

## Management Team Roles Indicator (MTR-i)



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Any individual or team based discussions should ideally be based upon a thorough investigation of the person's experience, education, aptitude, team position or role and career opportunities, coupled with their personal circumstances.

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## **Management Team Roles Indicator (MTR-i)**

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## Management Team Roles Indicator (MTR-i)

# Introduction

In 1921 a psychologist called Carl Jung published a theory, which identified some important 'mental muscles' that people use in everyday life. During the mid 20th century, a mother and daughter team of Katherine Briggs and Isabel-Briggs Myers used Jung's ideas to develop the Myers-Briggs Type Indicator® - a questionnaire that helps you identify which mental muscles you prefer. The MTR-i is a further adaptation of Jung's theory that helps you identify which mental muscles you are using most.

The difference between preference and usage of mental muscles can be illustrated by writing your name with your preferred hand, and then writing it again with your other hand. This probably shows that you have a clear preference for one hand. But for many everyday tasks -such as eating a meal, driving a car, or playing golf - you use both hands. And the hand you use to steer whilst driving is not necessarily your preferred hand - it depends whether the car is designed to be left or right hand drive. In a similar way, you probably have a preference for certain mental muscles, but you use all of them.

The MTR-i questionnaire helps you identify which mental muscles you are currently using most, which may be different from your preference. It therefore indicates what type of contribution you are making to your work team.

### The mental muscles are:

- Sensing, which shapes things or information to reflect known experience: taking action to produce tangible outcomes, or clarifying information so that it can be more clearly understood.
- Intuition, which uncovers new potential in things, people or ideas: changing the way things are done to see if something new and better can be found, or dreaming up new, innovative ideas.
- Thinking, which introduces a logical structure into the team's work or analysis: systematizing the way things are done, or producing mental models that explain how the world works.
- Feeling, which assigns value to people, things, ideas or information: building harmony and team spirit, or stressing the importance of certain ideas or beliefs.

### Extraverted Team Roles

When a mental muscle is used in order to change some aspect of the outer world then the mental muscle is 'extraverted'. Extraverted team roles appear on the outside of the MTR-i team wheel. Such roles often involve taking action, discussing things with people, or interacting with machinery. For example, the purpose of a sales discussion is to 'make the sale': to make the customer do something - to say 'yes' and sign the order form. Another example might be answering the telephone on a customer care help-line: the aim is to solve the customer's problem, resolve the complaint, and leave the customer feeling satisfied with the service they have received. These are examples of changes being made in the 'outer world'. Other examples include: running a training course, chairing a meeting or nursing someone in poor health.

### Introverted Team Roles

When a mental muscle is used in order to change some aspect of the inner world, of ideas or information, then the mental muscle is 'introverted'. The team roles on the inside of the team wheel are introverted. Such roles often involve making changes to the person's own thoughts or understanding, the product of which is information, or ideas. For example, the purpose of analyzing sales statistics may be to identify the most profitable markets or products. This leads to clearer knowledge, or a better understanding, which is an 'inner world' product. Other examples of introverted products include: clarifying a customer's requirements, anticipating future needs, working out how a computer program works, or focusing on the most important thing in a list of tasks. There is one potential drawback of inner world products: they are not immediately apparent to others, because we have no way of reading each other's minds. In order for the team to gain the benefit from introverted team roles, or the inner world product, then the ideas, information or understanding that has been generated has to be articulated. This is often done either by discussion during team meetings, or the creation of some written record, such as a report or email.

## Management Team Roles Indicator (MTR-i)

# Introduction

**This output report provides extensive information to help individuals to:**

- clarify the team roles that you and colleagues are undertaking within the team
- recognize and understand the implications of the roles you are undertaking, both for yourself and for the team
- recognize potentially-destructive team dynamics, so that you can avoid them and make your contributions to the team more productive
- plan how to build on potential team strengths and mitigate against potential team weaknesses
- reduce your stress levels, or increase your personal development, through managing where and how you are 'stretched' (the 'stretch' is the difference between your personality preferences and the team role you undertake)
- implement a process that enables your team to make high-quality decisions consistently
- improve both individual and team performance

This report contains a summary of the MTR-i team roles that arise from use of the mental muscles, including a description of each team role and the main contribution that is made to the team's success, and the types of activity that can hinder creativity.

At the end of the report some suggestions of potential strengths and weaknesses of the team if each role is over-represented or under-represented within the team are made and a methodology for high-quality problem-solving and decision-making based on the MTR-I is outlined.

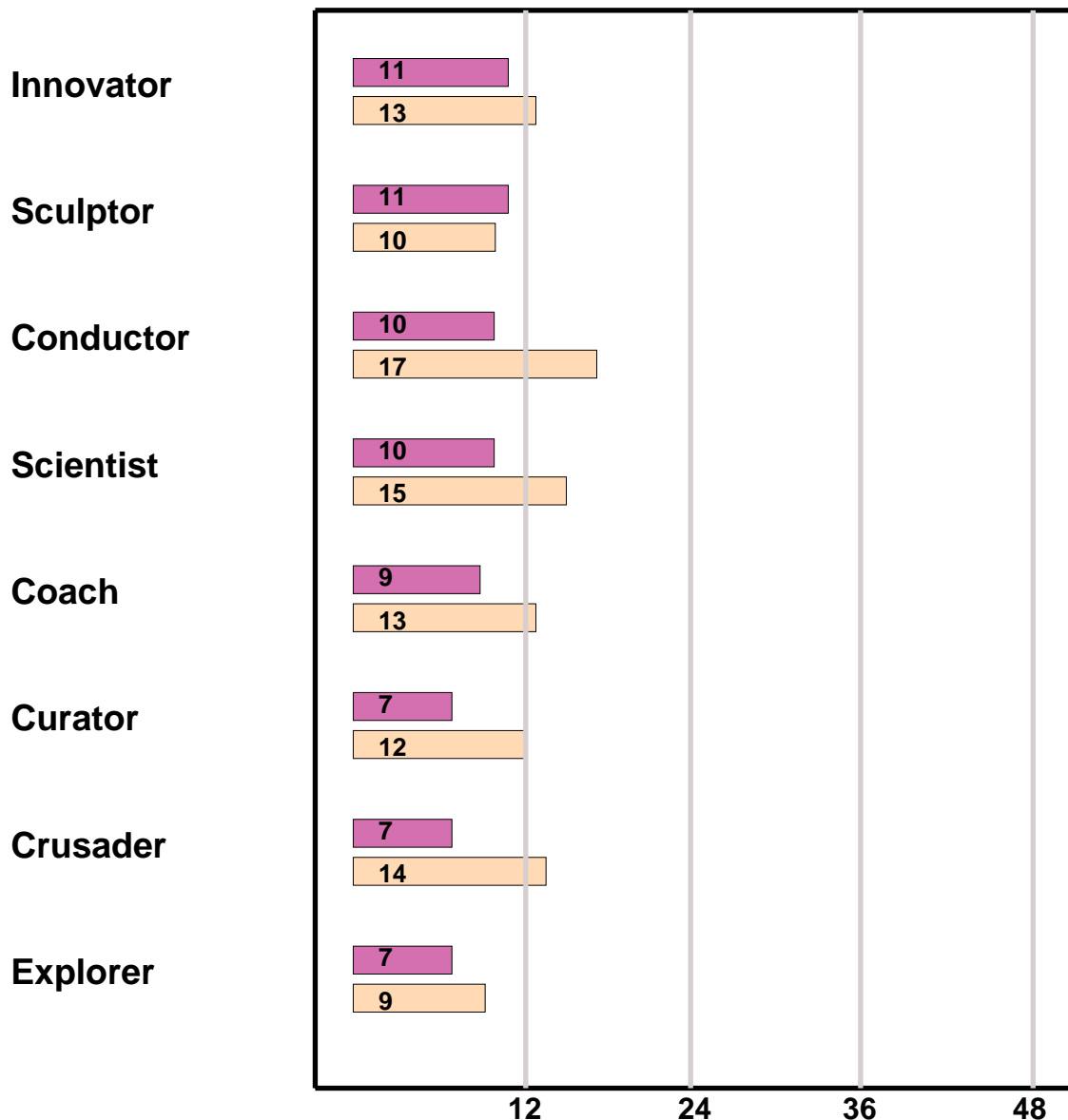
## Management Team Roles Indicator (MTR-i)

### Your Individual Scores

The MTR-i is designed to show the type of contribution each individual makes to a team. MTR-i team roles can change from situation to situation depending upon the demands of a work environment. The MTR-i looks at work roles, and enables a comparison between innate preference and the way in which Jungian function-attitudes are evident in daily work life.

#### Your MTR-i Team Roles

The following is a rank ordering of your MTR-i team roles based upon your responses to the survey. They are arranged from your highest to your lowest scoring team role, and each is accompanied by a brief description of that role. An extensive explanation of each role can be found in the Guide to MTR-i Team Roles, which accompanies this report.



Your Individual Scores  
 Norm Data From All Completed Assessments

## Management Team Roles Indicator (MTR-i)

# Your Individual Scores

### **Mary Sample's Innovator Score: 11**

Innovators use their imagination to create new and different ideas and perspectives. They observe the world around them, and then consider what they have observed from a number of different perspectives. Innovators often produce radical solutions to problems, develop long-term visions and dream up new ideas and insights - demonstrating an apparent understanding of what cannot be clearly known.

### **Mary Sample's Sculptor Score: 11**

Sculptors bring things to fruition by getting things done, and getting them done now! They try to have an immediate impact on things, injecting a sense of urgency, and aiming to achieve clear goals and tangible results. They achieve their goals by making use of their experience, and utilizing tools or processes that they have proven can be relied upon. They are very action-oriented, and often spur others into action as well.

### **Mary Sample's Conductor Score: 10**

Conductors introduce organization and logical structures into the way things are done. They organize and systematize the world around them, establishing appropriate plans, identifying and implementing the correct procedures, and then endeavoring to make sure they are followed. They try to ensure that roles and responsibilities are properly defined and that appropriate resources or skills are available to undertake the work assigned.

