

The Sixteen Types and Teamwork

Pathways

Pitfalls

I
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Work hard/play hard. They are accountable and productive, driven by bottom line. They give structure and order to most projects.

Schedule fun at appropriate times, usually after work is finished.

Respect authority and, when appropriate, are themselves authoritative.

Are rewarded by an accomplishment (especially one on time and in budget), a bonus, or an organizational "perk."

Believe that a bad decision on time is better than no decision at all. Doing something is better than doing nothing. They can see interpersonal schmoozing as doing nothing. ISTJs allow structure and order to override more pressing or emerging issues. The ISTJ's work area can appear austere, plain, boring.

See task as more important than team/group spirit and interpersonal issues.

Value competitiveness over collaboration. Their high personal control needs may block team empowerment.

May be slow in communicating praise and positive reinforcement. ISTJs may see teamwork as invading their personal space and privacy.

I
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J

Are pleasant, dependable, and organized. Accomplishment is important though not at interpersonal expense.

Value rules and appropriate behaviors. They work well within them and expect others to do so.

Function as very good team players with a high sense of institutional memory and protocol.

Have a high tolerance for detail, routine, and accomplishment. They provide good support in an affirming atmosphere.

Can be taken advantage of and become a dumping ground for others. Conflict within the team or with others is most stressful for ISFJs.

Failure to respect boundaries can make the group listless and shatter loyalty to the organization, project or team.

Lose their sense of purpose and belonging if team isn't productive.

Can overlook big picture and become overextended in the moment, leaving the group fatigued and feeling unappreciated and worthless.

I
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J

Balance being reflective and inspirational while adhering to a schedule and being accountable.

Are helpful, supportive, and affirming; INFJs provide high intellectual stimulation and achievement towards noble ideals.

Closely observe group dynamics and direct energy to maintain a smooth, accountable, congenial team.

Are quiet, theoretical, inter/intra personal, and organized.

Can beat a theory to death. INFJs love the interpersonal exchange at the expense of practicality.

Risk having their dreams remain only dreams without implementation and follow through.

Become paralyzed by conflict. Their denial and avoidance can block constructive resolution.

Are aloof, complex, and stubborn. Their feelings are easily hurt.

I
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J

Are systems oriented with an ample amount of structure and closure. INTJs are confident and positive.

Are natural conceptualizers and perpetual students so whatever team/group is doing must involve learning and improving.

Value excellence and competence to such a degree that they are driven toward achievement.

Strive for results while being reflective, abstract, objective, and impersonal.

Value independence. They only give lip service to team or group work.

Can argue for sake of arguing. INTJs may try to improve areas that don't need improving. They are impatient and aloof toward others who fail to comprehend quickly.

May seem arrogant and uncaring by only giving intellectual assent to the group's mission. Facts and specifics can be their worst enemy.

Can appear out of touch, defensive, and intimidating to those who disagree.

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I

Are driven by action - rather than speculation.

Find routines and regulations stressful.

S

Will bring good technical skills to any project and want to use them, test them, and refine them.

Believe that paperwork and deadlines block effectiveness and that doing for the sake of doing is a waste of energy.

T

Are self-starting and flexible. ISTPs want to find the shortest way to accomplish the task.

Can be slow to communicate and tire quickly of too much emphasis on group process.

P

See the project as the reason for the team to be together. This type wants to stay focused, be precise, and when the task is completed, let go of it!

Are not always in touch with interpersonal dynamics and when confronted, tend to escape by doing something.

I

Are quietly congenial and willing to work together for a cause, job, or customer's need.

Can be so consumed by the task that personal fatigue takes over and deadlines become lost.

S

Subscribe to "let's whistle while we work" because fun and happy teams are winning teams. ISFPs keep the environment bright, take breaks, and attend to personal and physical needs.

Make the workplace pleasant and cheerful so much so as to sometimes block production. Others do not always appreciate their efforts.

F

Are supportive and helpful, negotiating alternatives for good of total group. They are far more encouraging than critical.

Keep their appreciation of team members to themselves, which can result in a sullen, somewhat depressed work environment.

P

Resist being bound by schedules; their deeds speak more loudly than words.

Can let themselves be taken advantage of and become angry and bitter as a result.

I

Are positive, flexible, and process driven. They are responsible to the team, self, and mission.

May avoid conflict until personal values are violated - then can be stubborn and unyielding.

N

Affirm and enable each team member. They provide room to work alone and collectively, towards a common good.

Lose sense of purpose and direction when group doesn't accept the INFP's values - whatever those values may be.

F

Ask to be seen as effective and competent in working together.

Let personal needs override the project, creating tensions that tend to be overlooked.

P

Are cohesive, collaborative, and confirming within a flexible framework.

Allow perfectionism and personal space issues to block teamwork.

I

Establish a very affirming atmosphere most stimulated by sharing of ideas.

Can become restless for private time to allow personal thought development.

N

Believe that any idea is worth a second consideration. A group/team should serve individual thinking.

Have a high need for individual consideration that can block effective team action.

T

Exhibit enthusiasm and visionary thinking, especially in systems designs.

Can become bored about implementation and follow through.

P

Are witty and easygoing, with a high sense of competency and accomplishment, especially in areas of high intellectual challenge.

May be impatient and arrogant if they see the task as mundane or not challenging.

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Are non-conforming, will try anything once, and are restless. For ESTPs, it's better to be doing something than sitting around doing nothing.

