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# Personality Type + Teams

## Type and Teams

### What Is a Team?

A team is a group of people working together to reach one or more common goals. Both parts of this definition are important; not every group of people who share the same location or work for the same organization (or even department) can be called a team. Working towards a shared goal or purpose means that team members need to collaborate with each other to succeed. They need to share information, resources, and skills and work in a coordinated way to accomplish their objectives.

### Why Is Type Important?

Typically, not all members of a team will have the same type preferences. There are advantages to this; research shows that teams with more diverse personalities perform better than less diverse teams, especially when circumstances are changing or ambiguous, and when new solutions are needed. However, more diverse teams often experience more conflict, especially between people with Judging or Perceiving preferences and Thinking or Feeling preferences. When team members know their type preferences, they can adapt and flex their behavior, gaining the benefits of a diverse team without experiencing the disadvantages.

### How Do Type Preferences Affect Teams?

The rest of this guide shows how type preferences affect the way that you and others are likely to behave as part of a team. It will cover:

- Typical overall strengths and development tips for each type
- Type and team roles



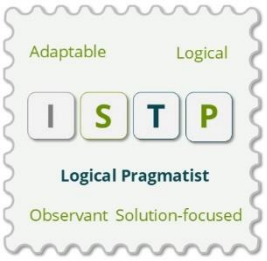
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# Strengths and Development Tips for Each Type

The way individuals operate in a team will depend on many different factors, including the immediate situation, the nature of the work, the organizational culture, and the individual's role in the team. However, our type preferences will also have an important impact. Here are five likely strengths and five development tips for each type when working in a team.

| Type | Strengths | Type Tips |
|---|---|---|
|  | • Focuses on results; dependable.<br>• Brings order, structure, and reliability.<br>• Keeps teams grounded, reminding them what works.<br>• Pays close attention to detail.<br>• Fulfills responsibilities without drama. | • Accept that change is often necessary.<br>• Don't assume that others see the rules as unbreakable.<br>• Allow others to be flexible.<br>• Avoid assuming that silence means agreement.<br>• Acknowledge when the contributions of others who are different from you have been valuable. |
|  | • Focuses on details; reliable and hardworking.<br>• Brings calm and consistency to projects.<br>• Supports others quietly and thoroughly.<br>• Applies past experience wisely.<br>• Works steadily toward team goals. | • Speak up if you disagree.<br>• Don't take on too much yourself in order to help or please others.<br>• Be open to calculated risks.<br>• Don't underestimate your value.<br>• Sometimes innovation is needed; learn to adapt. |
|  | • Creates long-term visionary goals.<br>• Brings integrity and insight to how the team operates.<br>• Understands how people may react in the future.<br>• Inspires cooperation with empathy.<br>• Sees multiple perspectives. | • Be open to critique, even if this disrupts team harmony.<br>• Be realistic in expectations for yourself and others.<br>• Voice concerns even if this might cause conflict.<br>• Balance idealism with pragmatism.<br>• Practice giving direct feedback when necessary. |

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| Type | Strengths | Development Tips |
|---|---|---|
|  | • Thinks deeply and analytically.<br>• Brings a strategic long-term vision to the team.<br>• Sets ambitious goals and drives towards them.<br>• Identifies flaws in plans or systems.<br>• Works quietly but with determination. | • Practice sharing your complex ideas in more straightforward ways.<br>• Stay open to emotional input from team members.<br>• Revisit ideas that new data might challenge.<br>• Be patient when others seem slow to grasp ideas.<br>• Be more flexible; rigidity can limit innovation. |
|  | • Solves practical problems quickly.<br>• Brings a calm and rational approach in crises.<br>• Thinks logically and stays objective.<br>• Adapts well to change.<br>• Focuses on the present reality. | • Pay attention to interpersonal cues.<br>• Consider the long-term strategy, not just immediate fixes.<br>• Communicate more openly about ideas and decisions.<br>• Be flexible with rules, but don't ignore them either.<br>• Keep others informed; their silence might not mean they understand. |
|  | • Offers practical and flexible help.<br>• Brings quiet empathy and loyalty to the team.<br>• Creates a peaceful and inclusive atmosphere.<br>• Supports others behind the scenes.<br>• Respects people's individuality. | • Don't let modesty keep you from getting recognition.<br>• Focus on both long-term goals and the present.<br>• Speak up when you disagree.<br>• Learn to manage conflict when it arises.<br>• Remain engaged in structured or competitive settings. |
|  | • Inspires others with strong values.<br>• Brings empathy to individuals.<br>• Facilitates harmony, morale, and team cohesion.<br>• Works selflessly for a cause they believe in.<br>• Encourages others to reach their potential. | • Don't delay decisions to achieve perfection.<br>• Check that your solutions are practical.<br>• Accept that structure and hierarchy can help, not just hinder.<br>• Speak up when ideas conflict; don't withdraw.<br>• Consider business goals alongside people needs. |