### **Mary Sample's Scientist Score: 10**

Scientists provide explanation of how and why things happen. They bring structure and organization into the inner world of ideas and understanding. They analyze things, formulating hypotheses and explanations of how they function, and gather evidence to assess how true those explanations are. They produce mental models that replicate how a particular aspect of the world works, and they try to understand the full complexity of any situation.

## Management Team Roles Indicator (MTR-i)

# Your Individual Scores

### **Mary Sample's Coach Score: 9**

Coaches try to create harmony in the world around them, by building rapport with people, creating a positive team atmosphere, looking after people's welfare, motivating people and/or providing a service to the satisfaction of others. They value people's contributions, seek to develop the role that others play, and invest a lot of effort in building positive relationships. They try to overcome differences and find ways in which the team can agree.

### **Mary Sample's Curator Score: 7**

Curators bring clarity to the inner world of information, ideas and understanding. They listen, ask questions and absorb information, so that in their mind's eye that can achieve as clear a picture or understanding as is possible. They focus on ideas that are based on clear, sound thinking. They expand their knowledge and collection of experiences, and also look to the future by envisaging clear goals and clear pathways to achievement of those goals.

### **Mary Sample's Crusader Score: 7**

Crusaders give importance to particular thoughts, ideas, or beliefs. They are value driven, and in a team discussion they often bring a sense of priority that is derived from their strong convictions. They seize upon and emphasize ideas or thoughts that have the greatest import, bringing them to the fore and stressing their significance. They assess the inherent value or importance of new ideas, focusing on those about which they feel most strongly.

### **Mary Sample's Explorer Score: 7**

Explorers promote exploration of new and better ways of doing things, to uncover hidden potential in people, things or situations. They break new ground, and are often looking one step beyond the current situation to pursue unexplored avenues. Explorers often challenge the status quo and experiment with the introduction of change, to see if the situation can be improved or new potential uncovered.

## Management Team Roles Indicator (MTR-i)

# MTR-i Team Roles and Type Indicators

MTR-i Team Roles also map onto the Sixteen Personality Types that are measured by many well-known Type indicators.

There is a relationship between the MTR-i" team roles and the 6 Personality Types that are measured by many well known Type Indicators. Any type can undertake any team role, but there is one team role that each type usually prefers, as shown in the table below.

ISTJ Curator	ISFJ	INFJ Innovator	INTJ
ISTP Scientist	ISFP Crusader	INFP	INTP Scientist
ESTP Sculptor	ESFP	ENFP Explorer	ENTP
ESTJ Conductor	ESFJ Coach	ENFJ	ENTJ Conductor

**Mary Sample's highest scoring MTR-i role is Innovator.  
This is associated with the Types: INFJ, INTJ,**

### INFJ

INFJs direct their energy towards the inner world of thoughts and emotions. They use their imagination to come up with new ideas, possibilities and insights, especially in relation to people and important beliefs. They are often good at developing insight into people, though it can often remain unexpressed.

### INTJ

INTJs direct their energy towards the inner world of thoughts and emotions. They use their imaginations to come up with new ideas, possibilities and perspectives. They often organise their lives on a logical basis, and produce plans and strategies to put their ideas into practice.

**In the pages that follow you can focus on the above two styles in particular. However, the detailed report will give you a general summary of the MTRi style type and then provide an outline of the two Myers-Briggs type styles that are comprehended (with some more focused comments upon the team contribution people with these styles tend to make, how they can experience personal growth in the future and finally how they tend to deal with stress.**

## Management Team Roles Indicator (MTR-i)



### Innovator

**Mary Sample's Innovator Score is: 11**

**The Norm Score For Innovator is: 13.2**

**You will therefore use this style frequently but in conjunction with other strong styles in team situations**

When someone is being an Innovator, they are using their imagination to try and create new and different ideas and perspectives.

Innovators develop new insights and ideas in the inner world of thoughts, beliefs and understanding. They observe the world around them, and then use their imaginations to consider what they have observed from a number of different perspectives. The outer world acts as a springboard for their imaginations to embark on an internal brainstorm, from which comes a stream of new, creative and imaginative thoughts.

Innovators, therefore, often produce radical solutions to problems, develop long-term vision and demonstrate an apparent understanding of what cannot be clearly known. To other members of the team, it can appear as guesswork and speculation, but to the Innovator, it is an intuitive insight.

Innovators are most interested in those ideas or thoughts that have the greatest amount of latent potential, and often generate lots of new ideas, new possibilities, new themes, new strategies, and new goals. However, Innovators' ideas are rarely expressed to the outer world until they have finished developing the train of thought - at which point it is only the final and best idea that may be articulated.

Any situation or team discussion can spark a stream of imaginative ideas within the Innovator, the final product of which is a thought or idea that is far away from the original discussion. Whilst the idea can be of great value, when it is articulated, it can sometimes be difficult for the team to see the immediate connection between it and the original discussion. This difficulty can sometimes be compounded by the fact that Innovators' ideas are sometimes difficult to articulate (because they have been produced by their intuitive imagination and can't be rationally explained). To take advantage of an Innovator's creativity, both the team and the Innovator need to invest effort in communication.

Innovators often prefer to leave ideas or goals loosely defined so that they can be interpreted in different ways or viewed from new and alternative perspectives. They enjoy working in areas where their imagination has free reign - for example, in strategic planning, where they can establish long-term goals with potential. Even when they are given fixed information they can enjoy seeking new and alternative ways of interpreting it (this contrasts with the approach of Curators, who seek to clarify the 'singular' meaning of information).

If the team is deficient in the Innovator team role, it may take a blinkered view on its work. This may result in an absence of innovation, a failure to see things from anything other than their own perspective or focusing on the short term at the expense of strategy.

Innovators are most effective when they have the freedom to consider many different ideas and perspectives. It would hinder their creativity to restrict them to short-term fixed objectives that have known solutions. Innovators may find it frustrating if the team seems to take a purely pragmatic or short-term approach.

## Management Team Roles Indicator (MTR-i)

### INNOVATOR (INFJ)

#### What makes a Innovator/INFJ Tick?

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is introverted. That is, iNtuition is used primarily to govern the inner world of thoughts and emotions. The INFJ will therefore:

- Seek to develop a understanding of how the world is, or can be
- Seek to understand the patterns underlying his/her observations
- Be strategic in nature, wanting to establish a clear vision towards which the INFJ is working
- Not involve others in the development of that vision

The iNtuition function is primarily supported by extroverted Feeling judgment, That is, Feeling judgment is used primarily to manage the outer world of actions and spoken words. This will modify the way that the iNtuition is directed, by:

- focusing the (inner world) iNtuition on ideas and possibilities that relate to people
- expressing appreciation for the contributions of others, particularly where they have done or said something that supports the INFJ's ideals
- making decisions on the basis of values that support the INFJ's understanding of the world, and conform to his/her vision.

The classic temperament of an INFJ is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

#### Contributions to the team of an INFJ

In a team environment, the INFJ can contribute by:

- observing and understanding the team dynamics, and encouraging the team to recognize them and take appropriate action
- listening carefully to various viewpoints, and being able to identify potential areas of agreement to be used as a basis to move forward
- being trustworthy, meeting commitments to a consistent standard
- contributing creative ideas, particularly those involving people
- bringing the team to make decisions about important issues
- promoting harmony and co-operation

The potential ways in which an INFJ can irritate others include:

- not including others in the INFJ's process of developing ideas and vision
- not giving criticism or expressing disagreement when it is appropriate
- ignoring current reality in pursuit of insight and meaning - perhaps overlooking some tasks that need to be done
- making errors of fact
- not promoting their ideas in the group
- wanting to pursue ideas without fully thinking through the consequences in, say, cost terms

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the INFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being prepared to declare the INFJ's own personal vision or goals
- investigating and recognizing the facts before interpreting what they mean
- changing his/her vision to fit more closely with what is possible
- allowing others to participate in the process of development of the INFJ's vision or ideas, in order to gain their commitment or get a realistic, objective assessment
- learning to promote the INFJ's ideas to others, recognizing that others may well find them valuable
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the INFJ will behave more according to type when under greater stress. For example, in a crisis, the INFJ might:

- find a place of solitude in which to think and work
- tell everyone else how well they are coping
- try to solve the long term problem, and neglect the short term
- make errors of fact, or ignore routine matters that might nevertheless be essential

Under extreme stress, fatigue or illness, the INFJ's shadow may appear - a negative form of ESTP. Example characteristics are:

- acting very impulsively, making decisions without thinking them through
- doing things to excess - e.g.: eating, drinking or exercising
- being critical of others, and finding fault with almost everything
- being preoccupied about unimportant details and doing things that have no meaning
- acting in a very materialistic and selfish way
- cutting corners, breaking the rules, and even contradicting the INFJ's own values

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INFJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### INNOVATOR (INTJ)

#### What makes a Innovator/INTJ Tick?

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is introverted. That is, iNtuition is used primarily to govern the inner world of thoughts and emotions. The INTJ will therefore:

- Seek to develop a understanding of how the world can be
- Seek to understand the patterns underlying his/her observations
- Be strategic in nature, wanting to establish a clear vision towards which the INTJ is working
- Not involve others in the development of that vision

The iNtuition function is primarily supported by extroverted Thinking judgment. That is, Thinking judgment is used primarily to manage the outer world of actions and words. This will modify the way that the iNtuition is directed, by:

- focusing the (inner world) iNtuition on ideas and possibilities that relate to systems and concepts
- inwardly maintaining a long-term vision. Rather than communicating this vision directly, it may tend to surface in the form of criticism of ideas and situations that do not conform.
- applying logical analysis to perceived patterns and possibilities, enabling the INTJ to quickly see the underlying principles in a situation

The classic temperament of an INTJ is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

#### Contributions to the team of an INTJ

In a team environment, the INTJ can contribute by:

- challenging the status quo
- leading the team to a greater understanding of the concepts and principles involved
- finding ways to overcome apparently insurmountable difficulties
- developing and maintaining a sense of direction in the team's work
- observing and understanding the way the organization works, and leading the team to take appropriate action
- producing work to a high level of quality
- ensuring that ideas and vision are translated into action

The potential ways in which an INTJ can irritate others include:

- being single-minded or stubborn
- not taking sufficient account of current realities
- not expressing appreciation for the contributions of others, particularly where it hasn't been fully competent
- not delegating
- making errors of fact, and appearing to make decisions irrespective of the facts

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the INTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- articulating the INTJ's vision, and allowing others to contribute to its development
- expressing appreciation for work done, even when it falls short of the INTJ's personal standards
- investigating the facts, and documenting them, before interpreting what they mean
- taking time to consider the impact of the INTJ's approach and ideas on people's feelings
- looking for and acknowledging positive contributions and areas of agreement, rather than just seeing flaws and areas of disagreement

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the INTJ will behave more according to type when under greater stress. For example, in a crisis, the INTJ might:

- retire to a private place and think through a problem until the INTJ has formulated a complete plan for solving it
- try to maintain a high degree of quality in the solution
- criticize others' ideas, particularly if they involve compromising quality
- make errors of fact, or pursue ideas that are unrealistic

Under extreme stress, fatigue or illness, the INTJ's shadow may appear - a negative form of ESFP. Example characteristics are:

- doing things to excess - e.g.: eating, drinking or exercising
- acting very impulsively, perhaps starting off more projects than the INTJ could hope to accomplish
- expressing emotions in an intensive and uncontrolled way
- being very sensitive to criticism
- asking for lots of information that is irrelevant

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INTJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)



### Sculptor

**Mary Sample's Sculptor Score is: 11**

**The Norm Score For Sculptor is: 10.3**

**You will therefore use this style frequently but in conjunction with other strong styles in team situations**

When someone is being a Sculptor, they are trying to bring things to fruition - getting things done, and getting them done now!

Sculptors tend to take an immediate view of the situation, seeing what needs to be done and getting on with it. They work towards tangible products, achieving clear goals that make use of their experience, or involve using tools or processes of which they already have knowledge. Their goals tend to be ones that they know from experience can be achieved, or that can be clearly visualized from the outset of their work.

Sculptors are very action-oriented, and tend to deal with whatever issues the current situation presents, whether there be a problem to solve, a goal to be achieved, or a product to be produced. They not only take action themselves, but they often spur others into action as well.

Sculptors often introduce a sense of urgency, seeking to make instant improvements and generate useful and productive effort. They establish clear goals and work energetically to realize those goals.

Sculptors tend to be motivated by problems or tasks that are inherent in the situation. If an urgent problem presents itself, then Sculptors respond in kind and deal with it. They bring a sense of urgency and immediacy to the achievement of goals, and the roles that they find most motivating are ones that yield an immediate benefit - such as fire fighting, problem solving or sales.

For Sculptors, their main priority is often achievement of the task. They are likely to appreciate having tools and techniques readily available that can be picked up and used 'in the heat of the moment'. Any team processes that seem to inhibit achievement of immediate goals may be ignored or even resisted.

Sculptors tend to trust their experience and knowledge and they tend to opt for the solutions they know will work. For any new or innovative approaches, they will need to be convinced of the benefits.

Sculptors often inject a lot of energy into their relationships. In social situations they bring experiences to life, for themselves and others - e.g.: telling anecdotes that illustrate interesting aspects of life, or introducing people to activities or sports that make life more exciting.

If the team is deficient in the Sculptor team role, they may spend too much time on background activities and fail to put sufficient energy into achieving the immediate tasks in hand. Too much time may be spent on discussion, and insufficient effort is put into taking action.

To be most effective, Sculptors need to be given freedom to address issues as and when they arise. Their most creative contribution is in bringing things to fruition. Hindrances to that creativity include being closely supervised, having to work with a restrictive structure, or having to lay aside short-term imperatives in favor of developing long-term strategy or speculative ideas.

## Management Team Roles Indicator (MTR-i)

### SCULPTOR (ESTP)

#### What makes a Sculptor/ESTP Tick?

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is extroverted. That is, Sensing is used primarily to govern the outer world of actions and spoken words. The ESTP will therefore:

- Seek to experience and enjoy the world as it is
- Be very responsive to current events, with life tending to be a succession of events
- Be pragmatic in nature, constantly seeking to change the world to the way the ESTP wants it to be
- Observe in an objective way, valuing facts without necessarily putting an interpretation upon them

The Sensing function is primarily supported by introverted Thinking judgment. That is, Thinking judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Sensing is directed, by:

- focusing the (outer world) Sensing on impersonal facts and logical options
- tending to enjoy action and events for themselves rather than for the company of others
- leading to enjoyment of material possessions

The classic temperament of an ESTP is Dionesian, or Sanguine, for whom freedom is a basic driving force - seeking to experience and enjoy life.

#### Contributions to the team of an ESTP

In a team environment, the ESTP can contribute by:

- making things happen, with an action-oriented approach
- building a lively 'can-do' atmosphere, which generates team spirit
- focusing on practical ideas
- applying a common sense approach to problem solving
- maintaining awareness of the factual information on which discussions are based
- taking charge in a crisis, and organizing others

The potential ways in which an ESTP can irritate others include:

- acting too quickly, without appearing to think things through
- focusing too much on the current task at the expense of longer term or interpersonal issues
- not seeing the wood for the trees
- not taking account of the sensitivities of others
- turning to a new problem before the last one has been fully completed
- seeming materialistic
- generating crises as a way of getting things moving

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ESTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- developing a long term vision, that avoids focusing on details
- developing a greater understanding of how people feel
- stopping and thinking before acting
- ensuring that all aspects of a task have been completed before going on to the next one
- spending time to interpret facts - looking for subjective meaning, and for underlying patterns
- developing time management skills
- deciding on a personal set of values, and revisiting this list from time to time
- expressing appreciation to others for their qualities

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ESTP will behave more according to type when under greater stress. For example, in a crisis, the ESTP might:

- use impulsive energy to overcome whatever obstacles get in the way
- generate new actions
- use tried and trusted means of solving problems
- use pragmatic solutions at the expense of the long term

Under extreme stress, fatigue or illness, the ESTP's shadow may appear - a negative form of INFJ. Example characteristics are:

- going quiet or withdrawing from people
- having a gloomy view of the future
- having intense negative feelings towards others, which may be openly expressed
- ceasing to adapt to changing circumstances

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESTP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### SCULPTOR (ESFP)

#### What makes a Sculptor/ESFP Tick?

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is extroverted. That is, Sensing is used primarily to govern the outer world of actions and spoken words. The ESFP will therefore:

- Seek to experience and enjoy the world as it is
- Is very responsive to current events, life tending to be a succession of events
- Be pragmatic in nature, constantly seeking to change the world to the way the ESFP wants it to be
- Observe in an objective way, valuing facts without necessarily putting an interpretation upon them

The Sensing function is primarily supported by introverted Feeling judgment. That is, Feeling judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Sensing is directed, by:

- focusing the (outer world) Sensing on relationships and facts concerning people
- tending to enjoy action and events for the company of others rather than the events themselves
- leading to enjoyment of interaction with people

The classic temperament of an ESFP is Dionesian, or Sanguine, which seeks to be free from constraint, seeking to enjoy the present, and tending to act on impulse.

#### Contributions to the team of an ESFP

In a team environment, the ESFP can contribute by:

- involving everyone in the discussion and decision making
- valuing the strengths of each individual, and encouraging team members to contribute their best work
- using a sense of humor to build a friendly atmosphere
- building a lively 'can-do' atmosphere, which generates team spirit
- focusing on practical ideas
- applying a common sense approach to problem solving
- maintaining awareness of the factual information on which discussions are based

The potential ways in which an ESFP can irritate others include:

- taking too personal a focus - e.g.: taking criticism personally
- acting too quickly, without appearing to think things through
- focusing too much on the current task at the expense of longer term or interpersonal issues
- not seeing the wood for the trees
- not taking account of costs or logical considerations
- turning to a new problem before the last one has been fully completed
- over-using humor

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ESFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- stopping and thinking before acting
- ensuring that all aspects of a task have been completed before going on to the next one
- spending time to interpret facts - looking for subjective meaning, and for underlying patterns
- developing time management skills
- establishing a long term goal, developing an outline plan for achieving it, and working towards it
- listing options, and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ESFP will behave more according to type when under greater stress. For example, in a crisis, the ESFP might:

- draw in other people to help
- use tried and tested methods of solving problems
- act impulsively and take risks
- fail to consider cost implications

Under extreme stress, fatigue or illness, the ESFP's shadow may appear - a negative form of INTJ. Example characteristics are:

- go quiet or withdraw from people
- have a gloomy view of the future
- openly criticize other people
- stop adapting to changing circumstances

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESFP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)



### Conductor

**Mary Sample's Conductor Score is: 10**

**The Norm Score For Conductor is: 17.3**

**You will therefore use this style occasionally but with other styles likely to be more dominant in team situations**

When someone is being a Conductor, they are trying to introduce organization into the way things are done.

Conductors organize the world around them in a logical and structured fashion. They establish appropriate plans, identify and implement appropriate procedures, and then endeavor to make sure they are followed. They try to ensure that roles and responsibilities are properly defined and that appropriate resources or skills are available to undertake the work assigned.

Conductors establish logical connections between people, things and situations. They sometimes draw comparisons between similar situations, identifying the differences or contradictions, and using the comparisons to determine the most correct way of doing things. For example, when faced with projects or tasks, Conductors may ask how other teams deal with similar situations, and what processes they use. They will then adopt what seem to be the 'right' processes within their own work or their own team.

