



Team Report

Prepared for: Enfp Smith

Your Type: ENFP

Group: Sample Team

Group Type: ISTJ

Date Prepared: November 3, 2023

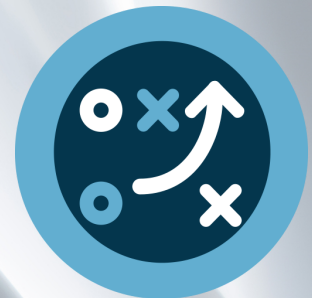
Contents

Preferences Analysis

- 3 Preferences: Introduction
- 4 Team Preferences Chart
- 5 E/I: Team Energy
- 6 S/N: Team Information Processing
- 7 T/F: Team Decision Making
- 8 J/P: Team Approach to Structure/Time

Temperaments Analysis

- 9 Temperaments: Introduction
- 10 Team Temperament Chart
- 11 Team Temperament Analysis



Team Personality Type Analysis Part I: Preferences

This guide is intended to help facilitators, coaches and team leaders interpret the personality type distribution within a team to determine the likely communication opportunities and challenges. Note that this advice is generalized – some teams may encounter the dynamics described below while others with the same overall composition may not. However, this guide is based on our work with tens of thousands of teams and reflects the best practices we have found to be most beneficial.



The first preference has to do with how we **direct and receive our energy**. Extraverts tend to gain energy from the outside world, and introverts tend to gain energy from time in their inner world. In the workplace and on teams, this shows up in how ideas are shared and how best thinking happens.



Light bulb Innovators (intuitives) prefer to stay focused on the big-picture strategy and future vision, so innovation means coming up with brand new ways of doing things. **Process Innovators** (sensors) naturally zoom into the specifics and practical concerns as soon as they hear about a new idea, so innovation means improving something that currently exists.

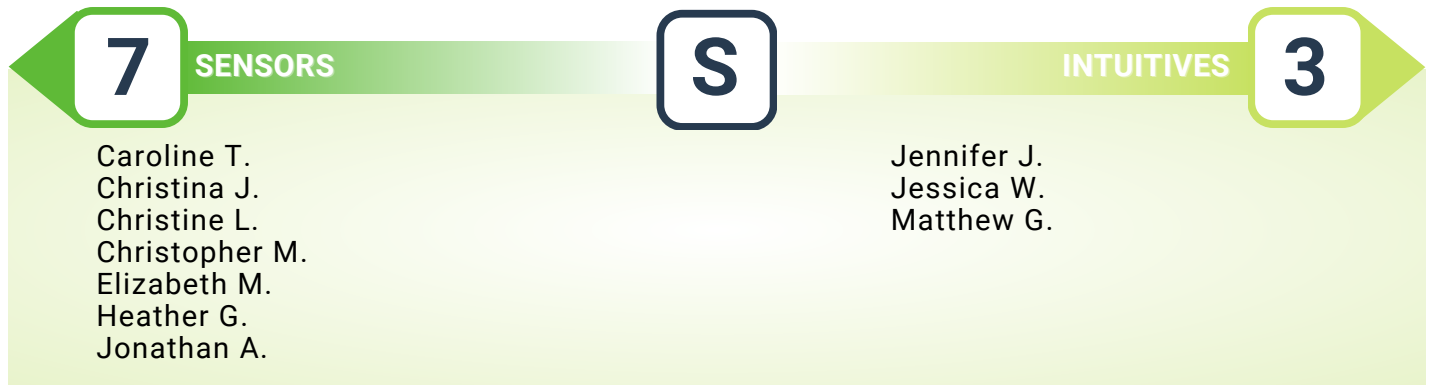
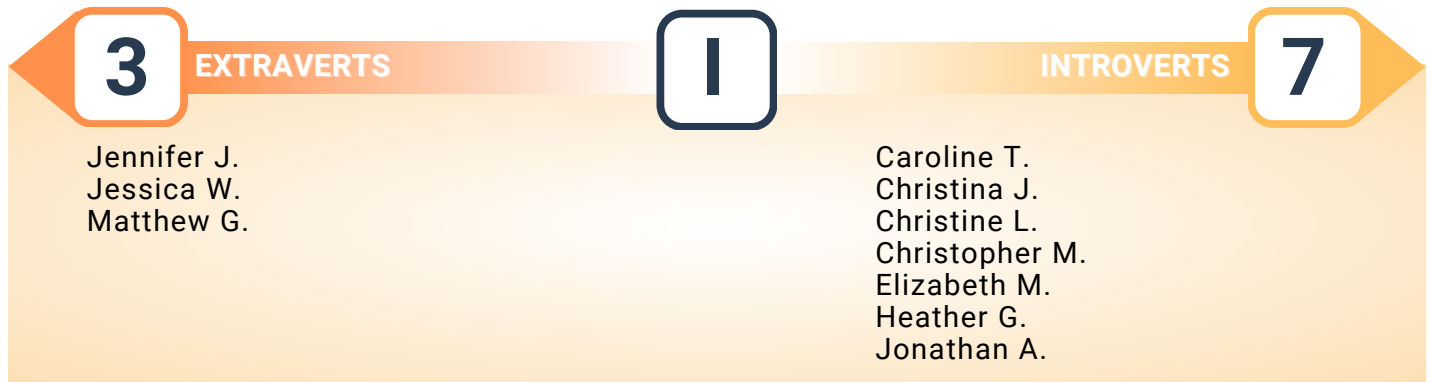