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| Type | Strengths | Development Tips |
|---|---|---|
|  | • Generates new, paradigm-shifting ideas.<br>• Brings intellectual rigor and objective analysis.<br>• Exposes errors in strategy.<br>• Works independently and needs little direction.<br>• Thinks deeply about abstract problems. | • Don't over-analyze; watch for "analysis paralysis."<br>• Ground ideas in reality when this is needed.<br>• Communicate in simpler terms if others seem confused.<br>• Be mindful of tone; some people may misread debate as critique.<br>• Balance logic with team members' emotional cues. |
|  | • Takes immediate action and adapts quickly.<br>• Brings high energy and enthuasiasm.<br>• Stays calm under pressure.<br>• Solves practical problems efficiently.<br>• Motivates others during change initiatives. | • Reflect before you act; try to think long-term.<br>• Respect teammates who need more structure.<br>• Avoid rushing into high-risk choices.<br>• Focus on one task at a time when this is needed.<br>• Ensure everyone is aligned before charging ahead. |
|  | • Responds quickly to people's needs.<br>• Brings fun, positivity, and team spirit.<br>• Builds rapport easily with others.<br>• Offers hands-on support.<br>• Boosts morale and collaboration. | • Prioritize important tasks, not only enjoyable ones.<br>• Follow through on all your commitments, even those that seem dull or boring.<br>• Slow down and plan your key actions.<br>• Recognize when spontaneity isn't enough.<br>• Give routine tasks sufficient attention. |
|  | • Energizes the team with creativity and enthusiasm.<br>• Brings warmth and adaptability.<br>• Encourages contributions from everyone.<br>• Sees future possibilities and new directions.<br>• Champions change and innovation. | • Stay focused on completion, not just ideas.<br>• Plan ahead; don't rely solely on spontaneity.<br>• Respect systems that are already working.<br>• Give more attention to routine tasks.<br>• Be realistic about what's feasible. |

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| Type | Strengths | Development Tips |
|---|---|---|
|  | • Sees logical flaws others miss.<br>• Brings a wide range of creative ideas.<br>• Enjoys critiquing and debating concepts.<br>• Energizes brainstorming sessions.<br>• Takes initiative in exploring new possibilities. | • Don't overlook the impact of criticism on others.<br>• Stay focused once a decision is made.<br>• Respect structure when it helps the team.<br>• Remember to follow through on ideas.<br>• Be mindful that not all discussions need to be debates. |
|  | • Sees and fixes process inefficiencies.<br>• Brings structure and efficiency.<br>• Clarifies roles and responsibilities.<br>• Enforces standards and accountability.<br>• Gets things done with focus and drive. | • Become aware of others' emotional cues.<br>• Be patient with those who work differently.<br>• Allow time for ideas before execution.<br>• Avoid being overly blunt or critical.<br>• Flex the rules when creative input is needed. |
|  | • Provides practical help and encouragement.<br>• Builds harmony and loyalty.<br>• Ensures people feel appreciated.<br>• Keeps the team on track with reliable processes.<br>• Communicates with warmth and clarity. | • Don't micromanage others; trust their methods.<br>• Speak up when you have a different opinion.<br>• Keep sight of the bigger picture.<br>• Be open to new ideas, even if they disrupt the flow.<br>• Don't take criticism personally. |
|  | • Creates harmony and team cohesion.<br>• Inspires commitment to shared goals.<br>• Supports others' personal development.<br>• Communicates vision with warmth.<br>• Encourages inclusive collaboration. | • Allow space for healthy debate.<br>• Let others learn from their mistakes.<br>• Avoid over-helping or rescuing others.<br>• Recognize that conflict can be constructive.<br>• Balance optimism with realism about motives. |

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| Type | Strengths | Development Tips |
|---|---|---|
|  | • Drives results with strategic vision.<br>• Offers clear goals and decisive plans.<br>• Communicates a compelling mission.<br>• Challenges illogical thinking.<br>• Energizes others with a go-get-it attitude. | • Pause to consider interpersonal dynamics.<br>• Evaluate if a solution is realistic, not just exciting.<br>• Listen before jumping into action.<br>• Appreciate detail-oriented or process-driven teammates.<br>• Invite feedback, even when this slows things down. |

*You may want to reflect on:*

- To what extent are the strengths for your type true for you? Is there anything that you would like to develop further?
- How can you use the development tips to become a more effective team member?
- How can you work in a complementary way with other members of your team?

# Type and Team Roles

## Roles in a Team

In any team, there are several roles that a person can take on, such as:

- Defining strategy, goals, and objectives.
- Bringing ideas, innovation, and creative solutions.
- Driving performance and setting goals.
- Creating harmony, dealing with conflict, and creating team spirit and motivation.
- Paying attention to detail, quality control, making plans, and ensuring deadlines are met.
- Connecting with others outside the team; bringing in external knowledge or resources.
- Providing critique and avoiding “groupthink.”
- Applying specialist knowledge or expertise.
- Completing and implementing one’s own tasks
- Leading the team. This may be a formally assigned role or one taken on informally. It is likely to also include one or more of the roles mentioned above.

The roles that you take on will depend on several factors, including your formal job description, the overall nature and goals of the team, the work that you and the team are carrying out, the roles taken by other team members, and the current situation. Your personality will also be an important factor.