Conductors enjoy working in areas where efficiency and effectiveness can be greatly enhanced through better planning or organization. They systematize activities so that the goal can be achieved in an orderly manner. They are likely to find situations frustrating if they seem haphazard or chaotic and they have no ability to influence them. Team processes are therefore quite important to Conductors, as they provide coherence in what could potentially be a chaotic, unstructured and ineffective team. In the absence of team processes, Conductors may step in and create them.

Conductors' working relationships tend to be organized on a professional and business-like basis - where the boundaries of responsibility and competence are recognized, and each person fulfils the role that is expected of them. Friendships tend to emerge from mutual respect. Conductor's decisions tend to be guided by what is the correct or logical thing to do in a situation.

Just as a music conductor uses the musical score as a guide to the orchestra's performance, so too Conductors look for the 'right' way to do things, around which they try to galvanize the team's efforts. The music conductor's "score" is equivalent to the plans, procedures or processes of the Conductor team role.

If the team is deficient in the Conductor team role, the team's efforts can be wasted through a lack of co-ordination in individual efforts, through common standards or processes. The team's efforts can also become confused through insufficient structure and organization, and team members may resort to working purely on an individual basis.

Conductors tend to be most effective in situations that are logically structured and organized, and where they have the ability to introduce a better organization, should one be needed. It might hinder their creativity if they have to spend too much time focusing on their own emotional needs, or rely on constant improvisation, or if they have to operate in situations where individual freedom is paramount, and there is nothing that can be systematized.

## Management Team Roles Indicator (MTR-i)

### CONDUCTOR (ESTJ)

#### What makes a Conductor/ESTJ Tick?

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is extroverted. That is, Thinking is used primarily to govern the outer world of actions and spoken words. The ESTJ will therefore:

- organize life in on a logical basis, classifying, ordering, and directing facts and situations
- be decisive, with the aim of being just and fair
- spontaneously criticize
- be comfortable with conflict as a way of resolving problems
- take an impersonal approach, focusing more on systems and organizational needs than each individuals' feelings

The Thinking function is primarily supported by introverted Sensing perception. That is, Sensing perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Thinking is directed, by:

- focusing the (outer world) Thinking on practical decisions that lead to tried and trusted ways of organizing or solving problems
- focusing decisions on immediate considerations - e.g.: short term costs and benefits, and the next step

The classic temperament of an ESTJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and belonging.

#### Contributions to the team of an ESTJ

In a team environment, the ESTJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- contributing practical organizational skills
- applying relevant and realistic logical arguments
- calling a spade a spade
- ensuring the team follows through to completion

The potential ways in which an ESTJ can irritate others include:

- focusing too much on the current task at the expense of broader interpersonal issues
- being too blunt in giving criticism
- not seeing the wood for the trees
- not encouraging others to experiment or innovate
- not paying enough attention to others' feelings and values

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ESTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- pausing and thinking, and recognizing that others will accept the ESTJ's direction if their own contributions are accepted and valued
- working within other people's limitations
- taking time to consider the impact of the ESTJ's approach and ideas on people's feelings
- expressing appreciation towards others
- consulting others more, to engender ownership of the solution
- learning to acknowledge and develop the ESTJ's own emotions and personal values
- spending time alone to develop personal long-term strategies
- spending time alone to develop personal long-term strategies
- spending time to develop personal relationships for their own sake

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ESTJ will behave more according to type when under greater stress. For example, in a crisis, the ESTJ might:

- take command, decide what needs to be done, and tell everyone what to do
- use tried and trusted solutions to short-term problems
- make decisions too quickly, and without considering the impact on people
- criticize others efforts and ignore their feelings

Under extreme stress, fatigue or illness, the ESTJ's shadow may appear - a negative form of INFP. Example characteristics are:

- withdrawing and wanting to be alone
- having intense emotions, that may or may not be expressed
- being very sensitive to criticism
- attributing unrealistic negative meaning to others actions or statements

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESTJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### CONDUCTOR (ENTJ)

#### What makes a Conductor/ENTJ Tick?

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is extroverted. That is, Thinking is used primarily to govern the outer world of actions and spoken words. The ENTJ will therefore:

- organize life in on a logical basis, classifying, ordering, and directing facts and situations
- be decisive, with the aim of being just and fair
- spontaneously criticize
- be comfortable with conflict as a way of resolving problems
- take an impersonal approach, focusing more on systems and organizational needs than each individuals' feelings

The Thinking function is primarily supported by introverted iNtuitive perception. That is, iNtuitive perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Thinking is directed, by:

- focusing the (outer world) Thinking on creative decisions that lead to change and new possibilities
- orchestrating the outward organization in support of some overall purpose or strategy

The classic temperament of an ENTJ is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

#### Contributions to the team of an ENTJ

In a team environment, the ENTJ can contribute by:

- focusing on the task to be achieved and keeping the team on track
- providing a drive to complete the task on time and to a high quality
- shaping the team structure to best serve the team objectives
- using analytical and critical skills to solve problems
- ensuring short term tasks are in harmony with the strategy
- sorting out confusion and ambiguity
- involving people who are competent in relevant skills, and ensuring everyone knows what they have to do

The potential ways in which an ENTJ can irritate others include:

- issuing directives sometimes without explaining the reasons why
- dominating the team
- not taking account of others' feelings
- driving too hard
- deciding too quickly and without sufficient consultation with others
- not taking sufficient account of current realities
- introducing too much change, and not leaving well-established, workable routines alone.

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ENTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- pausing and thinking, and recognizing that others will accept the ENTJ's direction if their own contributions are accepted and valued
- working within other people's limitations
- taking time to consider the impact of the ENTJ's approach and ideas on people's feelings
- expressing appreciation towards others
- consulting others more, to engender ownership of the solution
- learning to acknowledge and develop the ENTJ's own emotions and personal values
- spending time to develop personal relationships for their own sake

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ENTJ will behave more according to type when under greater stress. For example, in a crisis, the ENTJ might:

- take command, decide what needs to be done, and tell everyone what to do
- maintain a sense of direction, and drive others hard to overcome any short term difficulties
- make decisions too quickly, and without considering the impact on people
- criticize others efforts and ignore their feelings

Under extreme stress, fatigue or illness, the ENTJ's shadow may appear - a negative form of ISFP. Example characteristics are:

- withdrawing and wanting to be alone
- having intense emotions, that may or may not be expressed
- being very sensitive to criticism
- acting very impulsively, doing things to excess

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENTJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)



### Scientist

**Mary Sample's Scientist Score is: 10**

**The Norm Score For Scientist is: 15.4**

**You will therefore use this style occasionally but with other styles likely to be more dominant in team situations**

When someone is being a Scientist, they are trying to provide explanation of how and why things happen.

Scientists introduce structure and organization into the inner world of ideas and understanding. They analyze ideas, and formulate hypotheses and explanations of how things function. They produce mental models that replicate how particular aspects of the world works, or determine the principles and laws that identify the relationships between cause and effect.

Scientists formulate questions or hypotheses, gather evidence, and compare or analyze different ideas and viewpoints. They spot flaws or inconsistencies and test out the differences to find out which is true. They often try to understand the full complexity of the problem or situation being considered.

Scientists often enjoy working in areas where they can structure and organize ideas in an analytical or systematic way. They often prefer their interaction with others to be based on the quality of their analysis or arguments, rather than having to modify their views significantly to accommodate the feelings or sensitivities of others. When they present their ideas, they usually want the team to engage in a discussion of their validity.

Scientists' analytical approach can extend to many areas, including the way in which the team operates. Whereas other team member may just accept and operate team processes, Scientists can analyze the relationship between those processes and team performance. This can give the impression that Scientists are not team players, or that they are critical of the team, but often this is a misinterpretation of their intentions: they are making an analytical contribution to the team by identifying how team effectiveness can be improved

Scientists often seem to be collectors of information, as they formulate many questions and seem to absorb many facts or ideas. However, their interest lies not in information for its own sake, but what it tells them about the truth or accuracy of the hypotheses and explanations they are forming. They use the facts to help determine how things work.

The end product of Scientists' thinking is often a new idea or insight, which may seem to overlap with the Innovator team role (which involves coming up with new ideas). However, whereas the Innovator uses imaginative intuition to dream up new ideas, the Scientist uses logic to construct new ideas by the process of analysis. If a team is deficient in the Scientist team role, then it may find it is unable to find appropriate solutions to problems that arise. Solutions may be chosen, but they are likely to be proven ineffective, because insufficient thinking has gone in to the causes of the problems.

Scientists are most effective when they are allowed to grapple with the complexity of the principles involved in a situation. Their creativity can be hindered if they have to make significant compromises in what they believe to be right in order to avoid causing offense.

## Management Team Roles Indicator (MTR-i)

### SCIENTIST (ISTP)

#### What makes a Scientist/ISTP Tick?

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is introverted. That is, Thinking is used primarily to govern the inner world of thoughts and emotions. The ISTP will therefore:

- spend time thinking analytically, organizing thoughts on a logical basis
- develop an understanding of the principles involved in a situation
- spontaneously feel critical of a person or situation, but not necessarily express that criticism
- be inwardly decisive, but not communicate those decisions to others
- think mostly about impersonal issues, focusing more on concepts, truths and systems rather than individuals' feelings

The Thinking function is primarily supported by extroverted Sensing perception. That is, Sensing perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Thinking is directed, by:

- focusing the (inner world) Thinking on understanding practical or mechanical problems
- perceiving appropriate facts to support the logical analysis

The classic temperament of an ISTP is Dionesian, or Sanguine, for whom freedom is a basic driving force - seeking to enjoy the present.