Some colleagues (**thinkers**) respond best when others are direct and to-the-point, staying focused on the logical analysis of a topic or decision. Others (**feelers**) are focused on building and maintaining a personal connection with colleagues, and lose motivation without regular positive feedback.

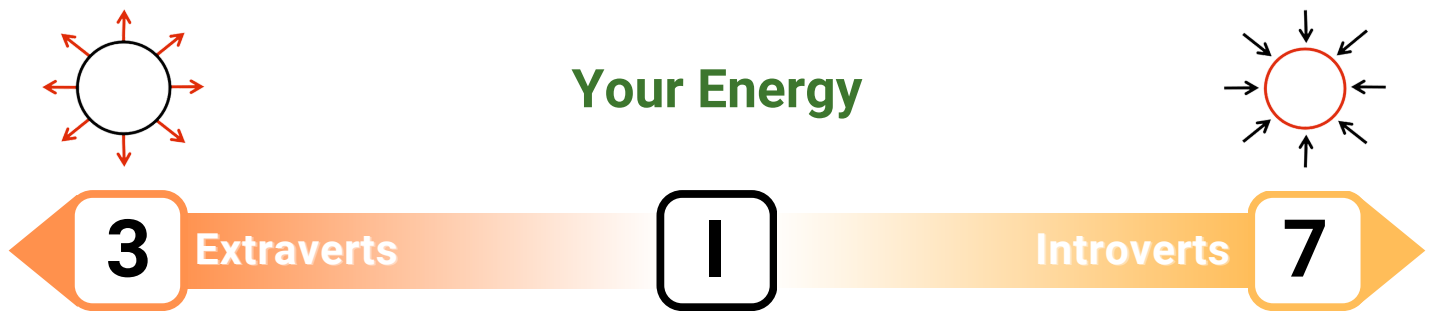


Some colleagues (**judgers**) like to plan, prepare, decide and work as far in advance as possible, and can struggle with plans changing or unexpected complications. Others (**perceivers**) like to leave their options open as long as possible, and are energized by changes that occur along the way.

Team Type Preferences



*Note: If there is an even number for a preference, we use the leader's preference (they typically have a heavy influence on the team culture).



You

As an Extravert on a team with mostly Introverts, you may have noticed a calmer tone and energy on your team. It is typical for Introverts to show less outward energy. There is an opportunity for you as a natural Extravert to help facilitate conversations that may not come easily to some of your colleagues. Try to actively encourage the participation of others in team meetings (versus holding court on your own). Challenge yourself to talk less, listen more, and not interrupt others. Remember that Introverts tend to do their best thinking when they have time to reflect and process before speaking, and when they are interrupted while speaking, they will often shut down. One-on-one conversations may be best with many of your Introverted colleagues.

