TypeCoach
potential unlocked

Team Report

Prepared for: Sample Team Report

Your Type: ISTP

Group: 2024 Sample Group

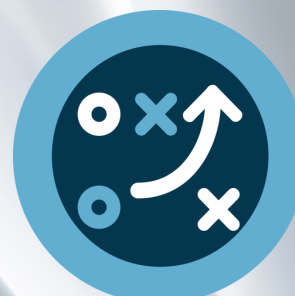**Group Type:** ESTJ

Date Prepared: February 23, 2024

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Team Personality Type Analysis
Part I: Preferences

This guide is intended to help members of a team and those supporting them (facilitators, coaches, leaders, etc.) interpret the personality type distribution within a team to determine the likely strengths, challenges and communication dynamics. 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.

EXTRAVERTS ← **ENERGY** → **INTROVERTS**

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.

SENSORS ← **INFORMATION** → **INTUITIVES**

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.
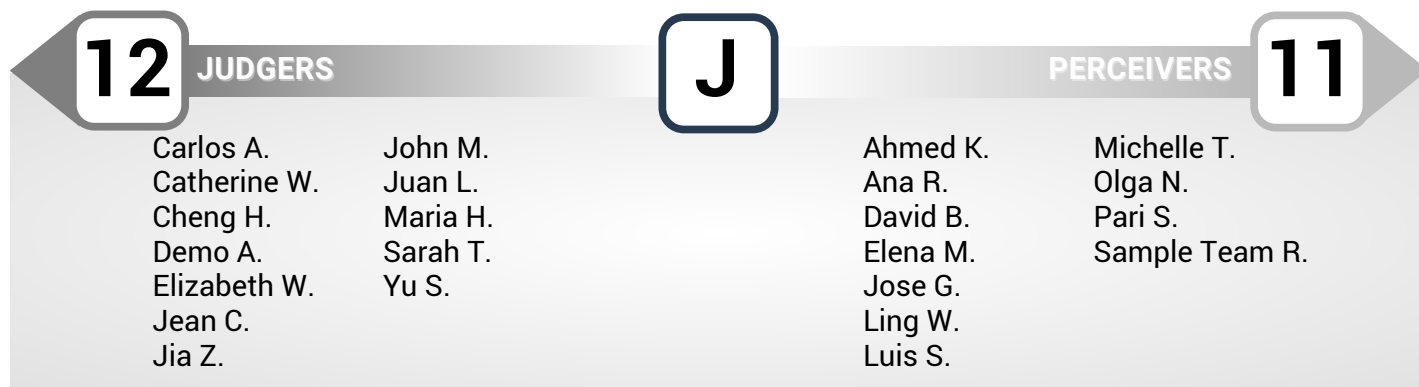
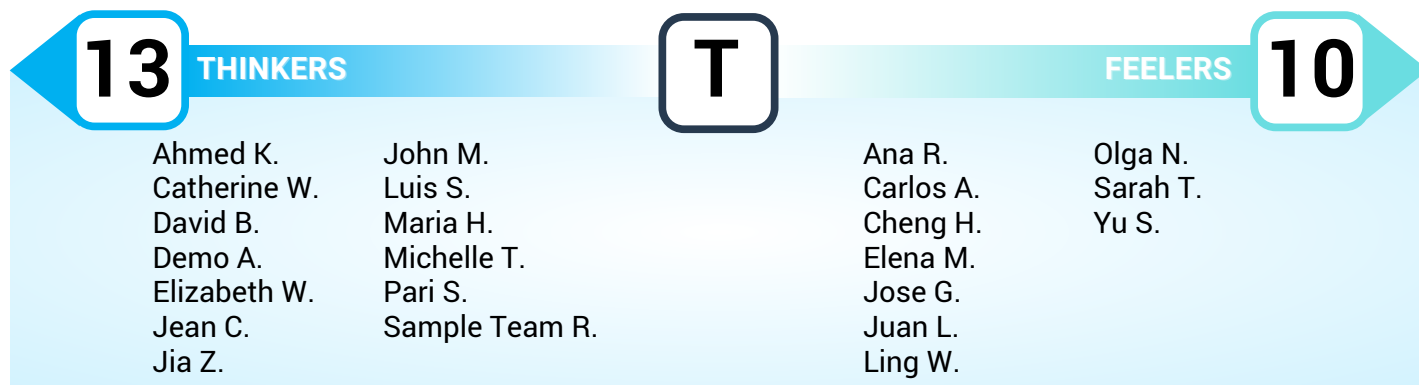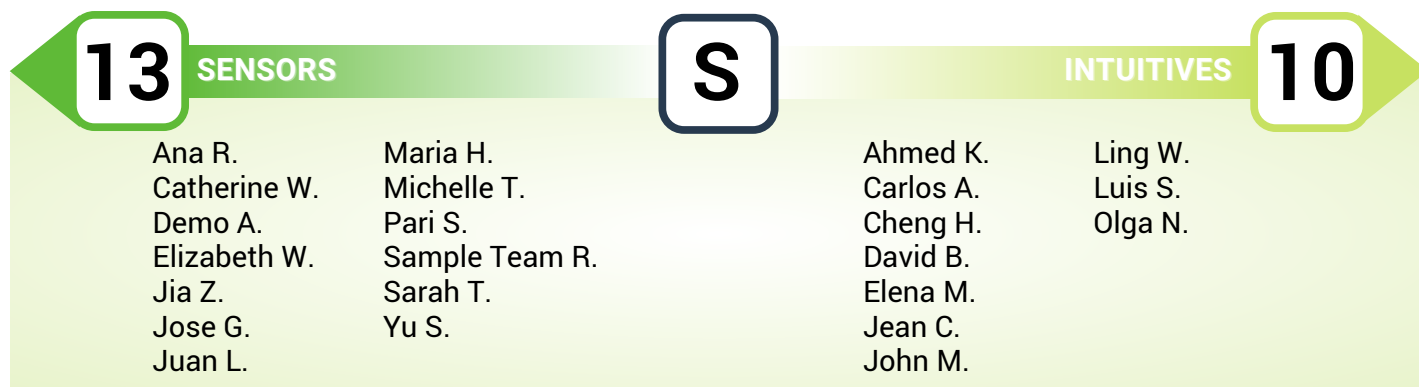**THINKERS** ← **DECISIONS** → **FEELERS**

