

INTRODUCTION TO MYERS-BRIGGS® TYPE SERIES

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Introduction to Myers-Briggs® Type and TEAMS

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Third Edition





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Introduction

The purpose of *Introduction to Myers-Briggs® Type and Teams* is to help you understand your results on the *Myers-Briggs Type Indicator®* (MBTI®) assessment and the relationship of those results to your work on a team. While the assessment has been used successfully with individuals, its power can be multiplied when applied to teams, as its use in team building worldwide attests.

This booklet presents a framework designed to help teams function more productively. The MBTI assessment is useful to teams because it is based on the idea that we all have unique gifts to offer and challenges to overcome. In teams we work together, attempting to maximize each member's special talents, thereby minimizing gaps in knowledge and skills. Applying the information in this booklet to teams and team building will help teams succeed.

To demonstrate the wide-ranging benefits of the MBTI assessment, this booklet covers six core issues affecting teams today: communication, team culture, leadership, change, problem solving/conflict resolution, and stress. The type descriptions include sample responses of each of the 16 types to each of the core issues. Team members can use these examples to enhance their type awareness and thereby increase both individual and team effectiveness.

TEAMS AND TEAM BUILDING

A team is a group of two or more people working together to accomplish a task. This may seem obvious, yet many people when faced with the word *team* think only of sports. Just as each member of a sports team has a different role to play and skills to offer, so do members of work teams. The MBTI assessment provides

a framework for understanding differences in what each team member brings to the team.

Team building—as conducted with the help of the MBTI assessment—is the process by which a group of individuals are encouraged to learn about themselves, each other, and their leader(s), and about how these components fit together to boost team success. Use this booklet to help initiate team building or to continue to reinforce a team-building effort that has already begun.

THE MBTI® ASSESSMENT AND ITS BENEFITS TO TEAMS

The MBTI assessment reflects individual preferences for directing and receiving energy (Extraversion or Introversion), taking in information (Sensing or Intuition), making decisions and coming to conclusions (Thinking or Feeling), and approaching the outside world (Judging or Perceiving). Sixteen unique personality types result from the combinations of these eight MBTI preferences. This booklet will help you understand your type and the relationship of your preferences to the way you and other team members interact. As you read the descriptions, remember that although your preferences may lead you to behave in certain predictable ways, organizational and personal goals may also induce you to act in ways that are different from your natural preferences.

The MBTI® Assessment and Team Effectiveness

The MBTI assessment specifically aids team members by

- Fostering openness and trust
- Providing a neutral and affirmative language with which to discuss differences
- Underscoring the value of diversity
- Teaching team members to value and work with the strengths of others
- Helping increase productivity by aligning an individual's MBTI preferences to particular team tasks
- Identifying team strengths and potential blind spots
- Supplying a framework within which team members can better understand and manage
 - Communication
 - Team culture
 - Leadership
 - Change
 - Problem solving/conflict resolution
 - Stress

According to Mary McCaulley,* the MBTI assessment allows us to make predictions about team effectiveness based on personality type, such as the following:

- The more similar the types on a team, the more readily the team members will understand each other.
- The more dissimilar the types on a team, the slower the understanding.
- Groups with high type similarity will reach decisions more quickly but are more likely to make errors due to inadequate representation of all viewpoints.
- Groups with members of many different types will reach decisions more slowly (and painfully) but may reach better decisions because more viewpoints are covered.

- Teams with only a single representative of a certain preference (e.g., only one Introvert) may fail to appreciate the gifts/skills associated with that preference and may view that member as different.
- Teams that come to appreciate and use different types may experience less conflict.
- Successful teams with members of many different types promote the personal development of team members by encouraging learning from other types.

This booklet gives you the opportunity to explore personality type as it relates to you, your team, and your team's leadership. The information provided can serve as a guide to understanding and enriching team relationships by helping each team member make the most of his or her distinctive style. Use type to make your day-to-day work on the team more rewarding and enjoyable.

Key Things to Remember About the MBTI® Assessment

Keep the following things in mind when exploring type to ensure a positive experience for all:

- Type is about preferences, not about knowledge, skills, or abilities.
- There are no right or wrong preferences.
- No preferences are unhealthy or inappropriate.
- Type is not an excuse—we can and do use all the preferences to some extent each day.
- Each team member is the best judge of his or her own preferences.
- Type should empower team members, not limit them.

McCaulley, M. H., 1975. "How Individual Differences Affect Health Care Teams." *Health Team News* 1(8), pp. 1-4.

Understanding Your Preferences

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

EXAMINING YOUR MBTI® PREFERENCES

As part of the process of verifying your best-fit type, you will want to read over the descriptions in the “MBTI® Preferences” chart below. Examine the items under each heading and mark the statements that are most like you. Then compare opposite preferences, looking to see whether you have marked more items under Extraversion or Introversion, Sensing or Intuition, and so on. This will help you both understand and confirm your best-fit type. Remember, you are the best judge of what your preferences are.

MBTI® PREFERENCES

THE E–I PREFERENCE PAIR | Ways to direct and receive energy

e EXTRAVERSION

People who prefer Extraversion tend to direct their energy toward the outside world and get energized by interacting with people and taking action.

They are more likely to

- Prefer action to reflection
- Talk things over in order to understand them
- Prefer spoken communication
- Share their thoughts freely
- Act and respond quickly
- Extend themselves into the environment
- Enjoy working in groups
- Put themselves in the foreground

i INTROVERSION

People who prefer Introversion tend to direct their energy toward their inner world and get energized by reflecting on their ideas and experiences.

They are more likely to

- Prefer reflection to action
- Think things through in order to understand them
- Prefer written communication
- Guard their thoughts until they are (almost) perfect
- Consider and think deeply
- Defend against external demands and intrusions
- Enjoy working alone or with one or two others
- Stay in the background

THE S–N PREFERENCE PAIR | Ways to take in information

s SENSING

People who prefer Sensing tend to take in information that is real and tangible. They focus mainly on what they perceive using the five senses.

They are more likely to

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

n INTUITION

People who prefer Intuition tend to take in information by seeing the big picture. They focus mainly on the patterns and interrelationships they perceive.

They are more likely to

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

THE T–F PREFERENCE PAIR | Ways to decide and come to conclusions

t THINKING

People who prefer Thinking typically base their decisions and conclusions on logic, with accuracy and objective truth the primary goals.

They are more likely to

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

f FEELING

People who prefer Feeling typically base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.

They are more likely to

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

THE J–P PREFERENCE PAIR | Ways to approach the outside world

j JUDGING

People who prefer Judging typically approach the world with decisiveness and tend to like planning and closure.

They are more likely to

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

p PERCEIVING

People who prefer Perceiving typically approach the world with flexibility and tend to like spontaneity and openness.

They are more likely to

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

EXAMINING YOUR MBTI® PREFERENCES AT WORK

Next, think about your preferences regarding work situations. As you did with the “MBTI® Preferences” chart, look through the descriptions in the “MBTI® Preferences

at Work” chart below and mark those that best capture how you are at work. Then compare opposite preferences, looking to see whether you have marked more items under Extraversion or Introversion, Sensing or Intuition, and so on. Once again, this will serve you in understanding and confirming your best-fit type.

MBTI® PREFERENCES AT WORK

EXTRAVERSION

At work, people who prefer Extraversion are more likely to

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

INTROVERSION

At work, people who prefer Introversion are more likely to

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

SENSING

At work, people who prefer Sensing are more likely to

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

INTUITION

At work, people who prefer Intuition are more likely to

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

THINKING

At work, people who prefer Thinking are more likely to

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

FEELING

At work, people who prefer Feeling are more likely to

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

JUDGING

At work, people who prefer Judging are more likely to

- Want communication to be systematic
- Prefer their environment to be scheduled
- Like a leader to be planful
- Take an outcome-oriented approach to change
- Be comfortable moving toward a fixed solution
- Find indecisiveness stressful

PERCEIVING

At work, people who prefer Perceiving are more likely to

- Want communication to be spontaneous
- Prefer their environment to be flexible
- Like a leader to be adaptable
- Take a process-oriented approach to change
- Be comfortable keeping options open
- Find premature closure stressful

RELATING YOUR MBTI® PREFERENCES TO SIX CORE TEAM ISSUES

After you've had a chance to consider and begin to determine your preferences in the earlier charts, you

will want to look at the charts on the next several pages. This will give you yet another opportunity to confirm and understand your preferences and help you determine your best-fit type.

RELATING MBTI® PREFERENCES TO COMMUNICATION

EXTRAVERSION

In communicating, people who prefer Extraversion are more likely to

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

INTROVERSION

In communicating, people who prefer Introversion are more likely to

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

SENSING

In communicating, people who prefer Sensing are more likely to

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

INTUITION

In communicating, people who prefer Intuition are more likely to

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

THINKING

In communicating, people who prefer Thinking are more likely to

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

FEELING

In communicating, people who prefer Feeling are more likely to

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

JUDGING

In communicating, people who prefer Judging are more likely to

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

PERCEIVING

In communicating, people who prefer Perceiving are more likely to

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

RELATING MBTI® PREFERENCES TO TEAM CULTURE

EXTRAVERSION

A team culture that expresses Extraversion is more likely to

- Offer a variety of experiences
- Seek and value input from many stakeholders
- Respond to external expectations
- Look for outside assistance when having difficulty

INTROVERSION

A team culture that expresses Introversion is more likely to

- Offer in-depth experiences
- Seek and value input from a select few
- Stay focused on internal objectives
- Rely on inner resources when having difficulty

SENSING

A team culture that expresses Sensing is more likely to

- Flourish using well-established procedures
- Prize specifics and realism
- Rely on and trust experience
- Appreciate practicality

INTUITION

A team culture that expresses Intuition is more likely to

- Flourish using creativity and innovation
- Prize hunches and insights
- Rely on and trust inspiration
- Appreciate imagination

THINKING

A team culture that expresses Thinking is more likely to

- Use principle-centered decision making
- Be crisp and businesslike
- Want critical feedback to improve
- Prefer to apply policies consistently

FEELING

A team culture that expresses Feeling is more likely to

- Use values-centered decision making
- Be warm and friendly
- Want positive support for efforts
- Prefer to make exceptions to policies

JUDGING

A team culture that expresses Judging is more likely to

- Find steadiness and thoroughness important
- Adhere to routines
- Want defined goals and outcomes
- Put work before play

PERCEIVING

A team culture that expresses Perceiving is more likely to

- Find flexibility and adaptability important
- Maintain a minimum of routine
- Want general parameters and openness
- Combine work and play

RELATING MBTI® PREFERENCES TO LEADERSHIP

EXTRAVERSION

As leaders, people who prefer Extraversion are more likely to

- Be assertive and direct
- Start with actions
- Focus on breadth and external environment
- Develop plans in discussions with others

INTROVERSION

As leaders, people who prefer Introversion are more likely to

- Work behind the scenes and lead by example
- Start with ideas
- Focus on depth and internal environment
- Develop plans through private reflection

SENSING

As leaders, people who prefer Sensing are more likely to

- Lead from experience
- Be pragmatic
- Use accepted ways of leading
- Have an immediate, here-and-now outlook

INTUITION

As leaders, people who prefer Intuition are more likely to

- Lead from insight and understanding
- Be innovative
- Try out new ways of leading
- Have a long-range outlook

THINKING

As leaders, people who prefer Thinking are more likely to

- Be tough when situations demand it
- Seek efficiency
- Take pride in being fair
- Use a task-centered and results-based leadership style

FEELING

As leaders, people who prefer Feeling are more likely to

- Be tender when people need it
- Seek dedication
- Take pride in being sensitive to people
- Use a relationship-centered and consensus-based leadership style

JUDGING

As leaders, people who prefer Judging are more likely to

- Focus on implementation and getting the job done now
- Act on set priorities
- Prefer to have control
- Expect follow-through

PERCEIVING

As leaders, people who prefer Perceiving are more likely to

- Focus on considering all angles of the problem
- Respond to opportunities as they present themselves
- Prefer to have freedom
- Expect adaptability

RELATING MBTI® PREFERENCES TO CHANGE

EXTRAVERSION

When people who prefer Extraversion are involved in change they are more likely to

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

INTROVERSION

When people who prefer Introversion are involved in change they are more likely to

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

SENSING

When people who prefer Sensing are involved in change they are more likely to

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

INTUITION

When people who prefer Intuition are involved in change they are more likely to

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

THINKING

When people who prefer Thinking are involved in change they are more likely to

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

FEELING

When people who prefer Feeling are involved in change they are more likely to

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

JUDGING

When people who prefer Judging are involved in change they are more likely to

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

PERCEIVING

When people who prefer Perceiving are involved in change they are more likely to

- Be concerned with loss of opportunity
- Want to respond as things emerge
- Prefer the freedom to adapt
- Revise as necessary