Recommendations for You:

- Challenge yourself to not talk more than your share or finish sentences
- Plant a seed with Introverts, and circle back to have a lengthier conversation later
- Schedule meetings in advance, and provide an agenda when possible

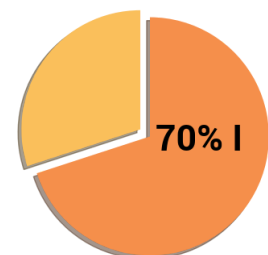
Your Team

Potential Team Strengths:

- Creating a calm, low-key environment without extra chatter or meetings
- Thinking things through carefully before taking action
- Allowing people to do their own thing and work independently

Potential Team Stretch Areas:

- Not creating space for the Extraverts to “think out loud”
- Communicating enthusiasm and energy to Extraverted colleagues
- Collaborating and making sure that others are aware of what everyone is working on



Extravert / Introvert

Recommendations for Your Team:

- Schedule regular check-ins and distribute information to avoid working in siloes
- Build in time to agendas for personal connection and non-work connecting and sharing
- Ramp up the outward enthusiasm, when convincing Extraverts to get on board



Information Processing



You

As an Intuitive on a team made of mostly Sensors, you have an important perspective to offer. You can add a lot of value to your team bringing your big picture vision, your focus on the long-term strategy and lots of outside-the-box ideas. You'll help Sensors get into "Intuitive mode" and be more open to your brand-new ideas if you start with: "I haven't worked out all the details, but "big picture" does this seem worth exploring?" You could also ask them when is a good time to chat through some new ideas you want to run by them. You'll likely find that you are getting more details than you need or want from many of your Sensor team members. You'll also likely find that they want more specifics than you naturally tend to provide.

Recommendations for You:

- Avoid bringing up new ideas when Sensors are deep in Sensor mode or pressed for time
- Give more details than you would ever need when talking to Sensors especially direct reports
- Focus on being as transparent as possible with your team members

Your Team

Potential Team Strengths:

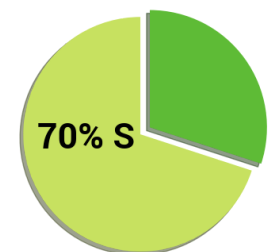
- Staying practical, realistic and focused on short-term priorities
- Finding ways to improve existing systems for greater efficiency
- Bringing a lot of energy to the logistics and "how" part of the conversation

Potential Team Stretch Areas:

- Prioritizing important non-urgent items
- Regularly focusing on the big-picture strategy and vision
- Working on projects with vague deadlines and unclear action/steps

Recommendations for Your Team:

- Break down multi-month projects into shorter action items with deadlines
- When new ideas are shared, stay open and be careful not to dismiss them too quickly
- Set regular reminders to step back out of execution and focus on the long-term strategy



Sensing / Intuitive



Decision Making



8

Thinkers

T

Feelers

2

You

As a Feeler on a team made up primarily of Thinkers, you will likely notice that the team tends to focus on weighing pros and cons and on maintaining an objective perspective. You, on the other hand, will likely be tuned into how the decision will impact the people involved and have a good read on whether the decision “feels right” in terms of your own values. Balanced decision making that incorporates both perspectives is usually better, so it’s likely that you will add a lot of value by sharing your thoughts. It’s also generally the case that teams of Thinkers are a bit more transactional, getting down to business quickly and not doing as much in the way of the interpersonal check-ins. It’s critical to your own success that you have time to connect with others on the team, so make this a priority.

Recommendations for You:

- Budget time to consider the pros and cons from an objective perspective
- Tackle difficult topics, conflicts and challenging feedback early on (don’t wait!)
- Establish objective performance metrics and requirements in advance and stick with them

Your Team

Potential Team Strengths:

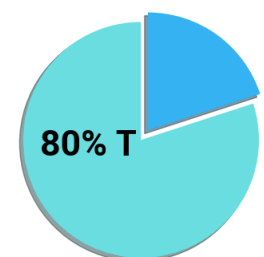
- Seeing the pros and the cons involved in most situations
- Keeping a brisk, down-to-business and productive environment
- Maintaining an objective distance from decisions; de-personalizing things

Potential Team Stretch Areas:

- Not providing enough positive feedback for effort contributed
- Missing clues for burn-out, stress and other subtle behavioral signals
- Dedicating sufficient time on non-work relationship building activities and discussion

Recommendations for Your Team:

- Budget time to consider the people impact and to make personal connections
- Put in reminders to connect with one another and provide positive feedback
- Check in with one another – talk about the emotional side of the equation



Thinking / Feeling



Approach to Structure and Time



6

Judgers

J

Perceivers

4

You

As a Perceiver on a team of mostly Judgers, you have probably noticed a higher level of intensity and urgency, particularly around deadlines and timelines. It's important to first convey to your Judger colleagues how seriously you take your work, and that you do not need them to check on you to make sure that you will get back to them on time. You have a significant advantage in terms of handling the unexpected and staying open to new or different approaches. Once you have established trust around your timeliness and organization skills, you can also introduce a playful style which actually goes a long way towards keeping things relaxed on the team. Finally, make sure to preserve time outside of work for spontaneity and play, which are key self-care elements for Perceivers.