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.

JUDGERS ← **STRUCTURE** → **PERCEIVERS**

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

15 — EXTRAVERTS | E | INTROVERTS — 8

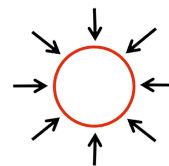| EXTRAVERTS			INTROVERTS	
Ahmed K.	Jean C.	Sarah T.	Catherine W.	Yu S.
Ana R.	Jia Z.		David B.	
Carlos A.	Jose G.		John M.	
Cheng H.	Ling W.		Juan L.	
Demo A.	Luis S.		Michelle T.	
Elena M.	Maria H.		Olga N.	
Elizabeth W.	Pari S.		Sample Team R.	

13 — SENSORS | S | INTUITIVES — 10

SENSORS		INTUITIVES	
Ana R.	Maria H.	Ahmed K.	Ling W.
Catherine W.	Michelle T.	Carlos A.	Luis S.
Demo A.	Pari S.	Cheng H.	Olga N.
Elizabeth W.	Sample Team R.	David B.	
Jia Z.	Sarah T.	Elena M.	
Jose G.	Yu S.	Jean C.	
Juan L.		John M.	

13 — THINKERS | T | FEELERS — 10

THINKERS		FEELERS	
Ahmed K.	John M.	Ana R.	Olga N.
Catherine W.	Luis S.	Carlos A.	Sarah T.
David B.	Maria H.	Cheng H.	Yu S.
Demo A.	Michelle T.	Elena M.	
Elizabeth W.	Pari S.	Jose G.	
Jean C.	Sample Team R.	Juan L.	
Jia Z.		Ling W.	