RELATING MBTI® PREFERENCES TO PROBLEM SOLVING/CONFLICT RESOLUTION

EXTRAVERSION	INTROVERSION
<i>When solving problems/resolving conflicts, people who prefer Extraversion are more likely to</i>	<i>When solving problems/resolving conflicts, people who prefer Introversion are more likely to</i>
Move quickly	Move at a measured pace
Change the topic under consideration	Keep to the topic under consideration
Need to talk out conflict	Need to process conflict internally
Offer personal information	Hesitate to offer personal information
SENSING	INTUITION
<i>When solving problems/resolving conflicts, people who prefer Sensing are more likely to</i>	<i>When solving problems/resolving conflicts, people who prefer Intuition are more likely to</i>
Focus on what actually happened	Focus on the meaning of what happened
Notice specifics	Notice subtleties
Overlook recurring themes	Overlook the obvious
Look at facts	Look at patterns
THINKING	FEELING
<i>When solving problems/resolving conflicts, people who prefer Thinking are more likely to</i>	<i>When solving problems/resolving conflicts, people who prefer Feeling are more likely to</i>
Want to find the right answer	Want to find the best answer for those involved
Employ an objective analysis	Employ a subjective analysis
Use a logic-centered approach	Use a values-centered approach
Hesitate to add emotion to the equation	Feel comfortable adding emotion to the equation
JUDGING	PERCEIVING
<i>When solving problems/resolving conflicts, people who prefer Judging are more likely to</i>	<i>When solving problems/resolving conflicts, people who prefer Perceiving are more likely to</i>
Desire structure	Desire flexibility
Make quick decisions	Postpone decisions
Resist changing their mind	Delay making up their mind
Focus on goals	Focus on process

RELATING MBTI® PREFERENCES TO STRESS

EXTRAVERSION

People who prefer Extraversion are more likely to feel stress when

Working on solo projects
Writing reports
Spending long periods of time alone
Forced to wait

INTROVERSION

People who prefer Introversion are more likely to feel stress when

Working on group projects
Giving speeches
Experiencing frequent interruptions
Forced to act

SENSING

People who prefer Sensing are more likely to feel stress when

Working with material that is very abstract
Requirements are too vague
Respect is lacking for the tried and true
Expected to create new methods

INTUITION

People who prefer Intuition are more likely to feel stress when

Working with material that is very detailed
Requirements are too specific
Respect is lacking for innovation and change
Expected to stick with standard methods

THINKING

People who prefer Thinking are more likely to feel stress when

Competence is lacking
Objectivity is absent
Asked to supply support
Others overlook logic

FEELING

People who prefer Feeling are more likely to feel stress when

Cooperation is lacking
Harmony is absent
Asked to supply a critique
Others overlook people's feelings

JUDGING

People who prefer Judging are more likely to feel stress when

Things seem adrift
Closure is not forthcoming
Asked to withhold judgment
They must change their plans

PERCEIVING

People who prefer Perceiving are more likely to feel stress when

Things seem tightly scheduled
Closure is premature
Asked to make a snap judgment
They can't change their plans

Understanding Your Style

Now that you've had a chance to examine your preferences in depth, determine your best-fit type, and study the effects of type preferences as they relate to six core issues relevant to team performance, you will want to look at the description of your type in the "Snapshots of the 16 Types" chart on page 13. You will also want to read about your individual type with regard to each of the core team issues: communication, team culture, leadership, change, problem solving/conflict resolution, and stress. That information is found on pages 14–45.

The descriptions will assist you in getting to know yourself as a team member by highlighting your contribution to team functioning, identifying the ways you may irritate others and others may irritate you, and targeting ways you can maximize your effectiveness. You may also want to examine additional types, particularly if you know the types of the other members of your team. You may gain insight into how you and the other team members interact and affect one another. An appreciation of differences can serve to increase your team's productivity.

SNAPSHOTS OF THE 16 TYPES

<p>ISTJ</p> <p>Thorough, hardworking, and responsible, ISTJs work well within traditional structures, following standard procedures and keeping track of facts and details. They clarify responsibilities and roles, seek to maintain what's efficient and useful, and follow through on their commitments.</p> <p>Hallmark: Dependability</p>	<p>ISFJ</p> <p>Conscientious, loyal, and dedicated, ISFJs work well when roles and responsibilities are clearly defined. They take care of the specific and practical needs of people, relying on trusted, established methods. They seek stability and harmony, expect others to be diligent, and make sacrifices to get the job done.</p> <p>Hallmark: Commitment</p>	<p>INFJ</p> <p>Insightful, inspiring, and creative, INFJs work well when they can concentrate on what matters to people, quietly exert influence, and model integrity. They envision ways to reach long-range goals, want to develop an atmosphere of mutual trust, and organize people and processes so that all benefit.</p> <p>Hallmark: Integrity</p>	<p>INTJ</p> <p>Independent and individualistic, and visionary, INTJs work well when they can develop strategies, use foresight, implement their ideas, and create intellectual structures to meet goals. Unafraid of difficulty, they objectively analyze varied factors and global issues to meet complex challenges they can foresee in the future.</p> <p>Hallmark: Vision</p>
<p>ISTP</p> <p>Pragmatic, realistic, and adaptable, ISTPs work well when there are few rules and when they can apply skills in a practical, logical way. They recognize inconsistencies in methods and procedures, respond quickly in emergencies, and devise straightforward plans to meet needs as they arise.</p> <p>Hallmark: Ingenuity</p>	<p>ISFP</p> <p>Low-key, flexible, and modest, ISFPs work well when they can meet the individual needs of people in a direct and personal manner. Valuing harmony and tolerance, they are genuine, sincere, and open-minded. They enhance their work environments by ensuring that people are cared for with kindness and artistry.</p> <p>Hallmark: Sensitivity</p>	<p>INFP</p> <p>Original, values focused, and caring, INFPs work well when they can foster the well-being of others and help people achieve their fullest potential. They seek meaning and purpose in all they do. They offer authenticity and a spirit of harmony, loyalty, and compassion to the people and institutions they serve.</p> <p>Hallmark: Idealism</p>	<p>INTP</p> <p>Analytical, intellectual, and ingenious, INTPs work well when they can operate independently, search for truth, and use rational approaches to solve complex problems. Their curiosity leads them to research theories, contemplate what makes things work, and discover the long-term consequences of any given strategy or plan.</p> <p>Hallmark: Logic</p>
<p>ESTP</p> <p>Action oriented, energetic, and realistic, ESTPs work well when they can participate fully, take on challenges, and attempt to eliminate obstacles through a logical, pragmatic, no-nonsense approach. They like to solve problems, work to achieve immediate results, and be where the action is.</p> <p>Hallmark: Energy</p>	<p>ESFP</p> <p>Friendly, outgoing, and enthusiastic, ESFPs work well when they can use their vitality and humor to make things happen. They make collaborative efforts enjoyable by applying common sense and a flexible and spontaneous approach to meeting challenges. They like to use their warmth and generosity to help people.</p> <p>Hallmark: Enthusiasm</p>	<p>ENFP</p> <p>Lively, charismatic, and encouraging, ENFPs work well when they can innovate and be creative, persuade others to action, and stimulate positive change. They generate enthusiasm for start-up activities, are tireless in pursuit of newfound interests, and anticipate the needs of people and organizations.</p> <p>Hallmark: Imagination</p>	<p>ENTP</p> <p>Perceptive, adaptable, and clever, ENTPs work well when they can take on challenges, improvise conceptual frameworks, and rally others to conquer issues strategically. They bring an inventive spirit to entrepreneurial endeavors, embrace change and innovation, and see ways of doing things that are not immediately obvious.</p> <p>Hallmark: Initiative</p>
<p>ESTJ</p> <p>Logical, directive, and organized, ESTJs work well when they can marshal and manipulate resources, implement plans, and accomplish tasks. They find and correct flaws, monitor events, and hold everyone accountable. Hardworking and responsible, they seek practical, realistic solutions to difficulties.</p> <p>Hallmark: Decisiveness</p>	<p>ESFJ</p> <p>Helpful, warm, and cooperative, ESFJs work well when they can serve the needs of people in a structured, timely, and practical way. They strive to ensure that people and tasks are organized harmoniously. Exercising determination and follow-through, they work to achieve results that make things better for all concerned.</p> <p>Hallmark: Affiliation</p>	<p>ENFJ</p> <p>Warm, supportive, and friendly, ENFJs work well when they can focus on people's aspirations, develop organized plans to meet goals, and maintain integrity as they work. They tune in to others, easily getting to know their hopes and dreams; foster collaboration; and strive for the common good.</p> <p>Hallmark: Responsiveness</p>	<p>ENTJ</p> <p>Energetic, assertive, and confident, ENTJs work well when they can manage projects, bring order and logic to tasks, use conceptual models to guide actions, and formulate long-range plans. They devise systems and structures to correct problems, take decisive stands, and shoulder responsibility for achieving team goals.</p> <p>Hallmark: Drive</p>

Understanding the Type Table and the Five Lenses

Your four-letter type is one of 16 MBTI types. When these 16 combinations of preferences are arranged in a type table, similarities and differences in behavior and personality can be more easily identified.

A CLOSER LOOK AT THE TYPE TABLE

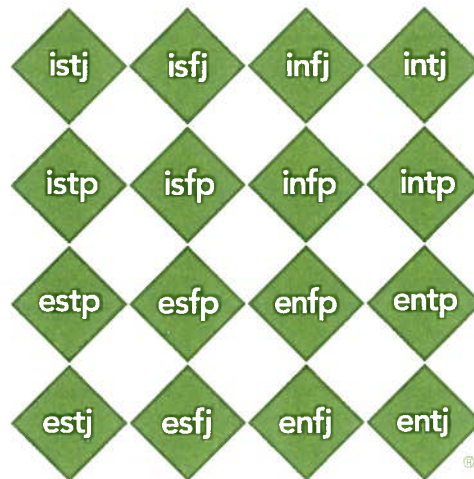
The type table was designed to highlight relationships between the 16 MBTI types. Understanding the structure of the type table enables greater comprehension of preferences, types, and the connections between them. Following the "Format of Type Table" chart is an outline of the logical basis of its structure, which will help you better understand your type as it relates to the types of others on your team.

Extraversion (E) and Introversion (I). The bottom two rows of the type table are reserved for types with a preference for Extraversion. The top two rows are reserved for types with a preference for Introversion. The idea behind this arrangement is that the Introverted types, because of their tendency toward reflection, may appear to have their head **up** in the clouds. Extraverted types on the other hand tend to be active, with their feet **down** on the ground.

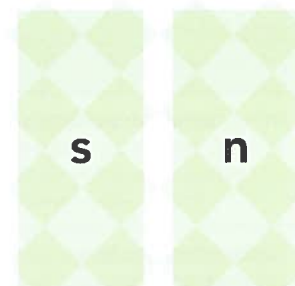
Sensing (S) and Intuition (N). In the left two columns of the table we find types with a preference for Sensing, and in the right two columns we find types with a preference for Intuition. The arrangement reflects their order in the S–N preference pair, with Sensing on the **left** and Intuition on the **right**.

Thinking (T) and Feeling (F). The **outer** columns of the type table contain types with a preference for Thinking. The **inner** columns contain types with a preference for

FORMAT OF TYPE TABLE

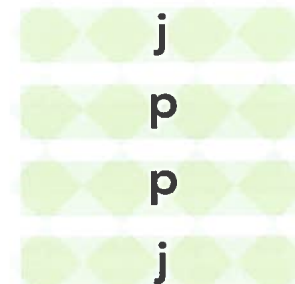


Extraversion—Introversion *natural teachers, good listeners*
Sensing—Intuition



Thinking—Feeling

Judging—Perceiving



Source: Isabel B. Myers, Mary H. McCaulley, Naomi L. Quenk, and Allen L. Hammer, *MBTI® Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator® Instrument*, 3rd ed. (Sunnyvale, CA: CPP, Inc., 1998). Reproduced with permission.

Feeling. This arrangement is designed to reflect the typical desire for affiliation of Feeling types by placing them next to each other in the heart of the table.

Judging (J) and Perceiving (P). The top and bottom rows are made up of types with a preference for Judging. The middle rows are made up of types with a preference for Perceiving. In this arrangement, the more decisive Judging types form the **roof** and the **foundation** of the type table—in other words, they hold the structure together and contain the more flexible Perceiving types.

The organization of the type table is such that each type shares three preferences (and three letters) with adjacent types. Therefore, as you move from one column or row to the next, only a single preference (letter) changes. Note that the TJ types have been placed in the **four corners**, maintaining the boundaries of the table. This mirrors the TJ desire to keep things firmly in order.

THE FIVE LENSES

The type table can be divided into subsets where preferences are shared. Each subset comprises types that have one or more letters in common. These subsets can be thought of as lenses through which to view team interactions. Just as an optical lens helps you focus your attention or see objects more clearly, the MBTI lenses help you focus and clarify behavior patterns on your team.

We have isolated five distinct MBTI lenses, dividing the table into subsets containing types having two letters in common. The five lenses are the **processes lens**, the **orientations lens**, the **quadrants lens**, the **dynamics lens**, and **another popular grouping of preferences**.

THE PROCESSES LENS

The processes, or mental processes, are represented by the four columns of the type table: ST, SF, NF, and NT. They correspond to a combination of a preferred way of taking in information (S or N) and a preferred way of making decisions and coming to conclusions (T or F).