#### Contributions to the team of an ISTP

In a team environment, the ISTP can contribute by:

- being a source of information, or an 'expert' in some subjects
- using analytical skills to produce practical solutions to difficult problems
- encouraging the team to think, and then act
- having a cool head in a crisis
- applying relevant and realistic logical arguments
- encouraging the team to realistically assess the situation

The potential ways in which an ISTP can irritate others include:

- focusing too much on the current task at the expense of longer term or interpersonal issues
- not seeing the wood for the trees
- not completing a task before moving on to the next one
- not communicating his/her understanding of the situation
- taking shortcuts
- seeming to flit from one thing to another

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ISTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- taking time to consider the impact of the ISTP's approach and ideas on people's feelings
- expressing appreciation towards others
- consulting others, to engender ownership of the solution
- learning to acknowledge and develop the ISTP's own emotions and personal values
- developing a long term personal strategy
- developing personal relationships for their own sake

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISTP will behave more according to type when under greater stress. For example, in a crisis, the ISTP might:

- withdraw from people, to think through possible solutions
- use tried and trusted solutions to short-term problems
- criticize others efforts and ignore their feelings
- sort out detailed points that could perhaps wait

Under extreme stress, fatigue or illness, the ISTP's shadow may appear - a negative form of ENFJ. Example characteristics are:

- displaying intense feelings towards others, or insisting on things being done without any logical basis
- being very sensitive to criticism
- having a gloomy view of the future
- attributing unrealistic negative meaning to others actions or statements

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISTP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### SCIENTIST (INTP)

#### What makes a Scientist/INTP Tick?

The Dominant function is the judging one of Thinking. Characteristics associated with this function include:

- Likes making decisions on the basis of logic, using objective considerations
- Is concerned with truth, principles and justice
- Is analytical and critical, tending to see the flaws in situations
- Takes an objective approach

The judging Thinking function is introverted. That is, Thinking is used primarily to govern the inner world of thoughts and emotions. The INTP will therefore:

- spend time thinking analytically, organizing thoughts on a logical basis
- develop an understanding of the principles involved in a situation
- spontaneously feel critical of a person or situation, but not necessarily express that criticism
- be inwardly decisive, but not communicate those decisions to others
- think mostly about impersonal issues, focusing more on concepts, truths and systems rather than individuals' feelings

The Thinking function is primarily supported by extroverted iNtuitive perception. That is, iNtuitive perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Thinking is directed, by:

- focusing the (inner world) Thinking on understanding possibilities for the future
- perceiving patterns in information to support the logical analysis

The classic temperament of an INTP is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

#### Contributions to the team of an INTP

In a team environment, the INTP can contribute by:

- using analytical and critical skills to solve problems
- focusing attention on the central issue
- providing intellectual insight
- suggesting ideas that achieve long and short term aims
- viewing information objectively

The potential ways in which an INTP can irritate others include:

- being too intellectual
- finding too many flaws, and not accepting imperfect but 'good enough' solutions
- not taking account of others' feelings
- suggesting ideas and then appearing to change his/her mind
- leave others to worry about implementation once the major problems have been solved
- clinging to a principle at the expense of relationships and harmony

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the INTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- expressing appreciation towards others
- working within other people's limitations
- accepting and praising others' imperfect efforts, if they are 'good enough'
- consulting others more, and involving them in decisions, to engender ownership of the solution
- spending time to develop personal relationships for their own sake
- learning to acknowledge and develop the INTP's own emotions and personal values

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the INTP will behave more according to type when under greater stress. For example, in a crisis, the INTP might:

- withdraw to think about the central issue that needs attention
- suggest various ideas, and use the feedback received to support the intellectual analysis
- debate the issue from an intellectual point of view, and leave it very late before making a decision
- criticize others efforts and ignore their feelings

Under extreme stress, fatigue or illness, the INTP's shadow may appear - a negative form of ESFJ. Example characteristics are:

- expressing intense negative emotions towards others
- being very sensitive to criticism
- becoming preoccupied with details, without any logical basis
- interpreting facts or events in a very subjective way

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INTP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)



### Coach

**Mary Sample's Coach Score is: 9**

**The Norm Score For Coach is: 12.9**

**You will therefore use this style occasionally but with other styles likely to be more dominant in team situations**

When someone is being a Coach, they are trying to build harmony and agreement in the team and in the world around them.

Coaches build a rapport with people, create a positive team atmosphere, look after people's welfare, or provide a service to the satisfaction of others. They often want the team and/or situation to 'feel right', so that people feel motivated, and positively disposed towards the team, their work, the service being given, or the product being produced.

Coaches value other people's contributions, and often seek to nurture or develop the role that others play. They also invest a lot of effort in building positive relationships with their colleagues or customers. They try to overcome differences of opinion and find ways in which the team can agree. They seek accord, so that the team is working together, rather than pulling in their own different directions.

Coaches find it motivating to work in environments where there is a good team spirit, and positive working relationships - and relationships are often the focus of their attention. They often expect other members of the team to place a high priority on cooperation and teamwork, and not allow individual conflicts to damage working relationships. They are likely to find a team frustrating to work in if it consists of independently-minded individuals who seem to be more concerned with defending their own ideas rather than working harmoniously with their colleagues

Coaches show a high degree of concern about people, and demonstrate a lot of interest in the welfare of others and how they feel. When they find themselves in a situation of conflict with someone, they aim to win the other person over, so that they can increase the 'positive' feelings in the situation/people and decrease or remove any 'negative' feelings. Coaches also try to keep in touch with people with whom they have built a good relationship, even when the work no longer demands any contact.

Coaches desire for harmony is not limited to people. It also applies to inanimate things, such as the situation, objectives, etc.. Therefore, in addition to creating a good and pleasant working environment, they often put a lot of effort into fulfilling their job obligations so that they feel good about their work.

If the team is deficient in the Coach team role, inadequate attention will be paid to developing genuinely positive relationships, both within and outside the team. This can make it difficult to win the cooperation of others, and can result in a more political work environment where people give priority to their own agendas.

Coaches are most effective when dealing with people in a positive atmosphere, based on genuinely good relationships. It can be a hindrance to their creativity if they have to work in isolation, or have to deal purely with the analysis of ideas, systems and impersonal data, or if their job requires that they be in constant conflict with others.

## Management Team Roles Indicator (MTR-i)

### COACH (ESFJ)

#### What makes a Coach/ESFJ Tick?

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate
- Takes a personal approach

The judging Feeling function is extroverted. That is, Feeling is used primarily to govern the outer world of actions and spoken words. The ESFJ will therefore:

- seek stable, harmonious relationships
- tend to adapt to the environment, taking on board those values that are held as important by friends and family, or society as a whole
- express the appreciation that is felt towards others
- tend to consider others' feelings before his/her own
- be sensitive to praise and criticism, and seek to conform to others' reasonable expectations

The Feeling function is primarily supported by introverted Sensing perception, That is, Sensing perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Feeling is directed, by:

- focusing the (outer world) Feeling on current relationships and people, e.g.: through social events and fact-based conversation
- finding practical ways to be of service to people
- viewing people subjectively, observing facts that support harmonious relationships

The classic temperament of an ESFJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and the desire to belong.

#### Contributions to the team of an ESFJ

In a team environment, the ESFJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- ensuring that everyone in the team feels valued, and that their needs are met
- maintaining good relationships, and building team spirit, often through enthusiastic organization of social activities
- keeping the team informed, asking for contributions from all members, and seeking to arrive at consensus decisions
- maintaining respect for established hierarchies and traditions
- striving to ensure that people are happy with the service provided

The potential ways in which an ESFJ can irritate others include:

- talking too much
- assuming they know the needs of others
- avoiding conflict, and not giving criticism when it is needed
- not paying attention to their own needs
- not seeing the wood for the trees
- being reluctant to try out new things or work towards new possibilities

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ESFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- learning to observe and accept the negative aspects of those people they admire
- trying to view people in a more independent and objective way
- pausing and thinking, encouraging others to articulate their own needs, and using active listening to verify understanding
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- establishing a list of the ESFJ's personal needs, and ensuring they are met - recognizing that there are ways in which the ESFJ and others can have both sets of needs met
- establishing a long term goal, working towards it, but being prepared to modify it in the light of experience and developing circumstances
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ESFJ will behave more according to type when under greater stress. For example, in a crisis, the ESFJ might:

- work hard to complete pre-defined tasks
- express appreciation for everyone else's efforts
- fail to recognize the need for change
- neglect their own needs whilst being concerned for others

Under extreme stress, fatigue or illness, the ESFJ's shadow may appear - a negative form of INTP. Example characteristics are:

- being very critical and finding fault with almost everything
- having a pessimistic view of the future
- suggesting ideas that are quite impractical
- ignoring others' feelings

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ESFJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### COACH (ENFJ)

#### What makes a Coach/ENFJ Tick?

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate
- Takes a personal approach

The judging Feeling function is extroverted. That is, Feeling is used primarily to govern the outer world of actions and spoken words. The ENFJ will therefore:

- seek stable, harmonious relationships
- tend to adapt to the environment, taking on board those values that are held as important by friends and family, or society as a whole
- express the appreciation that is felt towards others
- tend to consider others' feelings before his/her own
- be sensitive to praise and criticism, and seek to conform to others' reasonable expectations

The Feeling function is primarily supported by introverted iNtuitive perception, That is, iNtuitive perception is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the Feeling is directed, by:

- focusing the (outer world) Feeling on ideas and possibilities for people
- looking for meaningful relationships
- aiming to understand people, gaining insight into their personality and motivation

The classic temperament of an ENFJ is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

#### Contributions to the team of an ENFJ

In a team environment, the ENFJ can contribute by:

- promoting insight and common understanding amongst the team
- facilitating discussions, encouraging contributions from all team members by asking questions in a structured way
- seeking to arrive at consensus decisions
- generating team spirit through the ENFJ's own energy and enthusiasm
- focusing on areas of agreement and building on others' proposals
- bringing discussions to positive conclusions

The potential ways in which an ENFJ can irritate others include:

- talking too much
- assuming they know the needs of others - in trying to help them develop insight, the ENFJ can appear bossy
- avoiding conflict and not giving criticism when it is needed
- taking criticism personally
- focusing so much on interpersonal issues that cost and other impersonal considerations are not adequately addressed.