12 — JUDGERS | J | PERCEIVERS — 11

JUDGERS		PERCEIVERS	
Carlos A.	John M.	Ahmed K.	Michelle T.
Catherine W.	Juan L.	Ana R.	Olga N.
Cheng H.	Maria H.	David B.	Pari S.
Demo A.	Sarah T.	Elena M.	Sample Team R.
Elizabeth W.	Yu S.	Jose G.	
Jean C.		Ling W.	
Jia Z.		Luis S.	

Energy

15 Extraverts   **E**   Introverts **8**

You

As an Introvert on a team with mostly Extraverts, you may experience having a hard time getting a word in edgewise, particularly in large meetings. Extraverts tend to talk on top of each other, leaving very few pauses. Take the time you need to think things through, and then don't hesitate to share your perspective even after the meeting. Extraverts may misinterpret a pause on your part as a sign of disagreement or lack of understanding. Show an obvious sign that you are just thinking, or ask for more time to get back to them. Finally, to perform at your best, avoid back-to-back meetings and build in some time where you are able to recharge alone, while reflecting and brainstorming without time pressure.

Recommendations for You:

- Ask for the meeting agenda in advance where appropriate.
- Plan ahead and share one idea, thought, or concern early in most meetings
- Make sure you get plenty of time without distraction to think things through
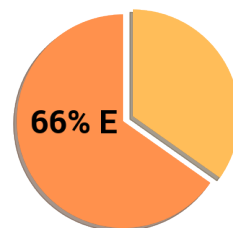
Your Team

Potential Team Strengths:

- Running meetings which are high energy and stimulating
- Talking through problems; engaging with others in the team and beyond
- Creating a lively, social environment with lots of information being shared

Potential Team Stretch Areas:

- Creating space for Introverts to participate
- Overscheduling activities with insufficient downtime
- Remembering to circulate discussion questions/agenda before meetings

Recommendations for Your Team:

- When Introverts are interrupted, come back to them
- If discussion topics are sent before meetings, it is OK to call on people to participate
- Don't assume silence or a blank stare is a sign of disagreement or lack of understanding

66% E

Extravert / Introvert

Information Processing

13 Sensors **S** Intuitives **10**

You

As a Sensor on a team with mostly Sensors, you probably feel comfortable with your team's focus on short-term, execution-oriented topics. Sensors tend to speak with plenty of specific details, which you gravitate towards and appreciate. A smaller but critical part of the team are your Intuitive colleagues. They likely want to shift the focus to future-planning and idea generation – and they may not have worked out the feasibility or logistics before they share ideas. Often it is the healthy exchange between Sensors like yourself and Intuitives where the perspective they bring can be molded and shaped into something that can represent a big jump forward. Ensure you are making room for "big picture" strategy discussions.

Recommendations for You:

- Watch out for staying only in execution mode – step back and vision set
- Stay curious and seek out the perspective and ideas of the Intuitives on the team
- Briefly look past the logistic concerns when considering new approaches; what can you use?

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:

- Checking on the bigger picture
- Prioritizing important non-urgent items
- Working on projects with vague deadlines and unclear action/steps

Recommendations for Your Team:

- Be patient with colleagues who bring up unconventional or unusual ideas
- Break down multi-month projects into shorter action items with deadlines
- Set regular reminders to step back out of execution and review long-term strategy

57% S

Sensing / Intuitive

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potential unlocked
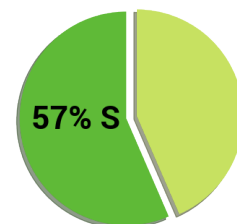
Decision Making

13 Thinkers   **T**   Feelers **10**

You

As a Thinker on a team with mostly other Thinkers, you likely appreciate the direct approach your colleagues take to getting things done. Healthy or even spirited debate or disagreement may be typical and a how you come to conclusions as a team. It's important to be careful that decisions made and messages delivered by your team may not land softly on everyone. Feelers who are a smaller percentage of your team are focused on the relationships involved, and ensuring that people feel included and valued. Take extra time to run things by the Feelers on your team to see if they can have a strong reaction and if they can help you with a more diplomatic approach that might ruffle fewer feathers.