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## Typical Roles for Each Type

Personality type should not be a limiting factor in the roles you take on. A person of any type could fulfil any role within a team. However, there are certain roles that each type may gravitate towards or find more congenial. These are shown in the following table.

| Type | Typical Role in a Team |
|---|---|
|  | • Ensures everything is executed according to plan and to an acceptable standard.<br>• Stores useful facts and information about what has worked and not worked in the past.<br>• Guides the team to make rational, impartial decisions.<br>• Pays attention to detail and ensures that tasks are completed, typically working quietly to achieve this. |
|  | • Supports others quietly, consistently, and diligently.<br>• Stores useful information about people, attitudes, values, and feelings.<br>• Works quietly to build team cohesion and maintain harmony.<br>• Pays attention to detail, ensures that their own tasks are completed, and supports others with theirs. |
|  | • Provides quiet insight, anticipates reactions, and supports co-operation.<br>• Thinks through ideas and evaluates their implications, especially as it regards to people. Thrives when given the freedom to think outside the box.<br>• Creates an overall vision and strategy for the team when they have the freedom to do so.<br>• Aligns others with their vision when they have created or bought into the strategy for the team. |
|  | • Drives the long-term vision, connecting abstract patterns to logical plans.<br>• Analyzes ideas and evaluates their implications. Thrives when given the freedom to think outside the box.<br>• Creates an overall vision and strategy when they have the freedom to do so.<br>• Works out how to implement ideas logically and quietly to create and complete plans and actions. |

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| Type | Typical Role in a Team |
|---|---|
|  | • Applies logic to solve immediate problems practically and efficiently.<br>• Acts as a voice of calm in a crisis.<br>• Excels when they are allowed to dive deep into and take ownership of their own specialist subject area.<br>• Brings an independent point of view to the team. |
|  | • Offers gentle, personalized support, helping team members in practical ways.<br>• Supports others on a one-to-one basis. Works quietly to build team cohesion and maintain harmony.<br>• Internalizes values and acts as the conscience of the team.<br>• Provides practical and in-the-moment assistance to team members. |
|  | • Inspires others with values and belief in their potential.<br>• Internalizes values and acts as the conscience of the team.<br>• Supports others on a one-to-one basis. Works quietly to build team cohesion and maintain harmony.<br>• Identifies mismatches between the values and actions of the team. |
|  | • Brings intellectual depth, novel frameworks, and logical analysis.<br>• Identifies inconsistencies in strategy.<br>• Analyzes ideas and logically evaluates their implications.<br>• Brings an independent point of view to the team. |
|  | • Jumps in to fix problems and energizes the team in high-stakes situations.<br>• Brings energy and excitement to the team.<br>• Challenges ideas; looks for practical ways forward.<br>• Networks; brings in external resources. |

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| Type | Typical Role in a Team |
|---|---|
|  | • Brings enthusiasm, helps others engage, and promotes group cohesion.<br>• Involves others in social and fun activities. Actively promotes team spirit and cohesion.<br>• Networks, brings in external resources, and creates and uses contacts outside the team.<br>• Provides practical and in-the-moment assistance to team members. |
|  | • Energizes the team with possibilities, their vision, and future-focused ideas.<br>• Accepts and values ideas and input from others in the team.<br>• Comes up with new ideas and champions both these and those of others in the team.<br>• Networks; makes connections with others outside the team and brings in their ideas. |
|  | • Sparks innovation, encourages brainstorming, and plays devil's advocate.<br>• Comes up with and champions new ideas.<br>• Analyzes ideas and logically evaluates their implications.<br>• Networks; makes connections with others outside the team and brings in their ideas. |
|  | • Drives structure and ensures deliverables are completed correctly and on time.<br>• Acts as the operational leader of the team.<br>• Draws on past experience to keep the team on track.<br>• Drives the team to make rational, impartial decisions. |
|  | • Fosters team morale while keeping track of deadlines and logistics.<br>• Supports the team in completing their tasks.<br>• Draws on past experience to build team cohesion and maintain harmony.<br>• Pays attention to detail, ensures that their own tasks are completed, and supports others with theirs. |

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| Type | Typical Role in a Team |
|---|---|
|  | • Unifies the team around shared values and harmony.<br>• Works hard to motivate others and build consensus.<br>• Seeks to align the team with their vision. Establishes shared values and promotes these.<br>• Creates harmony in the team. |
|  | • Takes charge, clarifies direction, and looks out for and critiques logical flaws.<br>• Acts as the strategic leader of the team.<br>• Drives the long-term strategy, creating and implementing logical plans to achieve their vision.<br>• Works out how to logically implement their ideas and ensures that they and other team members carry out the relevant actions. |

*You may want to reflect on:*

- To what extent does the role that you have taken in your team reflect the typical role(s) for your type?
- Are there aspects of your team role that are less typical for your type? If so, how can you flex your behavior to carry out these roles effectively?
- Are there roles that are not currently being fulfilled in your team? How does this affect the way the team functions? How might each team member flex or adjust their approach to carry out these roles in the future?
- Is there competition for some roles within your team? How can this be resolved?

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