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ENFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- learning to observe and accept the negative aspects of those people they admire
- finding an independent and objective means of verifying their insights about people
- pausing and thinking, encouraging others to articulate their own needs, and using active listening to verify understanding
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- focusing on impersonal details when making decisions
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- establishing a long term goal, working towards it, but being prepared to modify it in the light of experience and developing circumstances
- letting others develop at their own pace

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ENFJ will behave more according to type when under greater stress. For example, in a crisis, the ENFJ might:

- get everyone organized
- express appreciation for their efforts
- contribute creative ideas, but overlook current realities
- fail to consider the cost implications

Under extreme stress, fatigue or illness, the ENFJ's shadow may appear - a negative form of ISTP. Example characteristics are:

- being very critical and find fault with almost everything
- doing things to excess - e.g.: eating, drinking or exercising
- asking for irrelevant information
- ignoring others' feelings

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENFJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)



### Curator

**Mary Sample's Curator Score is: 7**

**The Norm Score For Curator is: 12.2**

**You will therefore use this style occasionally but with other styles likely to be more dominant in team situations**

When someone is being a Curator, they are trying to bring clarity to the inner world of information, ideas and understanding.

Curators often spend time listening, asking questions and absorbing information, so that in their mind's eye they can achieve as clear a picture or understanding as is possible. Knowledge and experience is very important to curators, and a lot of their attention is directed towards building up their knowledge and understanding their observations in terms of their experience.

Curators also look to the future, but not in a speculative way. They envisage clear goals and clear pathways to achievement of those goals. Any ideas that involve guesswork are either left to the province of the intuitive team roles (explorer and innovator), or the curator tries to increase the reality of those ideas. This is done by adding more information or greater clarity to the idea, or by interpreting it in terms of what is already known. They will also try to understand the plans or processes by which that idea or goal may be realized

To the outside observer, because the Curator's product is in the inner world of ideas and thoughts, it can sometimes seem that no contribution to the team is being made. However, internally the Curator is adding clarity to what is going on, relating discussions or tasks to known experience, and evaluating information in the light of what is already known. The curator may speak infrequently, but what is articulated is often of high quality, having been refined through the filters of experience and knowledge. Curators are therefore often adept at dealing with lots of information - drawing out what is relevant and relating it to their experience. Curators usually set clear and specific objectives for themselves, which they keep clearly in mind over a long period of time. Curators often don't like objectives that are ambiguous or vague, that allow interpretation in a number of different ways.

When the team discusses team processes - such as meeting agendas or escalation procedures; the main concern of curators will often be to ensure the procedures are clearly defined. When that definition is achieved, curators may sometimes seem to be the most conscientious in implementing them - which is a corollary of the fact that curators are often the ones who have the clearest view of what is involved.

If a team is deficient in the Curator team role, there may be a lack of continuity in the way work is undertaken. There may also be confusion resulting from the loss of vital information, and ambiguity over people's roles and objectives, or team decisions.

Curators are most effective when they are clarifying information, relating it to their experience and expanding their understanding. Their experience can often be a significant resource to the team, and brings a sense of continuity. Their creativity can be hindered when the discussion seems to be rambling and the team is going from one tangent in the discussion to another.

## Management Team Roles Indicator (MTR-i)

### CURATOR (ISTJ)

#### What makes a Curator/ISTJ Tick?

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is introverted. That is, Sensing is used primarily to govern the inner world of thoughts and emotions. The ISTJ will therefore:

- Seek to develop a realistic understanding of the world as it is, in the light of what he/she observes
- Be pragmatic in nature, constantly learning to adapt to the world as it is now
- Observe in a subjective way, selecting and relating facts that others would not, and seeing those facts more in terms of impressions and significance than pure fact

The Sensing function is primarily supported by extroverted Thinking judgment, That is, Thinking judgment is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Sensing is directed, by:

- focusing the (inner world) Sensing on impersonal facts and logical options
- tending to spot flaws and injustices
- making decisions on the basis of logical analysis that support the ISTJ's understanding of the world.

The classic temperament of an ISTJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and the need to belong.

#### Contributions to the team of an ISTJ

In a team environment, the ISTJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- sorting ideas and identifying those that are most practical
- applying a common sense approach to problem solving
- maintaining team focus on the objective
- contributing practical organizational skills
- applying procedures and methodologies
- applying relevant and realistic logical arguments

The potential ways in which an ISTJ can irritate others include:

- focusing too much on the current task at the expense of longer term or interpersonal issues
- not articulating his/her understanding of the situation
- not seeing the wood for the trees
- being too serious
- seeming to be inflexible
- not encouraging others to experiment or innovate
- not promoting his/her own ideas or achievements

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ISTJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- articulating more of the ISTJ's own views
- developing a long term vision, that avoids focusing on details
- developing a greater understanding of how people feel
- changing things on an experimental basis to see if they can be improved
- learning to promote the ISTJ's ideas and achievements to others, recognizing that others may well find them valuable
- making decisions on the basis of how others will feel, rather than objective considerations

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISTJ will behave more according to type when under greater stress. For example, in a crisis, the ISTJ might:

- find a place of solitude in which to think and work
- use tried and trusted means of solving problems
- direct or criticize others' efforts
- use pragmatic solutions at the expense of the long term

Under extreme stress, fatigue or illness, the ISTJ's shadow may appear - a negative form of ENFP. Example characteristics are:

- having a gloomy view of a future
- suggesting impractical ideas
- acting impulsively, and changing things without any thought
- having intense negative feelings towards others (though these might not be expressed)

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISTJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### CURATOR (ISFJ)

#### What makes a Curator/ISFJ Tick?

The Dominant function is the perceptive one of Sensing. Characteristics associated with this function include:

- Likes looking at information in terms of facts and details
- Focuses more on the here and now rather than possibilities for the future
- Feels comfortable in areas of proven experience
- Takes a realistic approach

The perceptive Sensing function is introverted. That is, Sensing is used primarily to govern the inner world of thoughts and emotions. The ISFJ will therefore:

- Seek to develop a realistic understanding of the world as it is, in the light of what he/she observes
- Be pragmatic in nature, constantly learning to adapt to the world as it is now
- Observe in a subjective way, selecting and relating facts that others would not, and seeing those facts more in terms of impressions and significance than pure fact

The Sensing function is primarily supported by extroverted Feeling judgment, That is, Feeling judgment is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Sensing is directed, by:

- focusing the (inner world) Sensing on ideas and possibilities that relate to people
- expressing appreciation for the contributions of others, particularly where they have done or said something that the ISFJ sees as significant
- making decisions on the basis of values that support the ISFJ's understanding of the world
- reinforcing the subjectivity of observation

The classic temperament of an ISFJ is Epimethean, or Melancholic, for whom a basic driving force is duty, service and the need to belong.

#### Contributions to the team of an ISFJ

In a team environment, the ISFJ can contribute by:

- working hard and efficiently to complete tasks by the deadlines set
- building team spirit through maintaining good relationships with each team member, being accepting of their contributions, and promoting harmony and co-operation
- contributing practical skills in organizing people
- ensuring that everyone in the team feels valued, and that their needs are met
- asking for contributions from all team members, and seeking to arrive at consensus decisions
- maintaining respect for established hierarchies and traditions
- striving to ensure that people are happy with the service provided

The potential ways in which an ISFJ can irritate others include:

- avoiding conflict, and not giving criticism when it is needed
- not articulating his/her understanding of the situation
- not seeing the wood for the trees
- failing to state his/her own needs
- being too serious
- not promoting his/her own ideas or achievements

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ISFJ can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- articulating more of the ISFJ's own views
- developing a long term vision, that avoids focusing on details
- developing a long term vision, that avoids focusing on details
- developing a greater understanding of how people feel
- changing things on an experimental basis to see if they can be improved
- learning to promote the ISTJ's ideas and achievements to others, recognizing that others may well find them valuable
- making decisions on the basis of how others will feel, rather than objective considerations

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISTJ will behave more according to type when under greater stress. For example, in a crisis, the ISTJ might:

- find a place of solitude in which to think and work
- use tried and trusted means of solving problems
- direct or criticize others' efforts
- use pragmatic solutions at the expense of the long term

Under extreme stress, fatigue or illness, the ISTJ's shadow may appear - a negative form of ENFP. Example characteristics are:

- having a gloomy view of a future
- suggesting impractical ideas
- acting impulsively, and changing things without any thought
- having intense negative feelings towards others (though these might not be expressed)

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISTJ may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)



### Crusader

**Mary Sample's Crusader Score is: 7**

**The Norm Score For Crusader is: 13.6**

**You will therefore use this style occasionally but with other styles likely to be more dominant in team situations**

When someone is being a Crusader, they are trying to give importance to particular ideas, thoughts or beliefs.

Crusaders build harmony in the inner world of ideas and thoughts. That is, they want their thoughts and ideas to 'feel right' - and what makes ideas feel right is whether they are in accord with the person's beliefs and values.

Crusaders are therefore value driven, and in a team discussion, they often bring a sense of priority that is derived from their strong convictions. They seize upon and emphasize ideas or thoughts that have the greatest import, bringing them to the fore and stressing their significance.

Crusaders therefore notice, and bring to other people's notice, what they view as the inherently important issues. When they encounter new ideas or thoughts, they assess their value or importance, and then concentrate on those things about which they feel most strongly or passionately. Ideas or thoughts that are of little inherent value or regarded as unimportant are paid much less attention, being allowed to drift out of focus, or even deliberately pushed to the back of their mind.

Crusaders tend to be motivated by situations that allow them to emphasize, promote or support those ideas or beliefs about which they have passionate views. They may find a role frustrating or demotivating if it involves pursuing work that they see as having no value.

Crusaders may expect other team members to adhere to the team's core values but, if they don't, this can lead to unexpected conflict. Whilst they are often concerned to have positive working relationships, and are therefore adaptable to the wishes of other members of the team, this adaptability does not take priority over their values. For relatively unimportant issues, Crusaders can be extremely accommodating, but when it comes to their strongest convictions, they may go to extraordinary lengths to fight for what they believe in.