STs: Practical, matter-of-fact types

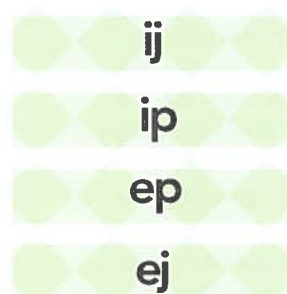
SFs: Sympathetic, friendly types

NFs: Enthusiastic, insightful types

NTs: Logical, ingenious types

THE ORIENTATIONS LENS

The groupings within the orientations lens are represented by the four rows of the type table: IJ, IP, EP, and EJ. They correspond to a combination of two orientations—a preferred way to direct and receive energy (E or I) and a preferred way to approach the outside world (J or P).



IJs: Autonomous, resolute types

IPs: Autonomous, flexible types

EPs: Connected, flexible types

EJs: Connected, resolute types

THE QUADRANTS LENS

The quadrants are found at the four corners of the type table: IS, IN, ES, and EN. They correspond to a combination of a preferred orientation (E or I) and a preferred way of taking in information (S or N).



ISs: Reflective, practical types

INs: Reflective, imaginative types

ESs: Energetic, practical types

ENs: Energetic, imaginative types

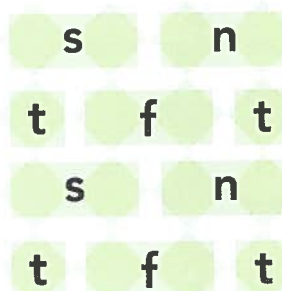
THE DYNAMICS LENS

Particularly important to the concept of personality type is the notion that four of the preferences—S, N, T, and F, known as the *mental processes*—exist in a dynamic relationship. For each type, one of these processes will be developed earliest and may be used more than the others. This favorite, lead process, also known as the dominant function, generally indicates how you contribute to the world.

If your favorite process is one that involves taking in information (S or N), then your second process, also known as the auxiliary function, will be one that involves deciding and coming to conclusions (T or F). If your favorite process is one that involves deciding and coming to conclusions, (T or F), then your second process will be one that involves taking in information (S or N). This second process provides balance—making effective decisions requires taking in information effectively, and vice versa.

The third and fourth processes develop later. As with the first and second processes, they balance each other: one will involve taking in information; the other will involve deciding and coming to conclusions. The fourth process, also known as the inferior function, is generally a person's least developed process—the area most likely to be overlooked and thus the most vulnerable. Use the “Order of Processes” chart on page 49 as a quick guide.

The groupings within the dynamics lens are defined in terms of the favorite process—S, N, T, or F. One way to determine the dynamics of type is to apply the “1-2 rule”: in the first row of the type table, the process used to take in information—either Sensing or Intuition, depending on type—will be the favorite process; in the second row of the type table, the process used in making decisions and coming to conclusions—either Thinking or Feeling, depending on type—will be the favorite process. In other words, “Row one, first middle letter; row two, second middle letter.” In the third row, the first middle letter represents the favorite process; in the fourth row, the second middle letter represents the favorite process.



Favorite process Sensing (S):
Realistic, down-to-earth types

Favorite process Intuition (N):
Visionary, perceptive types

Favorite process Thinking (T):
Principled, fair types

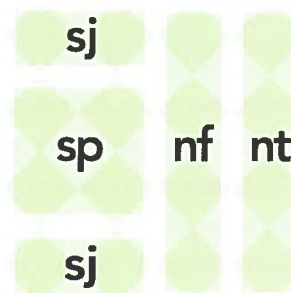
Favorite process Feeling (F):
Ethical, compassionate types

ORDER OF PROCESSES

ISTJ	ISFJ	INFJ	INTJ
1. Sensing 2. Thinking 3. Feeling 4. Intuition	1. Sensing 2. Feeling 3. Thinking 4. Intuition	1. Intuition 2. Feeling 3. Thinking 4. Sensing	1. Intuition 2. Thinking 3. Feeling 4. Sensing
ISTP	ISFP	INFP	INTP
1. Thinking 2. Sensing 3. Intuition 4. Feeling	1. Feeling 2. Sensing 3. Intuition 4. Thinking	1. Feeling 2. Intuition 3. Sensing 4. Thinking	1. Thinking 2. Intuition 3. Sensing 4. Feeling
ESTP	ESFP	ENFP	ENTP
1. Sensing 2. Thinking 3. Feeling 4. Intuition	1. Sensing 2. Feeling 3. Thinking 4. Intuition	1. Intuition 2. Feeling 3. Thinking 4. Sensing	1. Intuition 2. Thinking 3. Feeling 4. Sensing
ESTJ	ESFJ	ENFJ	ENTJ
1. Thinking 2. Sensing 3. Intuition 4. Feeling	1. Feeling 2. Sensing 3. Intuition 4. Thinking	1. Feeling 2. Intuition 3. Sensing 4. Thinking	1. Thinking 2. Intuition 3. Sensing 4. Feeling

ANOTHER POPULAR GROUPING OF PREFERENCES

Another set of two-letter combinations that are commonly used is SJ, SP, NF, and NT. The SJs are found in the two leftmost cells of the top row and the two leftmost cells of the bottom row of the type table. The SPs are found in the two leftmost cells of the second and third rows. The NFs and the NTs are found in the third and fourth columns, respectively.



SJs: Responsible, loyal types

SPs: Clever, responsive types

NFs: Imaginative, friendly types

NTs: Rational, inventive types

TEAM ANALYSIS

STEP 1 | Identify your team's makeup

Write each team member's name (including your own) in the appropriate box in the team type table below to get a graphic picture of your team's makeup. Indicate the type of your team's leader with an asterisk.

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

STEP 2 | Determine your team's type

Next, in the MBTI® Team Analysis Grid below, enter the number and percentage of each of the eight preferences on your team (including your own) to get a breakdown of your team's composition. Enter the preferences of your team leader in the shaded box provided. To determine the team type, select the majority preference—the one with the largest number and percentage—for Extraversion (E) or Introversion (I), Sensing (S) or Intuition (N), Thinking (T) or Feeling (F), and Judging (J) or Perceiving (P). Enter the four letters in the shaded box provided for team type. In case of ties, please consult with your team facilitator or type professional about what to do.

MBTI® TEAM ANALYSIS GRID

Types	Number	Percentage	Types	Number	Percentage
Extraverted			Introverted		
Sensing			Intuitive		
Thinking			Feeling		
Judging			Perceiving		
Team leader's type preferences			Team type		

BROADEN YOUR UNDERSTANDING of personality type with the *Introduction to Myers-Briggs® Type* series from CPP, Inc., the exclusive publisher of the Myers-Briggs® assessment. These popular guides help you integrate type theory concepts into both your personal and professional lives. Understanding workplace preferences, coping with stress, reducing conflict, exploring career options, managing projects, enhancing decision making, and improving team effectiveness are just a few of the many type-related applications you can explore using these informative booklets.

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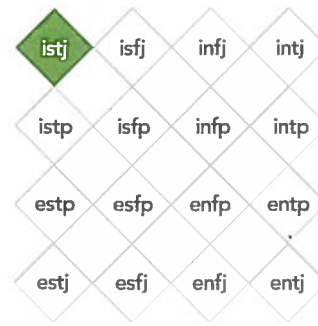
SNAPSHOTS OF THE 16 TYPES

<p>ISTJ</p> <p>Thorough, hardworking, and responsible, ISTJs work well within traditional structures, following standard procedures and keeping track of facts and details. They clarify responsibilities and roles, seek to maintain what's efficient and useful, and follow through on their commitments.</p> <p>Hallmark: Dependability</p>	<p>ISFJ</p> <p>Conscientious, loyal, and dedicated, ISFJs work well when roles and responsibilities are clearly defined. They take care of the specific and practical needs of people, relying on trusted, established methods. They seek stability and harmony, expect others to be diligent, and make sacrifices to get the job done.</p> <p>Hallmark: Commitment</p>	<p>INFJ</p> <p>Insightful, inspiring, and creative, INFJs work well when they can concentrate on what matters to people, quietly exert influence, and model integrity. They envision ways to reach long-range goals, want to develop an atmosphere of mutual trust, and organize people and processes so that all benefit.</p> <p>Hallmark: Integrity</p>	<p>INTJ</p> <p>Independent and individualistic, and visionary, INTJs work well when they can develop strategies, use foresight, implement their ideas, and create intellectual structures to meet goals. Unafraid of difficulty, they objectively analyze varied factors and global issues to meet complex challenges they can foresee in the future.</p> <p>Hallmark: Vision</p>
<p>ISTP</p> <p>Pragmatic, realistic, and adaptable, ISTPs work well when there are few rules and when they can apply skills in a practical, logical way. They recognize inconsistencies in methods and procedures, respond quickly in emergencies, and devise straightforward plans to meet needs as they arise.</p> <p>Hallmark: Ingenuity</p>	<p>ISFP</p> <p>Low-key, flexible, and modest, ISFPs work well when they can meet the individual needs of people in a direct and personal manner. Valuing harmony and tolerance, they are genuine, sincere, and open-minded. They enhance their work environments by ensuring that people are cared for with kindness and artistry.</p> <p>Hallmark: Sensitivity</p>	<p>INFP</p> <p>Original, values focused, and caring, INFPs work well when they can foster the well-being of others and help people achieve their fullest potential. They seek meaning and purpose in all they do. They offer authenticity and a spirit of harmony, loyalty, and compassion to the people and institutions they serve.</p> <p>Hallmark: Idealism</p>	<p>INTP</p> <p>Analytical, intellectual, and ingenious, INTPs work well when they can operate independently, search for truth, and use rational approaches to solve complex problems. Their curiosity leads them to research theories, contemplate what makes things work, and discover the long-term consequences of any given strategy or plan.</p> <p>Hallmark: Logic</p>
<p>ESTP</p> <p>Action oriented, energetic, and realistic, ESTPs work well when they can participate fully, take on challenges, and attempt to eliminate obstacles through a logical, pragmatic, no-nonsense approach. They like to solve problems, work to achieve immediate results, and be where the action is.</p> <p>Hallmark: Energy</p>	<p>ESFP</p> <p>Friendly, outgoing, and enthusiastic, ESFPs work well when they can use their vitality and humor to make things happen. They make collaborative efforts enjoyable by applying common sense and a flexible and spontaneous approach to meeting challenges. They like to use their warmth and generosity to help people.</p> <p>Hallmark: Enthusiasm</p>	<p>ENFP</p> <p>Lively, charismatic, and encouraging, ENFPs work well when they can innovate and be creative, persuade others to action, and stimulate positive change. They generate enthusiasm for start-up activities, are tireless in pursuit of newfound interests, and anticipate the needs of people and organizations.</p> <p>Hallmark: Imagination</p>	<p>ENTP</p> <p>Perceptive, adaptable, and clever, ENTPs work well when they can take on challenges, improvise conceptual frameworks, and rally others to conquer issues strategically. They bring an inventive spirit to entrepreneurial endeavors, embrace change and innovation, and see ways of doing things that are not immediately obvious.</p> <p>Hallmark: Initiative</p>
<p>ESTJ</p> <p>Logical, directive, and organized, ESTJs work well when they can marshal and manipulate resources, implement plans, and accomplish tasks. They find and correct flaws, monitor events, and hold everyone accountable. Hardworking and responsible, they seek practical, realistic solutions to difficulties.</p> <p>Hallmark: Decisiveness</p>	<p>ESFJ</p> <p>Helpful, warm, and cooperative, ESFJs work well when they can serve the needs of people in a structured, timely, and practical way. They strive to ensure that people and tasks are organized harmoniously. Exercising determination and follow-through, they work to achieve results that make things better for all concerned.</p> <p>Hallmark: Affiliation</p>	<p>ENFJ</p> <p>Warm, supportive, and friendly, ENFJs work well when they can focus on people's aspirations, develop organized plans to meet goals, and maintain integrity as they work. They tune in to others, easily getting to know their hopes and dreams; foster collaboration; and strive for the common good.</p> <p>Hallmark: Responsiveness</p>	<p>ENTJ</p> <p>Energetic, assertive, and confident, ENTJs work well when they can manage projects, bring order and logic to tasks, use conceptual models to guide actions, and formulate long-range plans. They devise systems and structures to correct problems, take decisive stands, and shoulder responsibility for achieving team goals.</p> <p>Hallmark: Drive</p>



HALLMARK: DEPENDABILITY

Thorough, hardworking, and responsible, ISTJs work well within traditional structures, following standard procedures and keeping track of facts and details. They clarify responsibilities and roles, seek to maintain what is efficient and useful, and follow through on their commitments.