Cut through to the center or core of an issue and begin immediately to problem solve.

Are not bothered by deadlines, protocol, or procedures. They are unpredictable.

Take life one day at a time. They are pragmatic and grounded.

Do not always see or value a theory or theoretical frame of reference. They may do wrong thing.

May "ruffle feathers" or alienate others. They create problems where none existed.

Can make some big mistakes or be offensive.

Are easily bored with a low attention span. ESTPs can appear insensitive and too impulsive.

**E
S
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Are effervescent, free-spirited, fun loving, risk-taking, and non-conforming.

Have many projects and events going on at once. For them, the more, the merrier.

Exhibit high energy, jovial interaction, and respect and affirmation of difference. ESFPs live for the moment.

Have a good grasp of reality and are not easily stressed. They are good team members and enjoy group involvement.

Can be loud, frustrating, and seemingly very superficial.

May tire others and stretch the patience of people around them. Others may see them as undependable.

Can be easily scattered. They start many things with the best of intentions only to get sidetracked.

Reflect disdain for routine and structure that can stress others. Their groundedness may cause them to miss the big picture.

**E
N
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Are enthusiastic, spontaneous, gregarious, energetic, interpersonal, and affirming.

Have inspirations and high motivations for people and projects. They push to try the untried and to be unconventional.

Delight in brainstorming and generating options. They have a high spirited sense of team/group.

Function as good team players. ENFPs have excellent people skills, and are great at keeping spirits high.

Exhibit mood swings and fly by seat of their pants. ENFPs can sometimes neglect advance planning.

Become easily depressed and self-deprecating when people question their motivations.

Find routine boring. They can easily become restless. Starting projects are more exciting than finishing them.

Become listless and depressed when people don't respond to their enthusiasm or reject their leadership.

**E
N
T
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Exhibit high energy, creativity, resiliency, and dynamism. They are argumentative and readily engage in intellectual banter.

Delight in endless possibilities all around theoretical connections and random abstractions. They are very flexible.

Live on edge of the future, expectant, always trying to change for the sake of change - just to learn. ENTPs are high achievers.

Are competitive, free wheeling, and visionary. All encounters are opportunities for learning.

Experience volatile mood swings, can never seem satisfied, and are exasperating to others.

Can argue for the sake of arguing - to the point of beating dead issues. Others can become impatient quickly.

Delight in overturning the tried and the true, which is stressful to other types. ENTPs can be read as arrogant and disinterested.

Waste time through constant competitiveness. ENTP's failure to follow through can be frustrating. Their free spirit can be seen as disrespectful of established methods.

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Are outgoing, gregarious, direct, confrontational, and results driven.

See life as an open and shut case: accept, organize, and be responsible. ESTJs are duty driven, commanding, and demanding.

Are well grounded, realistic, and practical. ESTJs are assured and confident, always glad to take charge and deliver.

Live and work by rules: be timely, neat, organized, and deliver as promised.

Can be impatient, overbearing, even obnoxious, and quite insensitive.

Are controlling and suffocating, engendering passive aggressive behaviors from others. ESTJs bring out rebellion in many.

May not always allow or even hear opposite points of view. ESTJs disregard diversity and subordinate positions.

Can accomplish the wrong thing in a timely fashion through their compulsion and in the process waste valuable personal and organizational resources.

E
S
F
J

Are gracious, appropriate, goal oriented, and interpersonally aware.

Have good organization skills. ESFJs are great team players who value and affirm personal contributions.

Are punctual, neat, responsible, and highly productive with a great concern for others.

Nurture diversity, affirm differing points of view verbally, and have a high commitment to organization and goals.

Can avoid conflict, smother and rescue others, and easily see themselves as martyrs.

Generate great guilt in others. ESFJs can be stifling around rules, regulations, and procedures.

Set themselves up to be taken advantage of and later vent anger within the team or elsewhere.

Believe that too much diversity can cause stress and conflict. They view too much disagreement as poor team spirit.

E
N
F
J

Are upbeat and affirming with a high social awareness of others needs and concerns. ENFJs have a strong need to lead.

Have a high need for structure, schedules, and deadlines. They believe that productivity is important, and people are to be inspired to achieve.

Are gregarious, interpersonal in decision-making, team players, idealistic.

Believe that harmony and a pleasant environment contribute to a successful team effort.

Avoid conflict by burying or carrying it rather than finding a good solution. ENFJs are grudge carriers and guilt inducers.

Place schedules and goals ahead of people, causing self-doubts and inner conflicts.

Become over personalizing, self-centered, bruised, and angry when others don't accept their leadership, ideals, or advice.

Exhibit jealousy and covert bickering that can contribute to pettiness and divisiveness within the team.

E
N
T
J

Are socially strategic, visionary, systems oriented, and goal driven.

See possibilities everywhere that can be harnessed for productivity.

View life as a chessboard. Complexity is better than simplicity. Learning happens as the team accomplishes tasks.

Have a high need for vision with fulfillment. Structure and schedule provide closure. ENTJs are highly committed.

Can be consumed by goals. Winning becomes the only thing.

Meet disagreement head on with hearty force, exhibiting an attitude of disbelief. Crush it by being overbearing.

ENTJs can arouse hostility in those around them through their intensity, penchant for complexity, and goal orientation.

Can exhibit arrogance, impatience, and insensitivity towards all that aren't 100% for the team. 'Tis better to be right than liked.