The Crusader cartoon illustrates the role of crusader by showing that an important value is being overlooked by society and those in positions of power - in this case the environment in general, and these trees in particular. The Crusader wants to 'give importance' to this issue. In a working environment, the Crusader's way of 'giving importance' to issues is usually far less dramatic! If a team is deficient in the Crusader team role, then it may lose its sense of priority and drift from its core business, corporate identity or key objectives. Team performance would suffer because its efforts are more diffuse and less focused. For example, the marketing messages conveyed to customers might be somewhat confused and undermine any sales efforts.

Crusaders are most effective when they are able to devote time and thought to things and beliefs that they value. It would be a hindrance to their creativity to force them to adhere to a predetermined structure or for them to undertake work that has no apparent purpose or value to them.

## Management Team Roles Indicator (MTR-i)

### CRUSADER (ISFP)

#### What makes a Crusader/ISFP Tick?

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate
- Takes a personal approach

The judging Feeling function is introverted. That is, Feeling is used primarily to govern the inner world of thoughts and emotions. The ISFP will therefore:

- develop an inner emotional life that is often unseen to others, but is experienced as intense
- retain a strong sense of values, which are often not expressed
- emotionally accept or reject various aspects of life - for example, deciding whether praise or criticism received is valid and, at extreme, ignoring whatever is unacceptable
- feel appreciation towards others, but not express it

The Feeling function is primarily supported by extroverted Sensing perception, That is, Sensing perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Feeling is directed, by:

- focusing the (inner world) Feeling on current relationships and people, e.g.: through one-to-one discussions and fact-based conversation
- seeking to enjoy the company of those they know, and being concerned for their well-being and happiness
- helping people in practical ways

The classic temperament of an ISFP is Dionesian, or Sanguine, for whom freedom from constraint is a basic driving force - seeking to enjoy the present.

#### Contributions to the team of an ISFP

In a team environment, the ISFP can contribute by:

- solving problems as they arise, especially ones concerning people
- generating team spirit through promoting co-operation, and engendering a quiet sense of fun
- ensuring the well-being of team members
- being accurate and observant about facts, without putting too much interpretation on them
- modeling flexibility - e.g.: suggesting his/her own ideas, but being considerate of others points of view and going with the majority
- paying attention to the people side of the problem

The potential ways in which an ISFP can irritate others include:

- being too concerned with harmony in the group
- not pushing the ISFP's own ideas and contribution enough
- being stubborn over issues the group did not anticipate being a problem
- avoiding conflict and not giving forthright criticism when it is needed
- focusing so much on interpersonal issues that cost and other impersonal considerations are not adequately addressed
- perhaps failing to take a longer term view
- taking people at face value and not recognizing underlying motives

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ISFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being prepared to declare the ISFP's personal values
- interpreting the facts they observe to reveal hidden meanings
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- establishing a long term goal, developing a outline plan for achieving it, and working towards it
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ISFP will behave more according to type when under greater stress. For example, in a crisis, the ISFP might:

- concentrate on what the ISFP sees as important
- work alone if possible
- act impulsively and take risks
- fail to consider the cost implications

Under extreme stress, fatigue or illness, the ISFP's shadow may appear - a negative form of ENTJ. Example characteristics are:

- being very critical and finding fault with almost everything
- becoming bossy and ignoring others' feelings
- having a very pessimistic view of the future
- see hidden meanings that are not really there

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ISFP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### CRUSADER (INFP)

#### What makes a Crusader/INFP Tick?

The Dominant function is the judging one of Feeling. Characteristics associated with this function include:

- Makes decisions on the basis of personal values
- Is appreciative and accepting of people - enjoying company and seeking harmony
- Assesses the impact of decisions on others, being sympathetic or compassionate
- Takes a personal approach

The judging Feeling function is introverted. That is, Feeling is used primarily to govern the inner world of thoughts and emotions. The INFP will therefore:

- develop an inner emotional life that is often unseen to others, but is experienced as intense
- retain a strong sense of values, which are often not expressed
- emotionally accept or reject various aspects of life - for example, deciding whether praise or criticism received is valid and, at extreme, ignoring whatever is unacceptable
- feel appreciation towards others, but not express it

The Feeling function is primarily supported by extroverted iNtuitive perception, That is, iNtuitive perception is used primarily to manage the outer world of actions and spoken words. This will modify the way that the Feeling is directed, by:

- focusing the (inner world) Feeling on ideas and possibilities for people
- looking for meaningful relationships
- deciding on friendships through insight into their personality and motivation

The classic temperament of an INFP is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

#### Contributions to the team of an INFP

In a team environment, the INFP can contribute by:

- promoting insight and common understanding amongst the team
- contributing well thought out and innovative ideas
- generating team spirit through sensitive listening and a quiet enthusiasm
- focusing on areas of agreement and building on others' proposals
- where there are areas of disagreement, exploring a wide range of options to see if a point of agreement can be found

The potential ways in which an INFP can irritate others include:

- being idealistic
- appearing out of touch, perhaps not fully recognizing current realities, and disregarding those they find unacceptable
- being stubborn over issues the group did not anticipate being a problem
- spending too much time thinking
- avoiding conflict and not giving forthright criticism when it is needed
- focusing so much on interpersonal issues that cost and other impersonal considerations are not adequately discussed

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the INFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being prepared to declare the INFP's personal values
- investigating and recognizing the facts before interpreting what they mean
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- undertaking a critical appraisal of a situation or person, and expressing disagreement or criticism when it could be of value to the recipient
- focusing on impersonal details during discussions and when making decisions
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- establishing a long term goal, preparing a detailed implementation plan, and sticking to it

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the INFP will behave more according to type when under greater stress. For example, in a crisis, the INFP might:

- concentrate only on what the INFP sees as important
- work alone if possible
- contribute creative ideas, but overlook current realities
- fail to consider the cost implications

Under extreme stress, fatigue or illness, the INFP's shadow may appear - a negative form of ESTJ. Example characteristics are:

- being very critical and find fault with almost everything
- doing things to excess - e.g.: eating, drinking or exercising
- becoming bossy or domineering and ignoring others' feelings
- being pedantic about unimportant details

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The INFP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)



### Explorer

**Mary Sample's Explorer Score is: 7**

**The Norm Score For Explorer is: 9.2**

**You will therefore use this style occasionally but with other styles likely to be more dominant in team situations**

When someone is being an Explorer, they are trying to promote exploration of new and better ways of doing things, or trying to uncover hidden potential in people, things or situations.

Explorers are often looking one step beyond the current situation, being interested in finding new and better possibilities than are immediately apparent. They like to break new ground, and often pursue unexplored avenues with vigor until all the possibilities have been exhausted, or the potential identified.

Explorers often challenge the status quo and experiment with the introduction of change, to see if the situation can be improved or some new potential be uncovered. They like to develop new potential, open up new options or possibilities, and to revolutionize things by making radical changes.

Explorers tend to be motivated by situations that are novel and unique, and where the ground rules are few. They enjoy having the freedom to try things in their own unique way and the challenge of having to invent new solutions to deal with new problems. They often try out new ideas, and initiate new work or projects that have potential.

Even in areas where there are proven, reliable solutions Explorers may introduce change to see if things can be done even better. Whereas other team members may wish to see the benefits demonstrated before change is introduced, Explorers introduce change as a way of exploring what the benefits might be. Explorers can make quick decisions - but these are often made on an experimental basis: "let's try this and see what happens". If things don't work out, then they can be equally quick to change their decisions and try something better.

Explorers are often the most willing to try new team processes, putting a lot of effort into them to see if team effectiveness can be improved. They prefer to have general guidelines rather than detailed procedures.

Explorers are usually very action-oriented, but their focus isn't so much on the current situation as to what lies around the corner. Rather than being concerned with 'what needs to be done now', they tend to look for 'what can be done to create something better in future'. Explorers often build rapport with people through the interest of the speculative topics that they explore. They can take conversations off at tangents into new areas, and two explorers can go through many topics in just a few seconds.

If the team is deficient in the Explorer role, it may get stuck in a rut and fail to introduce change when it is appropriate. The team may fail to recognize and exploit any new opportunities that the situation presents.

Explorers are most effective when they have the headroom and flexibility to try things out. Their creativity can be hindered when they are constrained to bringing things to fruition that present no further possibilities, or where they have specific objectives that restrict their ability to try something new.

## Management Team Roles Indicator (MTR-i)

### EXPLORER (ENFP)

#### What makes a Explorer/ENFP Tick?

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is extroverted. That is, iNtuition is used primarily to govern the outer world of actions and spoken words. The ENFP will therefore:

- Try ideas out, to explore new possibilities and discover, by experience, which ones work
- Change procedures to see if any improvement can be made, rather than just operate them
- Be interested in evolutionary development, but with an eye on the strategy.
- Be more interested in exploring ideas than bringing them to closure

The iNtuition function is primarily supported by introverted Feeling judgment. That is, Feeling judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the iNtuition is directed, by:

- focusing the (outer world) iNtuition on ideas and possibilities that relate to people
- inwardly appreciating the contributions of others, though not expressing it that often.
- internally rejecting any options that clearly conflict with the ENFP's values - though the rejection might not be expressed or seen to others

The classic temperament of an ENFP is Apollonian, or Choleric, for whom a basic driving force is the search for meaning or purpose.

