 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 Intuition and Feeling—you may try to rush the team through these steps. Use the questions in the Intuition and Feeling boxes in the Z-model as a guide.
- Support anyone on the team who is using Intuition and Feeling.

Team Communication

Many advantages of teamwork—different perspectives on a problem, availability of more information and experience, multiple ideas, and mutual support—can be realized only if team members communicate with one another effectively. Your team type affects how your team tends to communicate.

TEAM COMMUNICATION STYLE: INTROVERSION

The majority of team members express a preference for Introversion and may:

- Prefer to think things through before speaking
- Communicate what is most important, perhaps in writing
- Want to go into a topic in depth and not be interrupted
- Not provide enough airtime for more vocal team members

TEAM COMMUNICATION STYLE: SENSING

The majority of team members express a preference for Sensing and may:

- Spend a lot of time discussing facts and details
- Focus communication on the immediate problems and issues
- Cut off team members who prefer Intuition and describe them as unrealistic

TEAM COMMUNICATION STYLE: THINKING

Everyone on the team expresses a preference for Thinking. Team members may:

- Like to discuss the pros and cons of each alternative
- Enjoy a lively, friendly debate or argument
- Pick apart one another’s communication, looking for inconsistencies or flaws

TEAM COMMUNICATION STYLE: JUDGING / PERCEIVING

Half the people on your team express a preference for Judging and half express a preference for Perceiving.

- This balance could be an asset for the team, if there is a discussion of new information followed by a decision and a plan
- Problems may arise if the Judging types want to cut off discussion too soon and if the Perceiving types keep bringing up new information, causing delays

TEAM ACTION STEPS

- Allow time for those who prefer Extraversion to think out loud, but then ask them for their conclusion.
- Ask those who prefer Intuition if they can think of a better way to accomplish the team's goal.
- Provide time for each team member to discuss their most important values and how those values influence their behavior on the team.
- Ask those who prefer Perceiving if there is any more information that needs to be considered before a decision is made.

Your Individual Type and Communication

You like to communicate your thoughts to others only after you have had time to think things through, and you are selective about the people with whom you choose to communicate. You tend to state verifiable facts and details in a logical manner and focus on what is happening now. You question assumptions and ask "Why?" You may analyze the communication of others, pointing out inconsistencies and flaws, and so sometimes can come across as insensitive or critical. You convey your need for more information.

INDIVIDUAL ACTION STEPS

- Include teammates in your thinking at an earlier stage so that they can provide feedback and also feel part of the process.
- Use the facts and details at your command to discuss with teammates how new ideas can work instead of only pointing out how the ideas won't work.
- Make a conscious effort to communicate your appreciation for the contributions of others.
- Let others know when you have stopped collecting information and have made a decision.

Team Conflict

A certain amount of conflict can be expected on any team. The first step in addressing conflict is to identify possible sources. Tension or conflict can result from either similarities or differences among team members' preferences. Consider below whether some of your team's disagreements, either among team members or with people outside the team, may be due to how team members approach problems and tasks.

If understood and handled appropriately and constructively, conflict can be useful and even productive. It can provide an opportunity to learn how others approach problems and thus can increase creativity. Additionally, when conflict is resolved well, the result can be buy-in and consensus.

CONFLICT SOURCE: EXTRAVERSION–INTROVERSION DIFFERENCES

How much should team members interact and how much discussion do we need?

- **Extraverted** types probably will want to discuss most issues and to arrive at decisions by thinking out loud. They want to know what everyone is thinking. Tension may result if they feel that the Introverts are purposely withholding information, which may lead the Extraverts to question the Introverts' motives or commitment.
- **Introverted** types probably will want to think things through before discussing them. They want to be sure where they stand before they announce a decision. They may feel constantly interrupted and unable to get their work done because they are always being called to meetings or conversations with the Extraverts.

CONFLICT SOURCE: SENSING–INTUITION DIFFERENCES

Should the team emphasize experience and tradition, or new opportunities and possibilities?

- **Sensing** types probably will want to stick close to the facts and base decisions on their experience with what has worked in the past. They may believe that most ideas from the Intuitive types are unrealistic and not worth wasting time on.
- **Intuitive** types likely will want to identify new opportunities and possibilities and pursue them with enthusiasm. They may feel that the Sensing types quash their ideas, and therefore their motivation, before giving them a chance.

CONFLICT SOURCE: THINKING

When everyone on the team has a preference for Thinking, these tensions may arise:

- Conflict may result if team members let their debates get out of hand and start trying to win arguments and score points instead of working together toward a common goal.
- The team may suffer from "paralysis by analysis," which can cause conflict with those outside the team who are waiting for a decision or action.

CONFLICT SOURCE: JUDGING–PERCEIVING DIFFERENCES

How much scheduling and organization do we need to accomplish our tasks? How much information does the team need to make a decision?

- **Judging** types will want to get things decided, organized, and scheduled right away. They like to plan the work and work the plan. They may see the Perceiving types as wishy-washy, indecisive, and unorganized.
- **Perceiving** types prefer to work at their own pace, which sometimes means finishing in a burst of energy at the last minute. They like to hold off on decisions to make sure they have all the necessary information. They may see the Judging types as controlling.

TEAM ACTION STEPS

- Adopt an attitude of respect and appreciation for the other members of your team.
- Review the four potential sources of conflict and discuss whether they are causing tension, conflict, or stress on the team.
- In discussing any conflict, be open and honest yet calm about your thoughts and feelings. Invite feedback from others, and then listen carefully to what they have to say.