Recommendations for You:

- Lean on the Judgers in the team to take charge of meetings and timelines
- Convey urgency/intensity to groups outside your team to convey you are performing
- Come up with three options when making decisions; go through a process of elimination

Your Team

Potential Team Strengths:

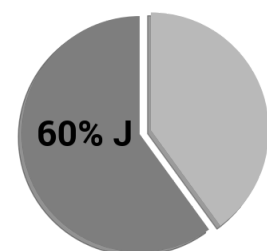
- Reaching closure and making decisions quickly and efficiently
- Maintaining timelines and ensuring everything is going to plan
- Pushing for productivity and getting things done

Potential Team Stretch Areas:

- Handling unexpected changes to plans
- Working under high levels of uncertainty and ambiguity
- Navigating vague timelines and being unable to take control and action

Recommendations for Your Team:

- Add a buffer to plans and projects for the unexpected
- Set reminders to step out of execution mode and re-prioritize/re-strategize
- Use your calendar – any improvement can occur with regular reminders



Judging / Perceiving

Team Personality Type Analysis Part II: The Four Temperaments

In our experience, a significant percentage of workplace conflict stems from the natural differences found in the SJ Traditionalists and the NT Conceptualizers. Apart from the analysis below that is specific to a particular team's distribution, all teams with significant SJ and NT populations will benefit from learning to integrate those two perspectives and styles.

In addition, conflicts that are based in Temperament core-values differences tend to be more intense and often move from the "annoyance" category to the "look for new job" category. Team cultures that accept the diverse values represented by these 4 groups tend to report higher psychological safety, fewer conflicts and overall better performance.



SJ Traditionalists: ESTJ, ESFJ, ISTJ, ISFJ

Core Driver: To be reliable and responsible

Managing details and juggling an incredible number of balls, SJs (sensor judges) tend to follow the rules and systems and are cautious about taking risks or adopting new changes.



SP Experiencers: ESTP, ESFP, ISTP, ISFP

Core driver: To get impressive, quick results

Typical SPs (sensor perceivers) excel at finding elegant and simple solutions to maximize efficiency. Practical, fun-loving, and great under pressure, SPs focus on the here and now and the short-term.



NT Conceptualizers: ENTJ, ENTP, INTJ, INTP

Core Driver: To raise the bar, leave a legacy

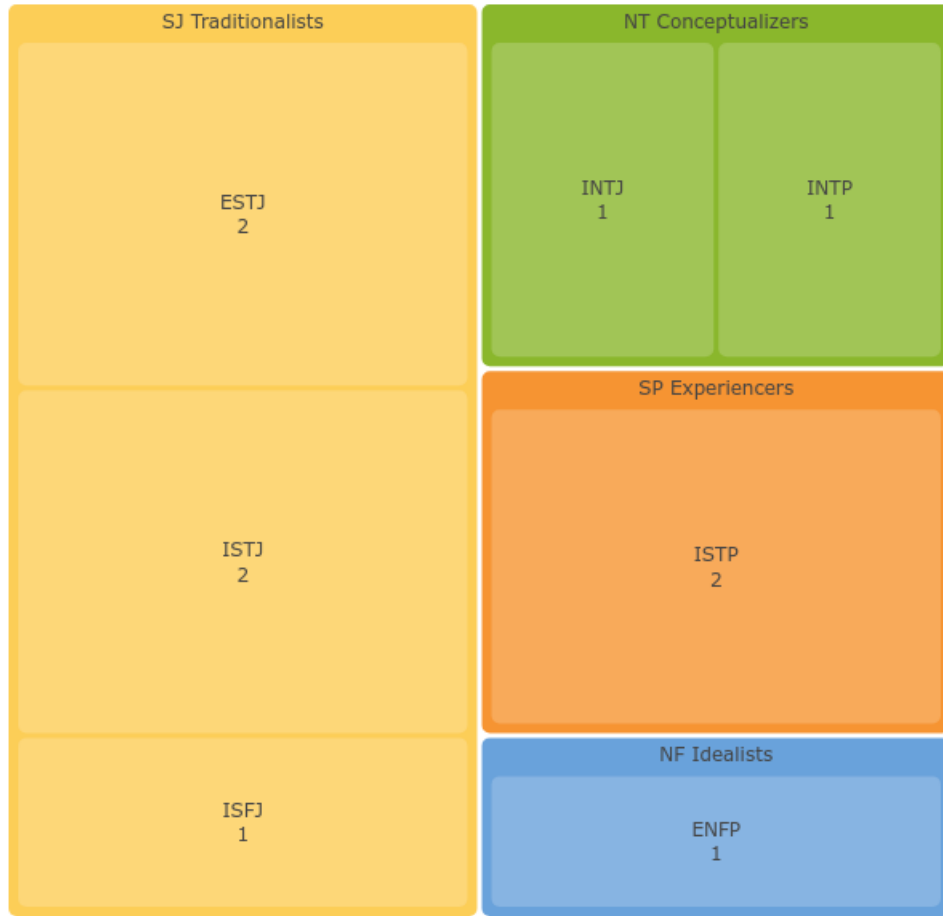
Big-picture innovation and long-term strategy are the hallmarks of NTs (intuitive thinkers). Independent and curious, NTs like to explore the logic on all sides of an issue, often through debate.