COMMUNICATION

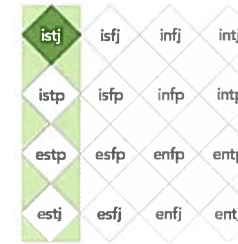
ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Classifying data in explicit, understandable chunks	Withholding viewpoints until late in the process	Interrupt and talk too much	Keeping people informed
Using logical arguments backed by specifics and realism	Neglecting interpersonal niceties	Waste team's time by discussing issues that are personal, unrelated to the task, or too abstract	Considering the human element and communicating deserved appreciation

TEAM CULTURE

ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Respecting tradition and hierarchical structures	Being too serious, a stick-in-the-mud	Lack focus and follow-through	Having fun and allowing for spontaneity
Staying on task, being an example to others with their consistent follow-through	Expecting others to conform to standard operating procedures and thus not encouraging innovation	Fail to acknowledge practical, utilitarian aspects of an idea or process	Developing tolerance and appreciation for those who use nontraditional methods

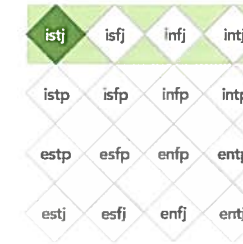
LEADERSHIP

ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Quietly organizing and maintaining order by providing logic and common sense	Being too task focused and rule bound	Are unreliable or fail to take commitments seriously	Being more open to possibilities and alternative methods and procedures
Modeling efficiency and dependability	Neglecting to solicit or acknowledge contributions of others	Propose untried, impractical, or imprecise plans of action	Being more outwardly inclusive and appreciative of others



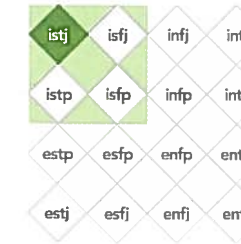
Process: ST

Practical, matter-of-fact



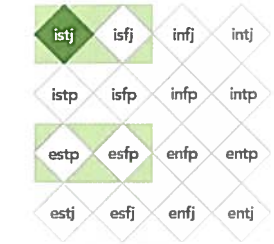
Orientation: IJ

Autonomous, resolute



Quadrant: IS

Reflective, practical



Dynamics: Sensing

Realistic, down-to-earth

CHANGE

ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being mindful of what has worked in the past to pave the way for a stable future	Resisting change in favor of maintaining the status quo	Want change for change's sake	Recognizing that change is part of the natural evolution of any endeavor
Checking all the details and understanding what can reasonably be accomplished	Depending too much on plans or schedules when flexibility is required	Fail to acknowledge the value of the tried and true	Realizing that not every contingency can be planned for or anticipated

PROBLEM SOLVING / CONFLICT RESOLUTION

ISTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Outlining specifics, facts, and details in an orderly and precise manner	Neglecting the people side of the problem	Bring personal conflicts to the decision-making process	Considering the impact of a conflict or solution on people and their feelings
Making a thorough appraisal of the situation to apply time-honored practices	Losing track of the big picture in favor of the particulars	Focus too much on interpreting or examining the problem rather than on constructing solutions	Examining the long-range implications of a problem or solution

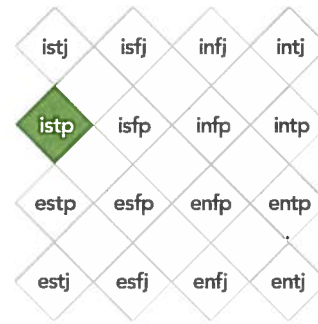
STRESS

ISTJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Clarifying roles, tasks, and expectations	Being negative and pessimistic	Produce incomplete or sloppy work that affects the team's performance	Taking a more realistic and positive view of stressful situations
Being steady and dependable	Stubbornly resisting change even when it is well thought out and positive	Expect them to improvise or imagine abstract outcomes	Approaching change as an opportunity to establish new traditions



HALLMARK: INGENUITY

Pragmatic, realistic, and adaptable, ISTPs work well when there are few rules and when they can apply skills in a practical, logical way. They recognize inconsistencies in methods and procedures, respond quickly in emergencies, and devise straightforward plans to meet needs as they arise.



COMMUNICATION

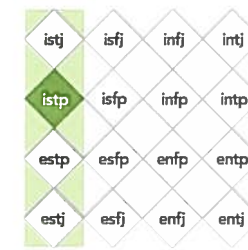
ISTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Having a wide range of facts at their command	Being picky about specifics to the point of hairsplitting	Insist on sharing feelings and personal values	Considering the big picture to discover which specifics are truly important
Carefully and precisely articulating the characteristics of the present situation	Appearing indifferent by failing to share their ideas	Engage in theoretical discussions with no practical purpose	Showing concern by expressing their thoughts on an issue

TEAM CULTURE

ISTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Responding to the immediate needs of the team	Being more interested in firefighting than in performing routine tasks	Constrain their pursuit of an outcome to the traditional or standard method	Recognizing the importance of investing in a course of action and seeing it through to completion
Respecting logic, practicality, and process more than rules and procedures	Pointing out flaws without recognizing the impact on people's feelings	Need unconditional appreciation and reassurance	Realizing that developing social connections and appreciating the feelings of others help the team get on with its work

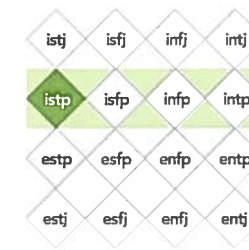
LEADERSHIP

ISTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Using unobtrusive, pragmatic, and evenhanded authority	Providing sparse praise and recognition	Micromanage or need to be the boss	Remembering to tell others when they've done a good job
Giving autonomy to enable others to use their skills in their own way	Not supporting the traditional chain of command	Ignore the feasible route in the quest for the ideal	Understanding that some formal leadership structure aids in determining accountability and getting things done



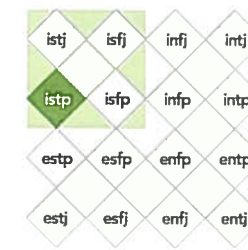
Process: ST

Practical, matter-of-fact



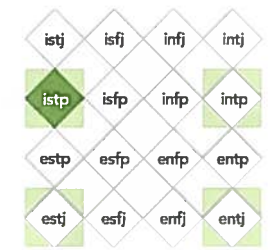
Orientation: IP

Autonomous, flexible



Quadrant: IS

Reflective, practical



Dynamics: Thinking

Principled, fair

CHANGE

ISTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being mindful of present conditions so that change initiatives can be grounded in reality	Being too reactive and moving into the change process too quickly	Analyze the process at the expense of implementing a hands-on approach	Considering the long-range effects of a change before plunging in
Doing whatever is needed to make the change efficient and effective	Not completing one task before moving on to another	Fail to consider the objective reality as it relates to the change	Sticking with a plan and following through to closure

PROBLEM SOLVING / CONFLICT RESOLUTION

ISTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Seeing a conflict as a challenge to be met	Ignoring the emotional underpinnings of a situation	Overlook the logic and reality of a situation	Taking their own and others' feelings into account when making a decision
Having a thorough grasp of the concrete details and what can be done now	Expecting others to be as energized by a crisis as they are	Waste time engaging in philosophical discussions about an issue	Realizing that conflict can be anxiety provoking for others

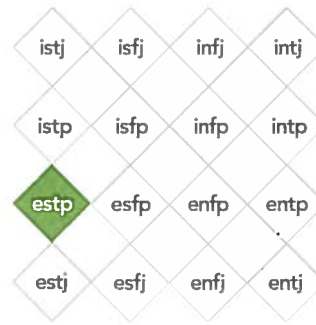
STRESS

ISTPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Taking a calm, detached, objective approach	Overreacting to others invading their space	Expect them to follow set protocols or work under strict supervision	Recognizing that others see interaction as vital
Boldly confronting stressful situations when others hesitate	Relying exclusively on reason and logic when feelings and values need to be considered	Express their opinions in sentimental terms	Learning to respect and appreciate their own feelings and those of others



HALLMARK: ENERGY

Action oriented, energetic, and realistic, ESTPs work well when they can participate fully, enjoying challenges and attempting to eliminate obstacles through a logical, pragmatic, no-nonsense approach. They like to solve problems, work to achieve immediate results, and be where the action is.



COMMUNICATION

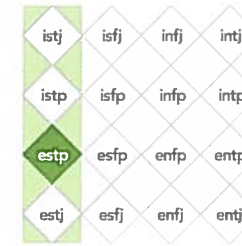
ESTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being enthusiastic, logical, and nonjudgmental toward others' suggestions	Relying too much on improvisation	Are too negative or too cautious	Preparing their communications in advance
Remembering factual information and offering a realistic assessment of the current situation	Blurting out a viewpoint before considering the impact on others	Make relationships the focus of team discussions	Evaluating the impact of remarks on others before speaking

TEAM CULTURE

ESTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Keeping things lively by being spontaneous, flexible, and fun	Pushing others to act before they are ready	Give more weight to long-range concerns than to immediate payoffs	Taking into account others' need to reflect before acting
Fostering a casual, nonbureaucratic environment	Focusing too much on novelty, risk, and excitement	Want them to commit to highly structured schedules and plans	Understanding that caution is often an appropriate response to a crisis

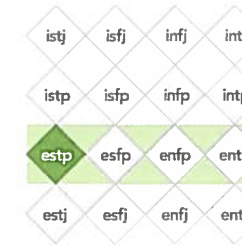
LEADERSHIP

ESTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Taking charge in an emergency and motivating the group to act	Moving from crisis to crisis and failing to finish what they start	Demand closure and commitment	Developing a stick-to-it attitude even after the excitement has worn off
Gathering opinions and facts and considering alternatives	Appearing carefree or shallow; failing to take things seriously	Expect them to conform to a structure without regard to its efficiency	Analyzing the significance of issues and sharing deeply held convictions



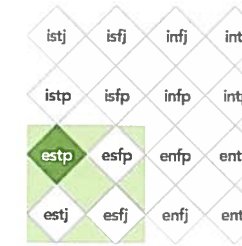
Process: ST

Practical, matter-of-fact



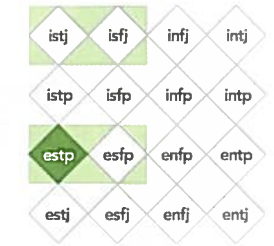
Orientation: EP

Connected, flexible



Quadrant: ES

Energetic, practical



Dynamics: Sensing

Realistic, down-to-earth

CHANGE

ESTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Taking responsibility for locating resources, removing obstacles, and resolving difficulties	Plunging in too quickly, assuming they can improvise no matter what	Are slow to adapt and cling to standard operating procedures	Looking beyond the quick fix, examining a situation in depth
Being responsive, pragmatic, and able to roll with the punches	Focusing on concrete details without recognizing the wider implications for people	Refuse to give up an idealized version of the future in spite of present realities	Considering people's feelings as relevant data when instituting a change

PROBLEM SOLVING / CONFLICT RESOLUTION

ESTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Articulating the problem and gathering opinions so that a fitting solution can be negotiated	Being too concerned with immediate results	Present generalities without suggestions for action	Recognizing that the first solution is not always the best solution
Being willing to compromise when appropriate to get the team moving	Not taking others' beliefs into account	Dissect the emotional aspects of a problem	Reflecting on the impact of a decision on people before taking action

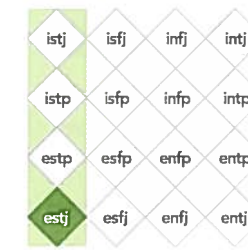
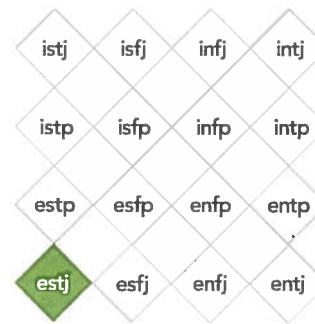
STRESS

ESTPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Seeking an active role in managing stressful situations	Being too laid-back and flexible	Are too duty bound and structured	Sticking to a course of action and taking that commitment seriously
Modeling work-leisure balance	Taking the easy, convenient route	Are overly focused on the future and the unknown	Persevering when things are complicated or boring

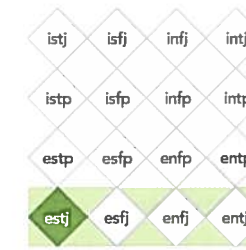


HALLMARK: DECISIVENESS

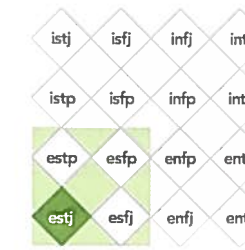
Logical, directive, and organized, ESTJs work well when they can marshal and manipulate resources, implement plans, and accomplish tasks. They find and correct flaws, monitor events, and hold everyone accountable. Hardworking and responsible, they seek practical, realistic solutions to difficulties.