Your Individual Type and Conflict

As a person who prefers ISTP, ask yourself whether you are contributing to team tension or conflict in the following ways:

- Am I holding back when I have an opinion?
- Am I prematurely dismissing new ideas?
- Am I not showing respect for the values of some team members?
- Am I delaying team action by constantly bringing up new information?

INDIVIDUAL ACTION STEPS

- Reflect further on the questions above and consider any adverse impact on the team.
- If you are not sure of your impact, ask for feedback from the team or from a trusted team member.
- Choose one or more team members whose preferences are different from yours and discuss any tensions or conflicts resulting from your different styles.

Similarity/Diversity on Your Team

The degree of type similarity or diversity on a team can affect the team's performance. Your ISTJ team is neither very similar nor very diverse but rather falls somewhere in between.* Team members may take a similar approach to some problems but differ in their approach to others. It depends on which preferences are being called upon by the task. Team similarity/diversity affects two aspects of performance: the *process*, or *how* your team goes about performing its tasks; and the *outcome*, or how *well* it performs its tasks. Teams like yours may find that the strengths and challenges associated with an ISTJ team are sometimes, but not always, applicable.

PROCESS

Your team falls in the middle of the similarity/diversity continuum. Some team members may tend to:

- Be open with certain team members but more cautious with others
- Mediate to help team members of different types understand one another
- Share similar values with at least some other members of the team
- Feel comfortable with, understand, and get along with most other team members
- Believe their opinions can influence at least some of their teammates
- Support the ideas of others and feel appreciated most of the time
- Form cliques or subgroups with team members who share their type preferences

OUTCOME AND PERFORMANCE

Because your team has a mix of both similar and diverse types, team members may tend to:

- Finish some tasks quickly but struggle with others
- Make good use of team resources, identifying and using the talents of the right person for the task
- Produce either conventional or original solutions to problems, depending on the task
- Produce somewhat more limited or constrained solutions than do highly dissimilar teams

TEAM ACTION STEPS

The key to achieving positive outcomes with a mixed team is to make effective use of similarities and differences during the process phase:

- Discuss the team members' individual type descriptions and note how each type's strengths can be an asset to the team.
- Work to avoid the formation of subgroups composed of those whose types are similar; make sure there is a mix of types in all subgroups.
- Choose a team member whose type is opposite to the team's type to review the team's decision or product before it is released.
- Try brainstorming solutions individually before coming together as a team.
- Identify a team member whose particular skill is consensus building or group process and have them facilitate meetings. If that doesn't work, or if no team member is willing to assume this role, consider using an outside facilitator.

* Team similarity/diversity is determined by comparing whole types on the team. It is based on research in communication style and psychological type.

Organizational Influences on Your Team

It is likely that your team behaves like an ISTJ team and the description of your team's strengths and challenges provided earlier in this report fits fairly well. Additional factors, however, may influence the extent to which your team behaves like an ISTJ team. Three factors are discussed next.

Organizational Culture

Organizational cultures offering a lot of freedom around how tasks are performed increase team members' opportunity to use their various type preferences. If you work in such an environment, your team will be able to exercise its natural ISTJ preferences. Alternatively, if the organizational culture is rigid and requires behaviors that are not natural for an ISTJ team, not all the strengths and challenges in the ISTJ team description may fit. If your team operates for too long in a culture that does not allow the expression of its members' type preferences, stress or inefficiency may result.

Team Task

The extent to which your team behaves like an ISTJ team also may depend on the kind of work for which the team is responsible. If the task currently assigned to your team is very specific, can be completed over a short time period, and requires behaviors that are associated with opposite type preferences, then the ISTJ description of strengths and challenges may not fit for your team *at this particular time.* After your team moves on to another assignment, especially if the task is a closer fit for team members' natural preferences, more aspects of the team's type description may fit.

Leadership

The extent to which your team behaves as an ISTJ team also may depend on the personality type of the team leader. If the team leader's type is very different from your ISTJ team type, they may influence the team to use different preferences. If that happens, some of the strengths and challenges for an ISTJ team listed earlier in this report may not fit.

TEAM ACTION STEPS

- Discuss how your organization's culture fits with your ISTJ team type. What are the similarities and differences and what effect does each have on your team's performance?
- List some of the behaviors required to complete the work your team does. Are those behaviors consistent with your ISTJ team type? If not, what preferences are required by the tasks that the team performs?
- Compare the type of the team leader with the team type. Review similarities and differences and discuss the effect of each on team performance.
- What can the team do to encourage each member to express their natural preferences?

Action Plan for Your Team

Use the chart to make explicit your team's plan for working together better. In a group discussion, choose team goals. In the chart, list the goals and the actions the team will take to achieve each one. Briefly describe metrics that will be used to indicate success. Set a date to discuss team progress.

	TEAM GOALS	ACTIONS NEEDED	WHAT WILL SUCCESS LOOK LIKE?	DATE TO DISCUSS PROGRESS
1.				
2.				
3.				

Your Individual Action Plan

Complete a plan for yourself as well. Think of goals you could achieve that would help you be an even more effective team member. In the chart, write your goals, actions to take to achieve them, and how you will know you are succeeding. Set a date for discussing your progress with the team or with a coach.

	MY GOALS	ACTIONS I WILL TAKE	WHAT WILL SUCCESS LOOK LIKE?	DATE TO DISCUSS MY PROGRESS
1.				
2.				
3.				

Ask yourself these additional questions:

- Are my individual goals in line with those of the team?
- Are the goals I listed realistic within the time period?
- What kind of help or resources do I need to achieve my goals?
- How can I help others on the team achieve their goals?
- How will I reward myself when I achieve my goals?

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