Recommendations for You:
- Take extra time to ensure that Feelers know how valued they are on your team
- Give more positive feedback (than you would need) to the Feelers on your team
- Be cautious about coming across as argumentative and draining the energy of Feelers
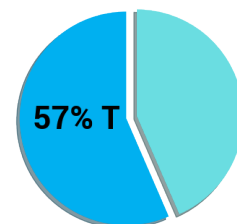
Your Team

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:
- Catching the clues for burn-out, stress and disengaged employees
- Providing regular positive feedback and celebrations of jobs well done
- Dedicating sufficient time on non-work relationship building activities/discussion

Recommendations for Your Team:
- Check in with one another on stress level, and workload
- Take time to consider the people impact in all decisions (ask the Feelers)
- Schedule non-transactional time for personal connection and relationship building

57% T

Thinking / Feeling

Approach to Structure and Time

| 12 Judgers | J | Perceivers 11 |

You

As a Perceiver on a team of mostly Judgers, you have probably noticed that the culture on your team involves a higher level of intensity and urgency (particularly around deadlines and timelines) than comes naturally to you. It's important to first convey to your Judger colleagues how seriously you take your work, and prove to them over time that they can trust you. Otherwise, they will be much more likely to micromanage, which of course you aim to avoid. 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, create time outside of work for spontaneity and play.

Recommendations for You:

- Check in regularly to share your progress on longer projects
- Show urgency/intensity to convey to the team that you are performing
- Let the Judgers know as soon as possible if a plan or timeline has changed

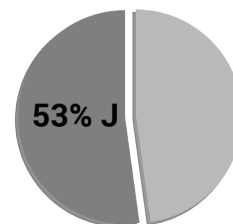## Your Team

Potential Team Strengths:

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

Potential Team Stretch Areas:

- Handling unexpected changes to plans
- Working under high levels of uncertainty and ambiguity
- Managing stress levels and finding a good work/life balance

Recommendations for Your Team:

- Leave room for the Perceivers to have a more last minute approach
- Schedule unstructured time for connection and non-work discussion
- Don't mis-interpret the relative calm, playful style of Perceivers as lack interest

53% J

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 judgers) 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
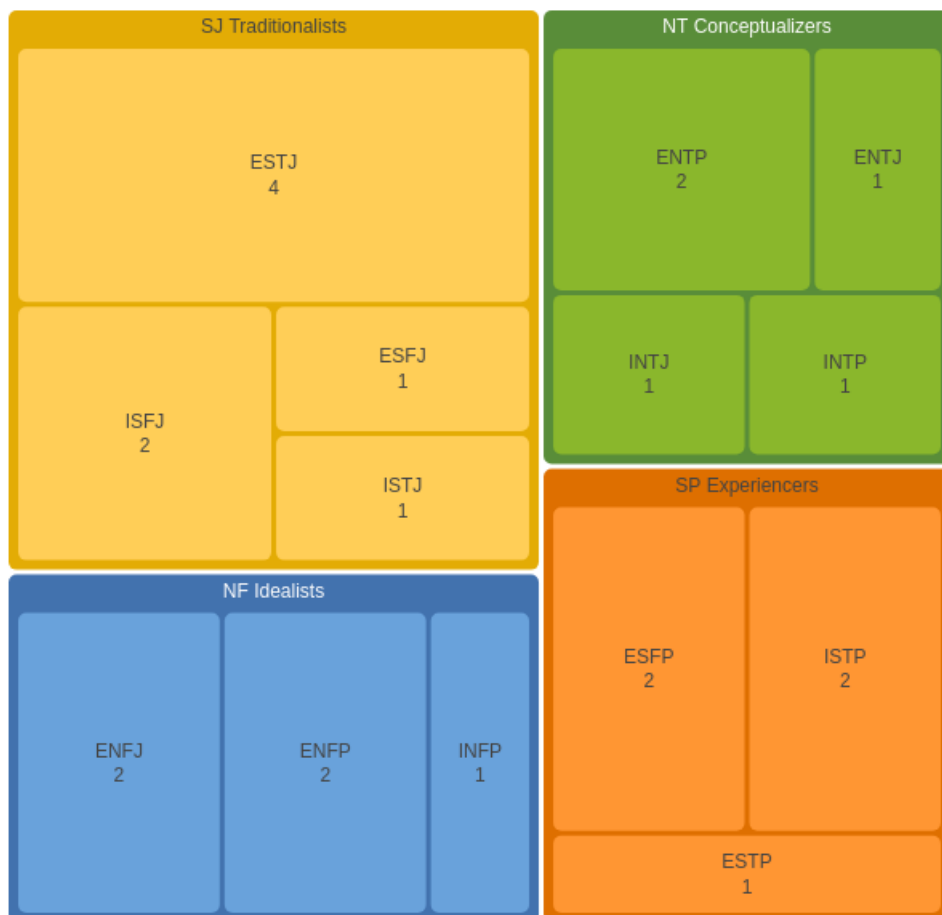
Core Driver: To raise the bar, leave a legacy
Big-picture innovation and long-term strategy are the hallmarks of NTs (intuitive thinkers). Independent and curious, NTs like to explore the logic on all sides of an issue, often through debate.