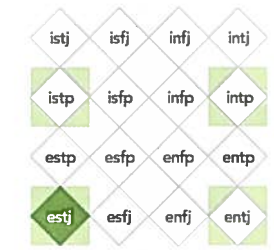
Process: ST
Practical, matter-of-fact



Orientation: EJ
Connected, resolute



Quadrant: ES
Energetic, practical



Dynamics: Thinking
Principled, fair

COMMUNICATION

ESTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Sharing what they think in a direct, no-nonsense manner	Being too blunt or forceful	Engage in long-winded, esoteric discussions	Developing tact and diplomacy
Focusing on what is tangible, practical, and results oriented	Neglecting pleasantries to get to the bottom line	Prefer to keep things open and hesitate to commit to a single viewpoint	Being patient, realizing that social niceties help people feel connected and committed to team goals

TEAM CULTURE

ESTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Challenging others to think and do their best	Being too task focused and action oriented	Lack focus, stray off task, or waste time	Pausing to consider the people involved before rushing to action
Displaying high energy and commitment to get things done	Not respecting the process in pursuit of an outcome	Want to deviate from timelines and schedules	Understanding that the process is crucial for delivering a quality product; the means can be as important as the ends

LEADERSHIP

ESTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Seeking input, providing direction, and developing a results-oriented plan	Being too bossy, taking over, or micromanaging	Seem unpredictable or fail to follow established routines	Practicing detachment—sometimes the best policy is to let others solve their own problems
Being clear about each person's responsibilities	Being too ready to support traditional, hierarchical, or bureaucratic structures	Seem unable to cope with criticism even if it is warranted	Being more flexible, giving team members the option of trying novel approaches

CHANGE

ESTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Offering order and structure to manage change	Being unduly concerned with stability and predictability even though change is by nature chaotic	Spend too much time analyzing the underlying meanings rather than the facts and specifics	Realizing that change cannot always be controlled or mandated
Acting decisively, with a willingness to take on unpleasant but necessary tasks	Overlooking new methods in favor of sticking with traditional approaches	Fail to roll up their sleeves and get going with the work that needs to be done	Challenging themselves to find the optimal solution instead of relying solely on what has worked in the past

PROBLEM SOLVING / CONFLICT RESOLUTION

ESTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Supplying a logical structure in which to identify problems and implement solutions	Rushing to judgment	Are unwilling to take a firm or dispassionate stance on an issue	Taking time to consider all sides of an issue, including the feelings of others
Offering a systematic and realistic critique of an issue	Making overly harsh decisions that ignore the implications for people	Insist on defining the problem in relative terms	Remembering to mention what is going well along with what is not working

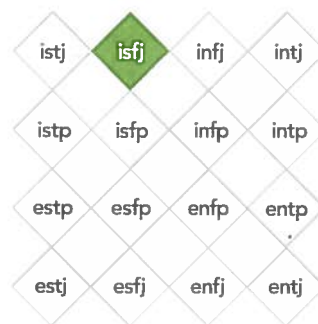
STRESS

ESTJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Using their energy, strength, and dependability to help the team manage a crisis	Overpowering others in a desire to implement a course of action	Make emotional appeals	Realizing that the best course of action may be to wait or to do nothing at all
Taking fulfillment of their responsibilities seriously	Being inflexible or rigid; wanting to fit everything into a set structure	Are disorganized or inefficient	Loosening their standards, stepping back and allowing others to do things their own way



HALLMARK: COMMITMENT

Conscientious, loyal, and dedicated, ISFJs work well when roles and responsibilities are clearly defined. They take care of the specific and practical needs of people, relying on trusted, established methods. They seek stability and harmony, expect others to be diligent, and make sacrifices to get the job done.



COMMUNICATION

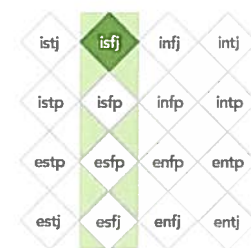
ISFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Listening carefully and being considerate of others' needs	Not championing their own ideas	Get off track and don't follow the agenda	Speaking up and sharing strongly held convictions with others
Presenting accurate information and checking the accuracy of information given by others	Being too focused on specifics, facts, and details	Talk too much and interject random ideas	Challenging themselves to examine the larger implications of an issue or idea

TEAM CULTURE

ISFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Showing sympathy, loyalty, and kindness	Placing too high a value on traditions, institutions, and hierarchies	Are disorganized or irresponsible or who lack commitment	Basing respect on merit and competence as well as on title and position
Lending stability, organization, and structure in the service of team goals	Being too serious or exacting	Are loud, aggressive, or confrontational	Relaxing, allowing themselves and others to have fun

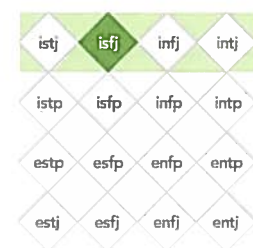
LEADERSHIP

ISFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Quietly assisting the work of others in a nonthreatening, encouraging style	Being reluctant to take on leadership roles	Dominant or act without regard for the welfare of others	Realizing that their ability to organize people lends itself to leadership
Honoring commitments and modeling thoroughness and follow-through	Expecting strict adherence to traditional roles and methods	Rely on improvisation to meet a goal	Appreciating that there are many ways to successfully meet goals, not all of which involve standard procedures



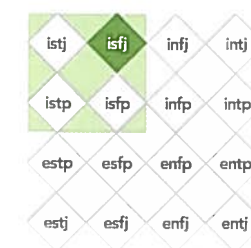
Process: SF

Sympathetic, friendly



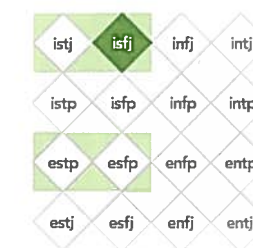
Orientation: IJ

Autonomous, resolute



Quadrant: IS

Reflective, practical



Dynamics: Sensing

Realistic, down-to-earth

CHANGE

ISFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being mindful of what has worked in the past to pave the way for a stable future	Being overly pragmatic and focusing on the here and now	Overlook the realistic concerns of people	Considering what the current reality suggests about the future
Supporting change that is of practical value to people	Wanting change to adhere to current rules or procedures	Fail to acknowledge the value of the tried and true	Realizing that new guidelines may need to be developed to more effectively manage change

PROBLEM SOLVING / CONFLICT RESOLUTION

ISFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being thorough, organized, and task oriented in working toward solutions that benefit people	Wanting the problem-solving process to follow tidy guidelines	Pressure them to apply impersonal logic to a decision	Understanding that tightly controlling the process may prevent others from airing their feelings
Carefully summarizing concrete and factual data	Being too painstaking where details and specifics are concerned	Insist on defining a problem in terms of conceptual models or abstract theories	Recognizing that not all facts are essential and indeed some may be trivial

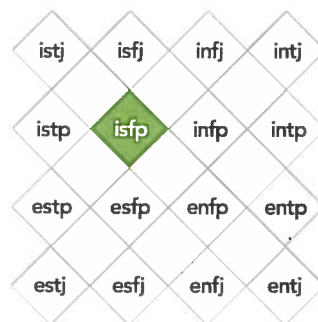
STRESS

ISFJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Willingly taking on work to benefit the team	Being too rule bound and conventional	Fail to appreciate their diligence and conscientiousness	Loosening up and trying new things
Being thoughtful and showing concern for the comfort and security of others	Focusing on the negative, adopting a pessimistic outlook	Make light of their worries and concerns	Reevaluating the facts, understanding that usually things are not as bad as they first appear



HALLMARK: SENSITIVITY

Low-key, flexible, and modest, ISFPs work well when they can meet the individual needs of people in a direct and personal manner. Valuing harmony and tolerance, they are genuine, sincere, and open minded. They enhance their work environment by ensuring that people are cared for with kindness and artistry.



COMMUNICATION

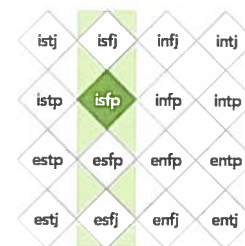
ISFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Knowing the right word or gesture to use at the right time to make people feel supported	Being reluctant to speak up and present their ideas	Talk too much and don't give others the opportunity to contribute	Sharing their thoughts so that the team can gain a more complete perspective
Providing concrete, practical, and precise information	Overlooking long-range implications in their preoccupation with the specifics of the present	Speak in terms of conceptual models without mentioning the day-to-day concerns of people	Taking time to reflect on what the current facts may mean for the future

TEAM CULTURE

ISFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Showing a sincere desire to contribute to the well-being of others	Being too free-flowing and flexible	Limit individual freedom and tie others to routines and schedules	Developing plans and outlining goals so that their ideas have a foundation upon which to succeed
Modeling caring, open-mindedness, and adaptability	Being too nice or agreeable	Fail to appreciate their hard work and special contributions	Honoring their inner values, standing up for themselves and what they believe in

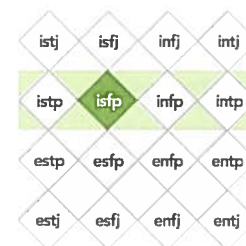
LEADERSHIP

ISFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Offering an egalitarian approach that promotes cooperation	Failing to give corrective feedback when the situation demands it	Dominant or overpower others	Realizing that many people desire sincere, accurate feedback, even if it is critical
Quietly lending support so that others are free to work in their own way	Downplaying their own skills and contributions	Care more about logic than loyalty	Being aware that if their talents are not revealed, no one will make use of them



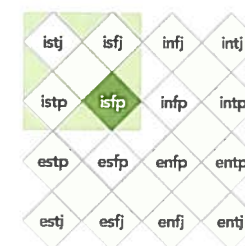
Process: SF

Sympathetic, friendly



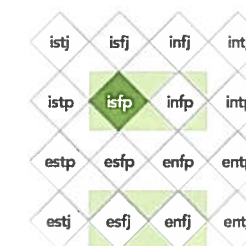
Orientation: IP

Autonomous, flexible



Quadrant: IS

Reflective, practical



Dynamics: Feeling

Ethical, compassionate

CHANGE

ISFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Tuning in to the needs of others and responding with artistry and caring	Being overly fearful of risk taking and reluctant to abandon their comfort zone	Push hard for immediate action and results	Understanding that making mistakes can lead to growth and new knowledge
Exhibiting flexibility and tolerance in times of flux and change	Focusing on what is rather than on what might be possible	Are so absorbed in logical analysis that they fail to comprehend the impact of the change on people	Challenging themselves to use their imagination to become more aware of all that life has to offer

PROBLEM SOLVING / CONFLICT RESOLUTION

ISFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Showing a genuine interest in other points of view	Raising a valid concern, then abandoning it too quickly in the face of resistance	Criticize other people and their ideas	Holding firm to their convictions so that others can benefit from them
Providing facts and specific details responsibly and conscientiously	Being overly sensitive and concerned with harmony	Lack common sense	Remembering that debates need not be personal—they can be about finding mutually satisfying solutions

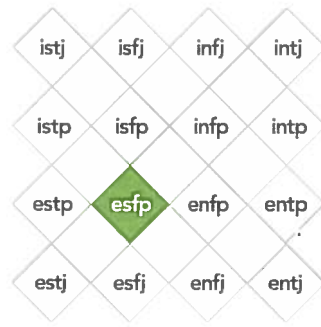
STRESS

ISFPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Showing courtesy, respect, empathy, and loyalty	Retreating when a cherished value is threatened	Rush to closure without carefully considering the details	Remembering that standing their ground on an important matter can serve as a positive example for others to follow
Providing practical, hands-on support in a crisis	Being too generous, neglecting their own needs	Demand that they engage in theoretical, abstract discussions	Learning to take action to meet their own needs and not just those of others



HALLMARK: ENTHUSIASM

Friendly, outgoing, and enthusiastic, ESFPs work well when they can use their vitality and humor to make things happen. They make collaborative efforts enjoyable by applying common sense and a flexible and spontaneous approach to meeting challenges. They like to use their warmth and generosity to help people.