NF Idealists: ENFJ, ENFP, INFJ, INFP

Core Driver: To help others reach their potential

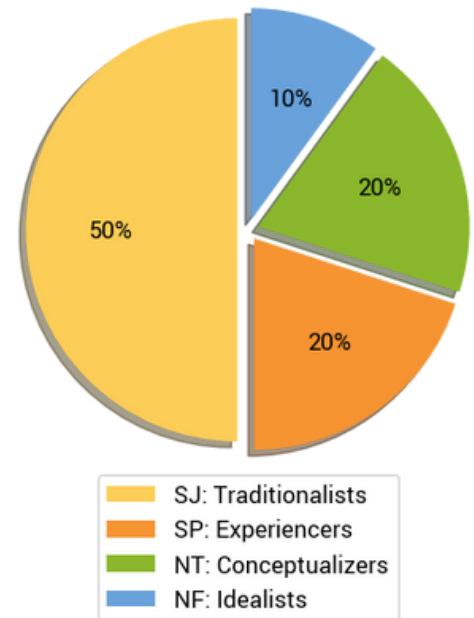
Friendly and relationship-motivated, NFs (intuitive feelers) are gifted in diplomacy and collaboration. Their people-focused vision helps them to find win-win long-term solutions that leave organizations or the world better than they found it.



Your Team Has 50% SJ Traditionalists

SJs are always driving to be reliable and responsible, and they show up to work in order to prove to their colleagues: “You can count on me.” As a result, the SJs on your team likely have created a culture of high accountability and conscientiousness where deadlines are met, work is done with urgency and vigor, and meetings are run to the agenda and efficiently. Chances are, productivity is measured by the volume of work being done and there is usually a good amount of pride within the team around the systems and processes they’ve built and which they know work well.

With such a high emphasis on getting things done, the group may end up spending most of its time in execution mode. The two biggest challenges that emerge from this within similar teams are prioritization and delegation. There’s no easy fix for delegation, but starting to see it as “the responsible thing to do” creates an alignment between the core values of the SJ and this difficult item. Groups can also take care that suggestions for new ways of doing things don’t trigger an “immune response.” If there is not sufficient openness to considering unconventional or brand-new approaches, the people who come up with those ideas are likely to feel stifled and this will negatively impact their motivation and engagement.



Your Team

Potential Team Strengths:

- Being time-conscious, organized, and efficient
- Being responsible, reliable, and productive, with high accountability
- Sticking with and making improvements to known systems and processes

Potential Team Stretch Areas:

- Handling change and new ways of doing thing that require letting go of known systems
- Working with ambiguous timelines and projects with vague action items
- Delegating/prioritizing – making sure the right work is being done by the right people

Recommendations for Your Team:

- Schedule reminders for team and individuals to re-prioritize regularly
- Delegation takes practice and should be recognized/rewarded as the “responsible thing”
- Don’t be afraid to ask clarifying questions when unsure of the action required to be taken