NF Idealists: ENFJ, ENFP, INFJ, INFP

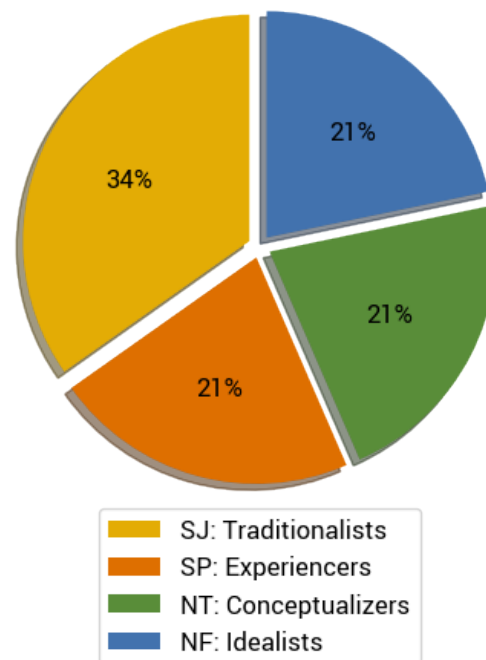**Core Driver: To help others reach their potential**
Friendly and relationship-motivated, NFs (intuitive feelers) are gifted in diplomacy and collaboration. Their people-focused vision helps them to find win-win long-term solutions that leave organizations or the world better than they found it.

SJ Traditionalists	NT Conceptualizers

SJ Traditionalists
- ESTJ 4
- ISFJ 2
- ESFJ 1
- ISTJ 1

NT Conceptualizers
- ENTP 2
- ENTJ 1
- INTJ 1
- INTP 1

NF Idealists
- ENFJ 2
- ENFP 2
- INFP 1

SP Experiencers
- ESFP 2
- ISTP 2
- ESTP 1

SJ TRADITIONALISTS		EXPERIENCERS SP
40%		30%
ESTJ	To be reliable	ESTP
ESFJ	and responsible	ESFP
ISTJ		ISTP
ISFJ		ISFP

CORE DRIVERS
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ENTJ	To raise the bar,	ENFJ
ENTP	leave a legacy	ENFP
INTJ		INFJ
INTP	To help others	INFP
15%	reach potential	15%
NT CONCEPTUALIZERS	IDEALISTS	NF

Your Team has 34% SJ Traditionalists

SJs are characterized by a strong drive 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.

Pie chart:
- 34% SJ: Traditionalists
- 21% SP: Experiencers
- 21% NT: Conceptualizers
- 21% NF: Idealists

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

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