COMMUNICATION

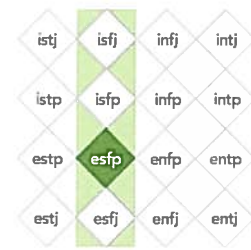
ESFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Entertaining others, breaking the ice in tense situations	Using too much humor, seeming shallow	Waste time by discussing matters in an abstract manner	Realizing that others may interpret their banter as flippancy and, as a result, discount their contributions
Enthusiastically encouraging communication and interaction	Being easily distracted or bored	Are rude and discourteous	Recognizing that boredom often signals a need to reengage in an interaction

TEAM CULTURE

ESFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Injecting the maximum amount of fun into any task	Being unprepared and assuming they can always improvise	Are too serious or contemplative	Remembering that a little bit of preparation can have far-reaching results
Encouraging team members to work together and value one another's strengths	Being too focused on what's enjoyable at the expense of task completion	Lack interpersonal or social skills	Realizing that completing a task in a timely manner may allow more time to play

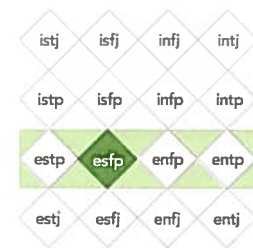
LEADERSHIP

ESFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Defining roles clearly and being productive	Overlooking the logical consequences of an action in order to act quickly	Fail to appreciate others' contributions	Weighing the pros and cons before jumping in so that a more sound decision can be made
Motivating others through a warm and sympathetic style	Taking events too personally	Want to spend a lot of time analyzing a situation before committing to action	Looking at situations in terms of tasks required to help people do their best



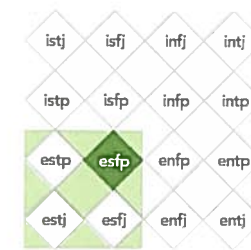
Process: SF

Sympathetic, friendly



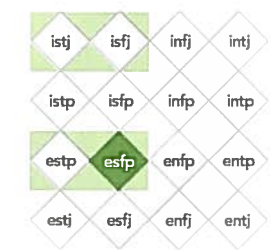
Orientation: EP

Connected, flexible



Quadrant: ES

Energetic, practical



Dynamics: Sensing

Realistic, down-to-earth

CHANGE

ESFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being energetic, adaptable, and able to act spontaneously in the moment	Appearing fickle	Seem stuck in a settled routine	Clarifying and prioritizing what is important in order to commit to what is worthwhile
Joyfully embracing novelty and variety	Not sticking to agendas and timelines	Push abstract models of the change process	Recognizing that they can serve others more efficiently in times of change when they develop a plan

PROBLEM SOLVING / CONFLICT RESOLUTION

ESFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Not closing off problem solving until all opinions and suggestions have been voiced	Not wanting to look at an issue in depth or consider long-range implications	Allow discussion of an issue to go on and on	Realizing that they may need to explore an issue in greater detail to craft a better solution
Focusing on satisfying people's immediate needs	Withdrawing from intellectual arguments and conflicts	Overlook people's feelings in the pursuit of fairness	Standing their ground and sharing their unique point of view

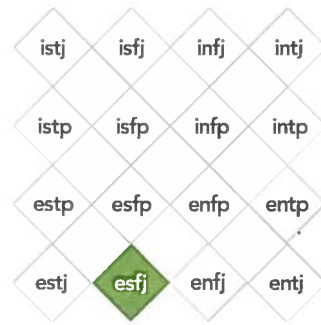
STRESS

ESFPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Accepting others as they are, encouraging people to be themselves	Socializing at the expense of getting the task done	Expect them to work under vague directions or unclear guidelines	Striving to achieve work-play balance
Sharing their upbeat, carefree enjoyment of everyday living	Economizing effort to the point of doing just the bare minimum	Are critical, negative, or pessimistic	Taking a break, refreshing themselves, and then attacking the task with renewed vigor



HALLMARK: AFFILIATION

Helpful, warm, and cooperative, ESFJs work well when they can serve the needs of people in a structured, timely, and practical way. They strive to ensure that people and tasks are organized harmoniously. Exercising determination and follow-through, they work to achieve results that make things better for all concerned.



COMMUNICATION

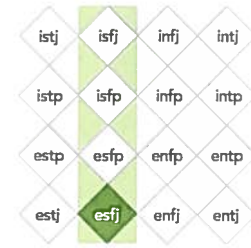
ESFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Soliciting comments from others and acknowledging their ideas	Focusing on the specifics of an issue and not seeing the overall themes	Are critical and fault finding	Taking time to examine whether there's a pattern or deeper meaning to a set of facts
Providing sequential, organized, and detailed information to help team members stay on track	Appearing meddlesome by assuming that they know what others need	Interrupt, don't listen, or are inconsiderate to whoever is speaking	Practicing detachment, allowing others to reach their own conclusions

TEAM CULTURE

ESFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Supplying warmth, loyalty, and stability	Desiring harmony to the point of pushing people to get along	Seem indifferent and don't get involved	Understanding that people can work together effectively without being friends
Creating an atmosphere where team members understand their roles and their importance to the team	Supporting traditional ways of doing things at the expense of innovation	Deviate from agendas and don't follow timelines	Being more open to new methods and nontraditional thinking

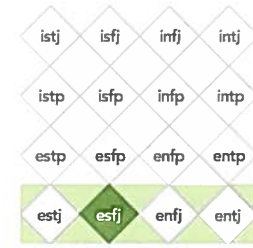
LEADERSHIP

ESFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Conscientiously and enthusiastically striving for cooperation and consensus	Backing away from giving necessary criticism	Don't follow through on team commitments	Recognizing that praise alone may not offer enough specific guidance to help people develop
Acting decisively and consistently with the practical needs of people in mind	Micromanaging or being too helpful to those who like to work independently	Give unclear, vague, or general instructions	Understanding that permitting others to work on their own, in their own way, can provide a needed break



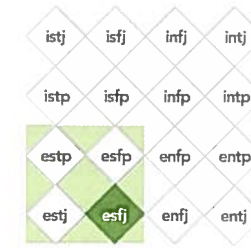
Process: SF

Sympathetic, friendly



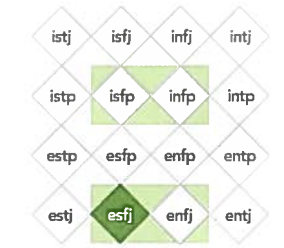
Orientation: EJ

Connected, resolute



Quadrant: ES

Energetic, practical



Dynamics: Feeling

Ethical, compassionate

CHANGE

ESFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Managing the day-to-day needs of people during times of uncertainty	Making decisions too quickly without considering the logical ramifications	Take a casual, "let's wait and see" approach	Considering data critically and analyzing the pros and cons of an action before responding
Offering a systematic and practical perspective based on past experience	Trying to fit the change into a preconceived, sequential structure	Disregard standard operating procedures	Staying open to new information and possibilities as they arise

PROBLEM SOLVING / CONFLICT RESOLUTION

ESFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Using their storehouse of specific knowledge to help people connect and cooperate in the search for solutions	Actively avoiding conflict or pretending a problem doesn't exist	Play devil's advocate	Realizing that confronting a conflict head-on may allow it to be resolved much sooner
Happily creating order, clarity, and structure out of confusion	Being overly sensitive to criticism and taking comments personally	Fail to take seriously causes or people that are important to them	Understanding that finding and correcting flaws can make a good solution even better

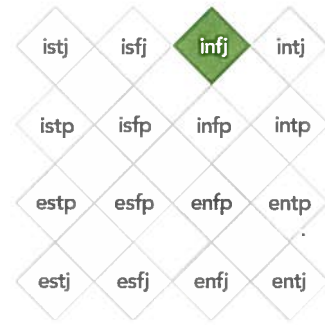
STRESS

ESFJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Championing the importance of taking all team members' feelings into account	Trying to please too many people too often	Give them last-minute assignments	Paying attention to and honoring their own needs as well as those of others
Being dutiful and dependable and striving to offer others unconditional positive regard	Acting or speaking on another's behalf without permission	Don't appreciate their hard work and take their support for granted	Realizing that other people's power may be diminished when they are prevented from solving their own problems



HALLMARK: INTEGRITY

Insightful, inspiring, and creative, INFJs work well when they can concentrate on what matters to people, quietly exert influence, and model integrity. They envision ways to reach long-range goals, want to develop an atmosphere of mutual trust, and organize people and processes so that all benefit.



COMMUNICATION

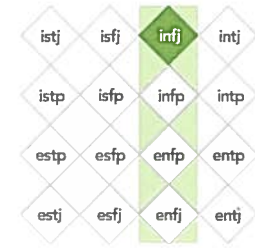
INFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Articulating team values and a vision for the future	Withholding viewpoints that could be perceived as critical	Reduce important issues to superficial chitchat	Expressing thoughts, feelings, and values even when there is a risk to harmony
Presenting creative and innovative ideas for people	Communicating in an overly complex or metaphorical fashion	Make thoughtless, inconsiderate, or rude comments	Tempering their communication with specifics and realism

TEAM CULTURE

INFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being attentive and sensitive to group dynamics	Holding self and others to an unreasonably high standard	Lack passion and commitment or fail to fulfill their obligations	Being more relaxed and accepting of missteps
Creating an environment that promotes a sense of meaning and purpose	Being overly invested in other people's personal growth	Don't respect their need for quiet and contemplation	Laying a foundation for growth and letting others manage that growth

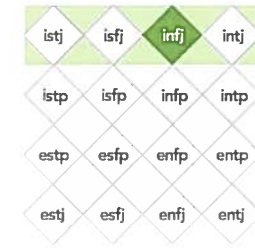
LEADERSHIP

INFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Taking a quiet, persistent, and determined approach with an eye toward long-range goals for people	Ignoring what's going on around them when this doesn't mesh with their inner perspective	Expect them to overlook violations of standards or ethical principles	Evaluating their perspective in light of current realities, specifics, and details
Inspiring others through their commitment and compassion; winning cooperation rather than demanding it	Not delivering tough messages when appropriate	Fail to contribute to the work at hand	Giving constructive criticism when it is needed; speaking up before blowing up



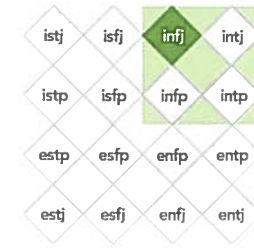
Process: NF

Enthusiastic, insightful



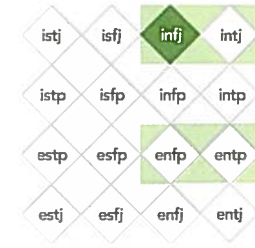
Orientation: IJ

Autonomous, resolute



Quadrant: IN

Reflective, imaginative



Dynamics: Intuition

Visionary, perceptive

CHANGE

INFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Providing an insightful analysis of how change could affect people	Pressing for a new or untested approach when an effective standard procedure already exists	Act prematurely without due consideration of the consequences for people	Appreciating the value of established methods
Persisting with an innovative course of action despite obstacles	Taking too long to mull over all possibilities in depth before settling on a plan of attack	Fail to follow through on their promises	Being more willing to settle on a course of action and get going

PROBLEM SOLVING / CONFLICT RESOLUTION

INFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Developing an overview of the situation	Stubbornly sticking to an idea	Focus on the bottom line at the expense of people and ideals	Being willing to revise an idea or plan in response to facts or changes in the real world
Reading and working with the interpersonal dynamics of the group	Seeing everything as loaded with significance	Are unwilling to look at issues in depth	Recognizing that some events are random and attempts at defining them may be costly time wasters

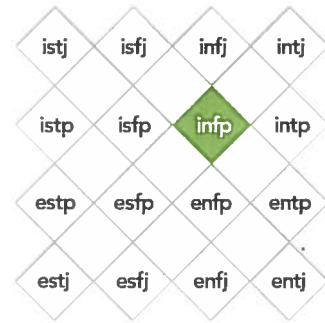
STRESS

INFJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Taking responsibility for the well-being of team members	Handling problems in the way they think is best without accepting help or alternate points of view	Force them to do more extraverting than they find comfortable	Being open to other ways of thinking, delegating tasks, and asking for help sooner
Anticipating problems and developing contingency plans	Having a "nothing is good enough" or "never satisfied" attitude	Ask them to manage minutiae, details, or specifics	Relaxing their idealism, loosening their standards, and practicing acceptance



HALLMARK: IDEALISM

Original, values focused, and caring, INFPs work well when they can foster the well-being of others and help people achieve their fullest potential. They seek meaning and purpose in all they do. They offer authenticity and a spirit of harmony, loyalty, and compassion to the people and institutions they serve.



COMMUNICATION

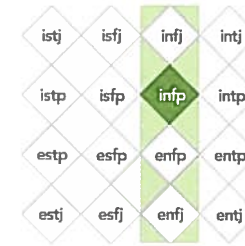
INFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Creating unity and harmony by listening and responding with sensitivity	Spending too much time relating to people individually instead of getting down to work on team objectives	Are loud or pushy, or who dominate discussions	Understanding that centering discussions on objective team goals serves the needs of individuals
Presenting provocative ideas with a focus on the big picture	Delving too deeply into abstract, complex, or theoretical questions	Focus conversations too narrowly and concretely	Realizing that guidelines and specifics help others become invested in their lofty ideals

TEAM CULTURE

INFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Motivating and inspiring others to develop themselves	Ignoring or overlooking hierarchical structures	Stifle originality	Appreciating that hierarchies and organizational structures give people direction on how to interact
Connecting team members to one another by focusing on common ideals	Becoming fiercely attached to an ideal not championed by others	Are judgmental, competitive, or self-important	Acknowledging that others may not be as passionate about an ideal—compromising, not crusading, may be the best option

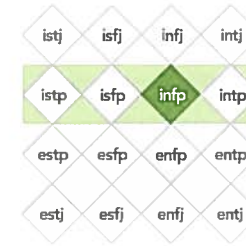
LEADERSHIP

INFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Establishing a gentle, facilitative structure that gives others the opportunity to solve their own problems	Being hesitant to share criticism even when it is warranted	Micromanage or nitpick	Realizing that corrective feedback may be just as helpful as praise
Providing an overarching vision by articulating team ideals and values	Not pushing the team hard enough to keep to schedules and timelines	Don't value each team member's unique contribution	Understanding that being more firm about deadlines and goals helps the team meet its objectives



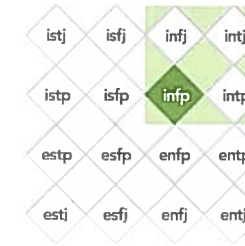
Process: NF

Enthusiastic, insightful



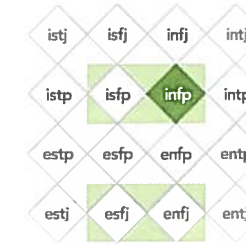
Orientation: IP

Autonomous, flexible



Quadrant: IN

Reflective, imaginative



Dynamics: Feeling

Ethical, compassionate

CHANGE

INFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Promoting innovation, imagination, and creativity	Processing and analyzing the change too much and therefore delaying action	Support standard operating procedures solely because they've worked in the past	Recognizing that sometimes it is best to try something rather than just think about it
Encouraging others to look at things from multiple perspectives	Concentrating too much on people's feelings at the expense of bottom-line necessities	Fail to acknowledge that people experience and adapt to change in different ways	Realizing that without a realistic look at the facts, people may get hurt in the long run

PROBLEM SOLVING / CONFLICT RESOLUTION

INFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Eliciting group consensus to facilitate decisions that are satisfying to all	Delaying a decision in pursuit of perfection	Present a point of view in a hostile or aggressive manner	Accepting limitations on what can realistically be accomplished
Using their powers of concentration and reflection to uncover underlying connections and meanings	Trying too hard to find a solution that pleases everyone	Urge them to commit to a solution because it is politically convenient	Understanding that a good decision will eventually win over those who initially were unhappy or resistant

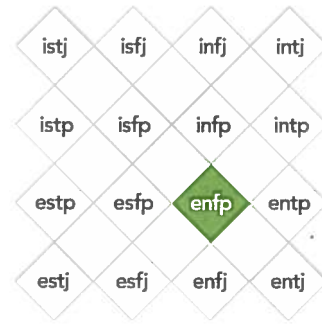
STRESS

INFPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Being nonjudgmental, understanding, and patient	Making allowances for people who may not deserve such consideration	Intrude on their personal and emotional space	Pruning unproductive loyalties and connections
Defusing stressful situations with gentle humor	Withdrawing involvement when one of their ideals is threatened	Pressure them to take on too many roles at the expense of quality	Recognizing that conceding a minor point may be enough to win the battle



HALLMARK: IMAGINATION

Lively, charismatic, and encouraging, ENFPs work well when they can innovate and be creative, persuade others to action, and stimulate positive change. They generate enthusiasm for start-up activities, are tireless in pursuit of newfound interests, and anticipate the needs of people and organizations.



COMMUNICATION

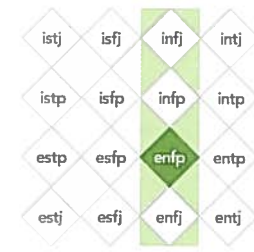
ENFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Responding appreciatively to different viewpoints	Talking too much or randomly interjecting ideas	Concentrate on details rather than possibilities	Speaking less, reflecting more
Articulating values, possibilities, and generalities with enthusiasm	Persuading others to follow a plan without a thorough investigation of facts and specifics	Interrupt or criticize others	Investigating facts and realities before rallying others to a course of action

TEAM CULTURE

ENFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Striving for diversity and fostering cooperation and fun	Being too flighty, flitting from cause to cause	Restrict options and won't at least consider the impossible	Determining what is most important to them and sticking to it
Providing creativity, energy, and warmth	Expecting others to be comfortable with a free-flowing, open-ended approach	Fail to acknowledge the importance of insight and imagination	Recognizing the usefulness of structures and guidelines

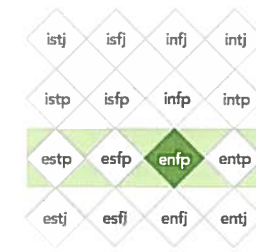
LEADERSHIP

ENFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Democratically soliciting everyone's opinions and negotiating differences	Promising more than is reasonable or possible	Don't allow everyone to participate or have a role	Prioritizing projects and saying no
Acting as a spokesperson for new ideas that relate to people	Neglecting to give specific directions	Place too many constraints on how and when a project should be completed	Offering others a detailed blueprint of what is desired so that the job is done right



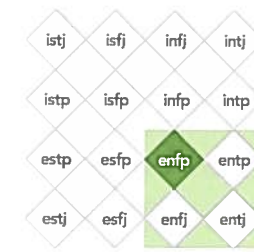
Process: NF

Enthusiastic, insightful



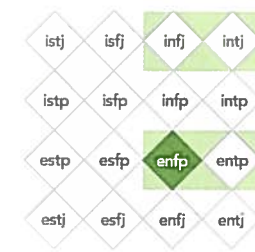
Orientation: EP

Connected, flexible



Quadrant: EN

Energetic, imaginative



Dynamics: Intuition

Visionary, perceptive

CHANGE

ENFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Joyfully embracing the novel and untried	Encouraging change for change's sake	Are overly cautious or resistant to change	Understanding that change is not always desirable or necessary
Supplying energy to initiate a new course of action	Failing to appreciate the merits of tradition and past experience	Cling to established routines when adaptation is required	Recognizing that the past can offer direction for the future

PROBLEM SOLVING / CONFLICT RESOLUTION

ENFPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Seeing the need to include people and values in the decision-making process	Wanting to keep the process open, thereby causing delays in decision making	Fail to consider the impact on people	Recognizing the importance of setting limits on the process so that a decision can be made
Being imaginative and flexible in their approach to a problem	Losing track of the details in their enthusiasm for the big picture	Are narrow-minded or see the problem in black-and-white terms	Understanding that a better solution will arise if it is supported by facts and specifics

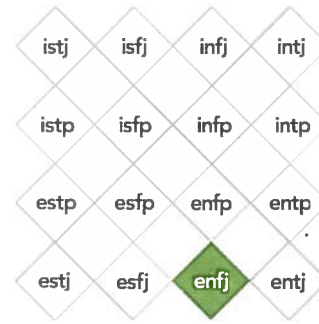
STRESS

ENFPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Injecting fun and spontaneity	Being overly optimistic	Insist on following rules, upholding entrenched bureaucracy	Carefully examining details and data to come to a more realistic understanding
Keeping everyone energized by fostering variety	Overextending themselves and then shutting down, thereby breaking commitments	Expect precision of facts and figures	Screening projects rather than trying to do them all



HALLMARK: RESPONSIVENESS

Warm, supportive, and friendly, ENFJs work well when they can focus on people's aspirations, develop organized plans to meet goals, and maintain integrity as they work. They tune in to others, easily getting to know their hopes and dreams; foster collaboration; and strive for the common good.



COMMUNICATION

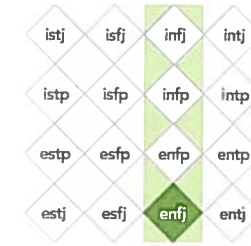
ENFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Building consensus through clarification, collaboration, and cooperation	Spending too much time talking about personal issues	Are overly skeptical or critical	Showing their commitment to the team through focusing on the task at hand
Soliciting everyone's opinion so that every voice is heard	Being unwilling to disagree when it might compromise loyalty or harmony	Fail to acknowledge the importance of social niceties in the communication process	Realizing that disagreement is not a sign of disrespect and may in fact be beneficial

TEAM CULTURE

ENFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Providing warmth, respecting diversity, and being sensitive to people's needs	Wanting everyone to get along even when this is unreasonable	Are competitive or argumentative, or who fail to collaborate	Recognizing that while ideally everyone should get along, this is not always necessary
Encouraging and energizing team members by upholding organizational values and their importance to the team	Being too involved in other people's business, sometimes to the point of being intrusive	Don't show their commitment to team values and team goals	Practicing detachment and objectivity; letting others make their own mistakes

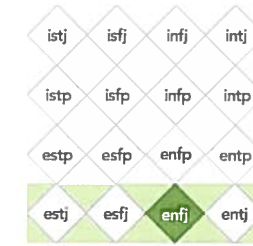
LEADERSHIP

ENFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Creating a clear organizational structure that utilizes the resources of all team members	Helping too much	Are unprepared or uncommitted to team ideals, values, plans, and structures	Delegating; giving others the opportunity to have developmental experiences
Providing direction that is supportive, participative, and responsive	Being overly zealous on issues	Value pragmatism and efficiency over cooperation and harmony	Taking a more dispassionate view, realizing that there can be multiple paths to accomplishing team goals



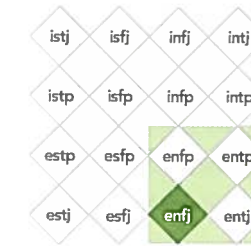
Process: NF

Enthusiastic, insightful



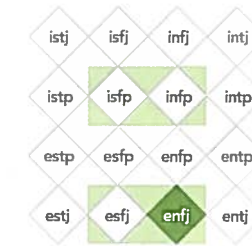
Orientation: EJ

Connected, resolute



Quadrant: EN

Energetic, imaginative



Dynamics: Feeling

Ethical, compassionate

CHANGE

ENFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Providing caring support for others in times of change or flux	Being overly idealistic, ignoring problems or pretending they don't exist	Focus on specifics and logistics with little regard for the concerns of the people involved	Facing difficulties and problems more realistically
Clarifying values in order to make change more positive for people	Remaining loyal to undeserving people or causes when change is needed	Resist cutting off options, thereby keeping the team from moving toward a conclusion	Evaluating the benefits of relationships and causes and letting go of those that are no longer mutually sustaining

PROBLEM SOLVING / CONFLICT RESOLUTION

ENFJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being sensitive and responsive to the concerns of others	Trying to control the process and thereby stifling debate	Are overly critical and fail to appreciate their values-centered approach	Allowing discussion, even discord, to facilitate an exchange of ideas
Managing conflict through consensus building	Overlooking the practical and logical aspects of a decision	Spend too much time discussing specifics without achieving closure	Using logic to support or refine arguments in favor of an important value

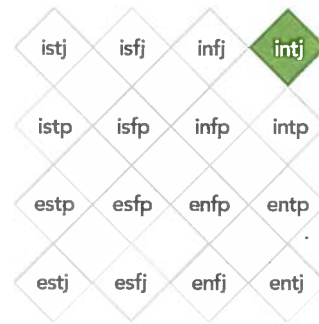
STRESS

ENFJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Offering compassionate attention to interpersonal needs	Rushing to the rescue without reflecting on the specifics required	Impede or restrict their ability to control the work environment	Analyzing the concrete steps needed before intervening
Being responsible and planful in order to assist others	Being too positive in general and in particular about people	Disconnect, withdraw, or display indifference	Developing discernment in order to see people's capabilities more realistically



HALLMARK: VISION

Independent, individualistic, and visionary, INTJs work well when they can develop strategies, use foresight, implement their ideas, and create intellectual structures to meet goals. Unafraid of difficulty, they objectively analyze varied factors and global issues to meet complex challenges they can foresee in the future.



COMMUNICATION

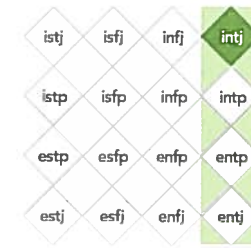
INTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Persuading through clear thinking, argumentation, logic, and observation	Not expressing their ideas and instead moving directly to action	Don't respect their need to ask probing questions	Soliciting others' input on a plan prior to implementation
Attracting others through a compelling vision	Seeing outcomes so vividly that they can't understand why others don't	Monopolize conversations with irrelevant or off-topic information	Outlining their vision in simple terms with a willingness to rephrase to ensure understanding

TEAM CULTURE

INTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Helping the team define, decide on, and accomplish its purpose	Being too single-minded in pursuit of team goals	Leave agreed-upon tasks unfinished	Inviting feedback and assistance when working toward team goals
Working to ensure closure and follow-through	Creating too many systems and structures	Require them to work in a group on tasks that could be done independently	Realizing that some things aren't important enough to systematize

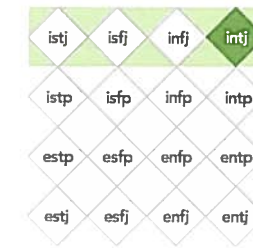
LEADERSHIP

INTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Keeping the team on course by being clear about goals and outcomes	Not providing enough praise and appreciation	Expect them to spend a lot of time bringing others up to speed	Recognizing that others need to hear they've done well to stay on track
Getting tough when necessary	Wanting to work independently when collaboration would be expected	Take a casual or leisurely approach to tasks or objectives	Practicing delegation and detachment, and asking for help when necessary



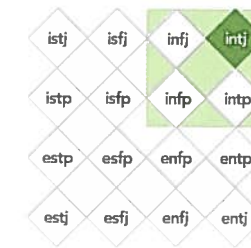
Process: NT

Logical, ingenious



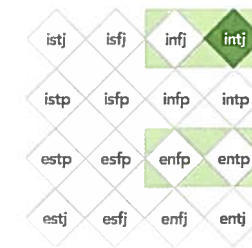
Orientation: IJ

Autonomous, resolute



Quadrant: IN

Reflective, imaginative



Dynamics: Intuition

Visionary, perceptive

CHANGE

INTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Offering new perspectives, insights, and visions	Being critical of those who fail to appreciate their vision of the future	Focus on getting things done in the present without regard for past traditions or future ramifications	Leaving open the possibility that others' resistance may have a sound basis
Exhibiting a determined, calm, decisive demeanor	Paying insufficient attention to the impact of the change on people	Don't see the need for a backup plan	Realizing that change has a concrete impact on the well-being of people

PROBLEM SOLVING / CONFLICT RESOLUTION

INTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Synthesizing and organizing ideas	Settling on a course of action not supported by facts	Take things at face value or analyze them only at a surface level	Evaluating theories against hard data and specifics
Presenting innovative, unusual solutions	Taking an adversarial stance	Are threatened by debate and see questions as personal attacks	Recognizing that obtaining agreement is easier through persuasion than through confrontation

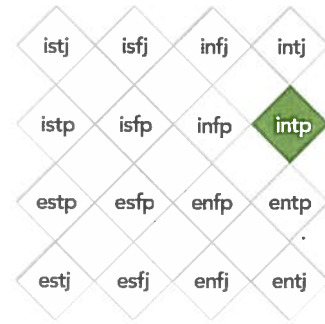
STRESS

INTJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Communicating directly and honestly	Being inflexible or overly committed to an idea or a course of action	Appear irrational, illogical, or ignorant	Loosening up, being less dogmatic
Relishing a challenge, especially when it involves theories or systems	Overreacting to unexpected data that don't conform to their mental picture	Fail to appreciate their need for uninterrupted time alone	Accepting that all plans should be subject to revision in light of reality



HALLMARK: LOGIC

Analytical, intellectual, and ingenious, INTPs work well when they can operate independently, search for truth, and use rational approaches to solve complex problems. Their curiosity leads them to research theories, contemplate what makes things work, and discover the long-term consequences of any given strategy or plan.



COMMUNICATION

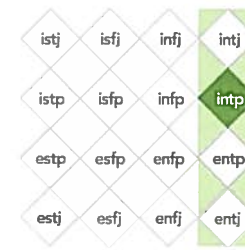
INTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Knowing the subject matter well and acting as a resource	Overintellectualizing a discussion or using very abstract language	Present arguments based on sentiment, conventional authority, or popularity	Making an effort to state things in clear, concrete terms and checking for understanding
Listening carefully and then cutting to the heart of the issue	Appearing to relish the discovery of flaws in others' proposals	Devote too much time to introductory pleasantries or chitchat	Tempering their enthusiasm for critical analysis with consideration of the impact on others

TEAM CULTURE

INTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Outlining the principles on which the work is based	Appearing aloof, disinterested, or unsupportive of team goals	Lack direction, vision, or investment in a project	Expressing their passion for, or commitment to, team goals more regularly
Fostering a climate that is flexible and unstructured and that allows autonomy	Sacrificing harmony in favor of accuracy and fairness	See all activities as requiring group participation	Realizing that discord can create a sense of injustice

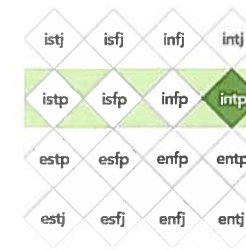
LEADERSHIP

INTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Setting ground rules and then working to see that these are honored	Showing little respect for established roles and hierarchies	Expect that their title will be a sufficient credential for leadership	Recognizing that well-defined roles help people understand their responsibilities
Rewarding independent thought and self-determination	Expressing impatience with those who demand or practice close supervision	Want to regulate the time and effort spent on a project	Offering and taking the opportunity to check in rather than working completely independently



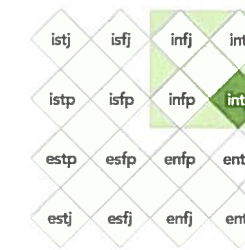
Process: NT

Logical, ingenious



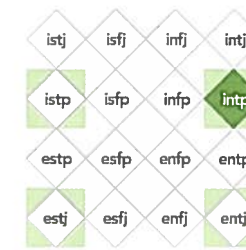
Orientation: IP

Autonomous, flexible



Quadrant: IN

Reflective, imaginative



Dynamics: Thinking

Principled, fair

CHANGE

INTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Analyzing the present situation and laying out a blueprint for change	Being unrealistic about the level of commitment or follow-through needed to enact change	Are unwilling to listen to a logical analysis of the need for change	Assessing the resources needed before proposing a change
Allowing others to get on with needed changes	Complicating the change process by focusing on inconsistencies and inefficiencies	Ask that the change be effected by all team members in the same way	Accepting that a completely consistent system or plan is extremely rare

PROBLEM SOLVING / CONFLICT RESOLUTION

INTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Providing both critical vision and intellectual insight	Losing interest in a solution at the implementation stage	Are easily hurt or upset by criticism	Seeing a course of action through to completion
Raising possibilities so that decisions can be made by majority or consensus	Unknowingly offending others with their drive for a critical analysis	Get off track, are unprepared, or focus on nonessentials	Considering the feelings of others before raising a concern

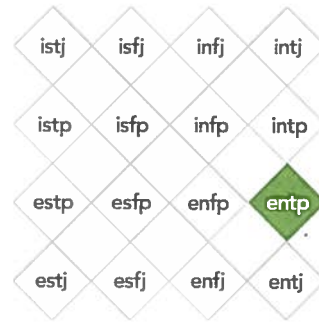
STRESS

INTPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Offering a systematic analysis of a difficult situation	Overreacting to displays of emotion	Show strong feelings, especially self-pity	Using logic to evaluate the reasons for emotional reactions
Being an objective and dispassionate sounding board	Being insensitive to others' need for warm and caring support	Invade their space, fail to respect their need for quiet time	Becoming more comfortable offering concrete support to others



HALLMARK: INITIATIVE

Perceptive, adaptable, and clever, ENTPs work well when they can take on challenges, improvise conceptual frameworks, and rally others to conquer issues strategically. They bring an inventive spirit to entrepreneurial endeavors, embrace change and innovation, and see ways of doing things that are not immediately obvious.



COMMUNICATION

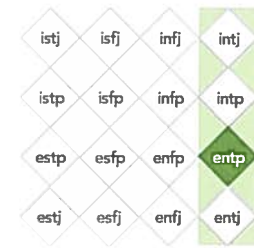
ENTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Analyzing and synthesizing team members' points of view	Calling attention to themselves, monopolizing the conversation	Overload them with details and specifics	Practicing restraint and showing willingness to share the spotlight
Attracting people to their cause through excitement and optimism	Being competitive and reluctant to acknowledge others' contributions	Expend little or no effort making a topic interesting or engaging	Taking care to express gratitude for others' contributions

TEAM CULTURE

ENTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being energetic and enterprising, stimulating others to thought and action	Going from one enthusiasm to another without achieving results	Fail to demonstrate initiative or want to dampen their drive	Prioritizing and seeing through those projects with real potential
Having a "can-do" attitude, seeing nothing as beyond their capabilities	Casting aside tried-and-true methods simply because they want to try something new	Rigidly support bureaucracy and restrict autonomy	Realizing that many traditions are worth maintaining

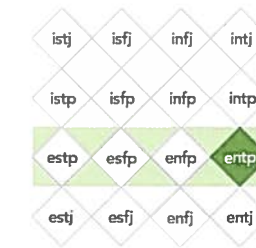
LEADERSHIP

ENTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Modeling an entrepreneurial spirit	Overextending themselves in an effort to know or do everything	Expect them to engage in repetitive tasks	Accepting their own and others' limitations
Challenging themselves and others to go beyond what is required	Taking too many risks for the sake of the challenge	Try to force them to work within strict guidelines	Recognizing that others may be more willing to take risks when there is a safety net



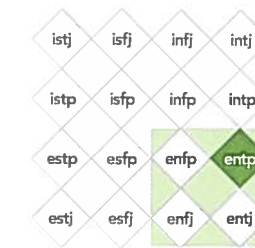
Process: NT

Logical, ingenious



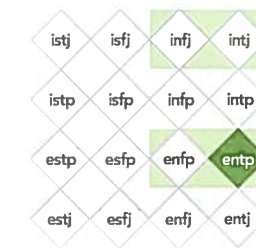
Orientation: EP

Connected, flexible



Quadrant: EN

Energetic, imaginative



Dynamics: Intuition

Visionary, perceptive

CHANGE

ENTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Being quick to recognize the value of change	Launching too many changes at once	Refuse to look at new possibilities	Tempering their enthusiasm for change with a dose of practicality
Forming and clarifying ideas with creative new insights	Giving up too easily if things become routine	Are unwilling to take risks, even when supported by logic	Recognizing that a change worth making may require menial work

PROBLEM SOLVING / CONFLICT RESOLUTION

ENTPs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Offering a variety of perspectives on an issue or problem	Being too argumentative or challenging from a sheer love of debate	Won't speak up or defend their ideas	Realizing that a less confrontational approach will engender more support
Questioning and critiquing potential solutions	Being unwilling to consider details or facts that could derail a solution	Are too focused on the here and now	Being less dismissive of the usefulness of facts and details

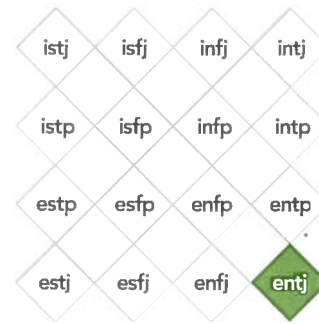
STRESS

ENTPs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Encouraging innovative approaches to difficult problems	Ignoring physical, fiscal, or temporal limitations	Expect them to do a task for which they have little interest or motivation	Taking time out before burning out
Promoting freedom and variety	Being overwhelmed by petty concerns or details	Discourage creativity and the free flow of ideas	Stepping back to obtain a more balanced perspective



HALLMARK: DRIVE

Energetic, assertive, and confident, ENTJs work well when they can manage projects, bring order and logic to tasks, use conceptual models to guide actions, and formulate long-range plans. They devise systems and structures to correct what doesn't work, take decisive stands, and shoulder responsibility for achieving team goals.



COMMUNICATION

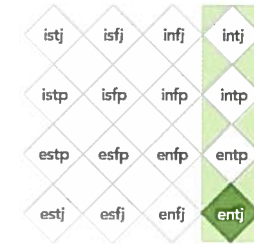
ENTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Clarifying and redirecting discussions	Being overly critical and confrontational	Continue to discuss an issue after clarity has been reached	Working to develop tact and diplomacy
Challenging others to articulate and defend their beliefs	Talking too much, monopolizing conversations	Devote too much time to discussing emotions	Being willing to yield the floor to allow all possibilities to be aired

TEAM CULTURE

ENTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Bringing energy and enthusiasm to tasks	Acting as if everything should have been completed yesterday	Exhibit a casual attitude about time and deadlines	Recognizing that treating a deadline as a rough guideline can sometimes achieve better results
Devising structures that are logical and efficient	Overlooking others' need for intimacy, personal connection, or appreciation	Shy away from debate for fear of hurting others' feelings	Understanding that personal connections help cement people to a task

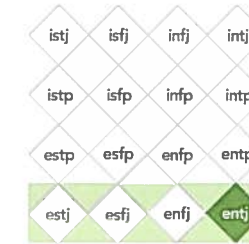
LEADERSHIP

ENTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Presenting a vision and energizing others to participate actively	Overpowering and controlling others	Lack commitment to team goals	Realizing that giving others the freedom to develop their talents improves overall team performance
Rewarding decisiveness, achievement, and ambition	Overlooking people's needs in order to focus on task requirements	Are too kindhearted and have difficulty making tough decisions	Recognizing that people accomplish tasks and that unhappy people accomplish less



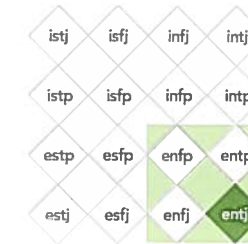
Process: NT

Logical, ingenious



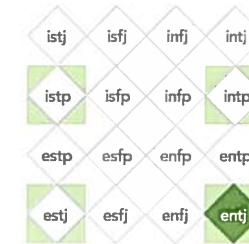
Orientation: EJ

Connected, resolute



Quadrant: EN

Energetic, imaginative



Dynamics: Thinking

Principled, fair

CHANGE

ENTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Providing models to enhance understanding of the change process	Pushing too hard to get a change implemented	Are too open and too flexible	Taking time to reflect on the necessity for change before initiating it
Being proactive and working to reach closure	Losing interest in maintenance, preferring to move on to new challenges	Delay action in order to analyze details in depth	Recognizing the value of following through on the step-by-step requirements needed to effect a change

PROBLEM SOLVING / CONFLICT RESOLUTION

ENTJs contribute by	May irritate team members by	May be irritated by team members who	Can maximize effectiveness by
Using straightforward logic	Failing to take key details into account when constructing solutions	Won't look at the problem in logical terms	Checking to see that their solutions are practical and realistic before forging ahead
Finding the flaws in a potential solution	Being too results oriented, ignoring the value of the problem-solving process	Are too trusting or gullible	Realizing that cutting off debate too early can yield a less-than-optimal solution

STRESS

ENTJs contribute to reducing team stress by	Under stress may irritate team members by	Under stress may be irritated by team members who	Can maximize effectiveness when under stress by
Being goal oriented and delivering results on time as promised	Being too confident in their own decisions	Require emotional support and understanding	Soliciting input from a wide range of people
Dealing directly with problems as they arise	Being impatient with the speed at which others handle a crisis	Behave in an illogical, unpredictable, or disorganized fashion	Realizing that allowing people time to process difficulties reduces problems in the long run