#### Contributions to the team of an ENFP

In a team environment, the ENFP can contribute by:

- acting as a catalyst for change, and encouraging the team to change together
- focusing on areas of agreement and building on others' proposals
- where there are areas of disagreement, exploring a wide range of options to see if a point of agreement can be found.
- contributing creative ideas, particularly those involving people
- including others in the process of developing ideas and vision, and being very accepting of contributions, even of varying quality
- generating team spirit though the ENFP's own energy and enthusiasm

The potential ways in which an ENFP can irritate others include:

- losing sight of the main purpose of the discussion and going off at tangents
- initiating too many projects, and not being able to deliver on all of them
- talking too much
- introducing too much change, and not leaving well-established, workable routines alone.
- making errors of fact
- wanting to pursue ideas without fully thinking through the consequences in, say, cost terms

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ENFP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being selective about starting projects, and producing plans to help identify which ones can be delivered
- pausing and thinking, and recognizing that others will accept the ENFP and his/her ideas more if given sufficient time to make their own contribution
- being more accepting of existing routines that work well
- investigating the facts, and documenting them, before interpreting what they mean
- listing options and undertaking a formal process of evaluation against criteria, including a cost benefit analysis
- changing his/her vision to fit more closely with what is possible
- expressing the appreciation that is felt towards others

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ENFP will behave more according to type when under greater stress. For example, in a crisis, the ENFP might:

- involve people in brainstorming ideas
- be democratic about choosing the solution to use
- provide a lot of drive, but try to do too much
- make errors of fact, or ignore routine matters that might nevertheless be essential

Under extreme stress, fatigue or illness, the ENFP's shadow may appear - a negative form of ISTJ. Example characteristics are:

- being pedantic about unimportant details
- doing things to excess - e.g.: eating, drinking or exercising
- being critical of others, and finding fault with almost everything
- taking charge without consideration to others

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENFP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

### EXPLORER (ENTP)

#### What makes a Explorer/ENTP Tick?

The Dominant function is the perceptive one of iNtuition. Characteristics associated with this function include:

- Likes looking at information from a global viewpoint, spotting patterns and relationships, that lead to an understanding of the key issues
- Focuses more on possibilities for the future than the here-and-now
- Enjoys change, challenge, and variety

The perceptive iNtuition function is extroverted. That is, iNtuition is used primarily to govern the outer world of actions and spoken words. The ENTP will therefore:

- Try ideas out, to explore new possibilities and discover, by experience, which ones work
- Change procedures to see if any improvement can be made, rather than just operate them
- Be interested primarily in evolutionary development, perhaps with an eye on the strategy.
- Be more interested in exploring ideas than bringing them to closure

The iNtuition function is primarily supported by introverted Thinking judgment. That is, Thinking judgment is used primarily to manage the inner world of thoughts and emotions. This will modify the way that the iNtuition is directed, by:

- focusing the (outer world) iNtuition on ideas and possibilities that relate to systems and concepts
- inwardly tending to spot the flaws in situations, people or ideas. Rather than expressing criticism directly, it may surface in the form of contradictory ideas and possibilities.
- applying logical analysis to perceived patterns and possibilities, enabling the ENTP to quickly see the underlying principles in a situation

The classic temperament of an ENTP is Promethean, or Phlegmatic, for whom a basic driving force is the search for competence or excellence.

#### Contributions to the team of an ENTP

In a team environment, the ENTP can contribute by:

- challenging the status quo, and encouraging other team members to achieve more than they thought they could
- leading other team members to a greater understanding of the concepts and principles involved
- involving people who are competent in relevant skills
- contributing creative ideas on how the task can be achieved or quality improved
- creating new ideas out of confrontational discussion
- finding ways to overcome apparently insurmountable difficulties
- generating team spirit though the ENTP's own energy and enthusiasm

The potential ways in which an ENTP can irritate others include:

- initiating too many projects, and not being able to deliver on all of them
- introducing too much change, and not leaving well-established, workable routines alone
- not taking sufficient account of current realities
- appearing competitive and unappreciative of the contribution of others
- leaving someone else to do the routine work
- making errors of fact

## Management Team Roles Indicator (MTR-i)

### Personal Growth

As with all types, the ENTP can achieve personal growth by developing all functions that are not fully developed, through actions such as:

- being selective about the initiation of projects
- pausing and thinking, and recognizing that others will accept the ENTP and his/her ideas more if their own contributions are accepted and valued
- appreciating the value of existing routines that work well
- investigating the facts, and documenting them, before interpreting what they mean
- taking time to consider the impact of the ENTP's approach and ideas on people's feelings
- expressing appreciation towards others

### Recognising Stress

As stress increases, 'learned behavior' tends to give way to the natural style, so the ENTP will behave more according to type when under greater stress. For example, in a crisis, the ENTP might:

- spend time brainstorming ideas, and debating or critiquing what needs to be done
- provide a lot of drive, but try to do too much
- draft in people with proven skills to work on the problem
- make errors of fact, or ignore routine matters that might nevertheless be essential

Under extreme stress, fatigue or illness, the ENTP's shadow may appear - a negative form of ISFJ. Example characteristics are:

- being pedantic about unimportant details
- doing things to excess - e.g.: eating, drinking or exercising
- expressing emotions in an intensive and uncontrolled way
- being very sensitive to criticism

The shadow is part of the unconscious that is often visible to others, onto whom the shadow is projected. The ENTP may therefore readily see these faults in others without recognizing it in him/her self.

## Management Team Roles Indicator (MTR-i)

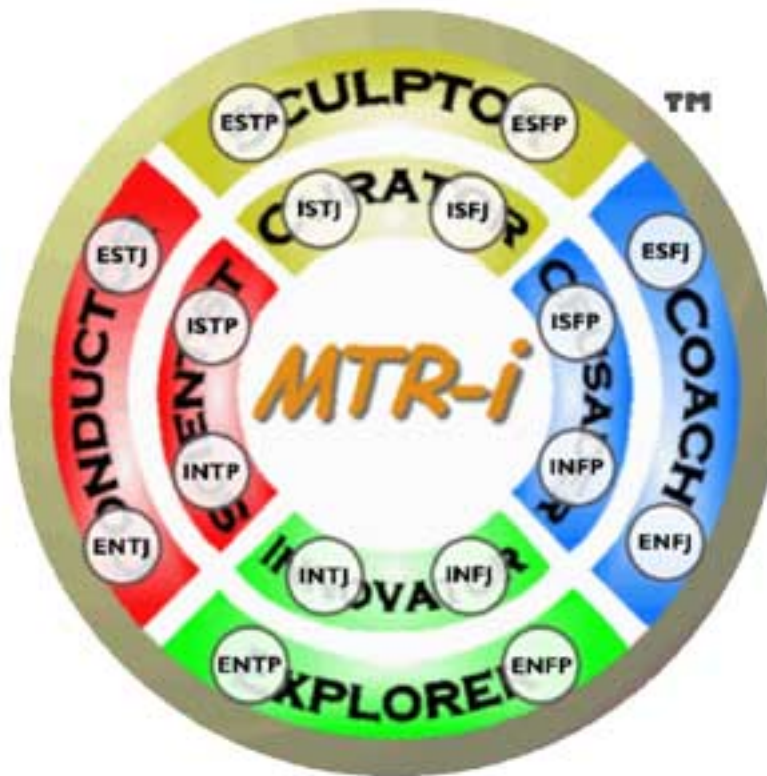
# Team Results

Any personality type can undertake any team role. However, each personality type usually feels more comfortable in certain favored roles. Where you undertake a role that is not a favored one, this is known as the 'stretch'

You can calculate your own 'stretch' by using the graphic below, that shows where on the team role wheel each personality type likes to be. Locate your preference type, and locate your primary team role - the further apart they are, the greater the stretch.

A large stretch can be a good thing or a bad thing. A large stretch is good if it develops you, but is bad if it causes you stress.

A small stretch can also be a good thing or a bad thing. A small stretch is good when you are finding fulfillment in your job, but it can be bad if the stretch is so small that you are stagnating and failing to develop.



## Management Team Roles Indicator (MTR-i)

# Team Results

There is no such thing as an 'ideal' team that is right for all circumstances. What is 'ideal' is that a team is able to respond appropriately to whatever circumstances arise. If a situation needs an approach that is primarily Conductor in style, then it is appropriate for the team to spend most of its' time in that role. However, when circumstances demand that the team switch temporarily into Innovator then the ideal team is able to take an Innovator style for a short time.

The table below helps to show what can happen when a team either becomes unable to access a particular team role when needed (i.e. 'when the team role is under-represented, the team might...') or when the primary team culture becomes so strong that the team gets 'stuck' in one team role (i.e. 'when the team role is over-represented, the team might...').

Your self-preference scores are shown in the left-hand column. Simply write the scores of other team members in the spaces provided and when the table is complete (adding in extra columns as necessary) just average the results by adding all the scores across each line type and divide back by the number of the people in the team to get the average result.

Teams should ideally use this data to indicate where styles are over-represented and under-represented and what may be done to make adjustments (where this is seen to be necessary).

	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	Average
<b>Innovator</b>	11								
<b>Sculptor</b>	11								
<b>Conductor</b>	10								
<b>Scientist</b>	10								
<b>Coach</b>	9								
<b>Curator</b>	7								
<b>Crusader</b>	7								
<b>Explorer</b>	7								

Teams should use the chart above to help them to identify potential team strengths and weaknesses and decide how appropriate their team profile is for the work that they have to do. For example, it is probably appropriate and even illegal for a team of Nuclear Power station operators to be spending all their time Innovating and Exploring new ways of doing things - both the situation and legislation demand strict adherence to prescribed safety procedures. Your team should therefore assess your overall team profile in the light of the work you have to do, and decide how well it fits. You can then determine any actions that can be taken to encourage greater use of team roles that would improve team performance.

The next section will help to give you some further ideas on general team dynamics when using MTRi and on Team decision-making issues.

## Management Team Roles Indicator (MTR-i)

# Team Results

## General Team Dynamics

### If the role is under-represented in the team, the team might...

- Fail to take action
- Not take account of present realities
- Respond too slowly to urgent matters
- Spend too much time talking around a topic
- Misunderstand each other without realizing
- Communicate inconsistent messages
- Miss or lose important information
- Fail to capitalize on previous experience
- Descend into chaos
- Meander (lose focus and structure)
- Be disorganized and do work haphazardly
- Fail to coordinate effort ('reinvent the wheel')
- Be unable to solve difficult problems
- Fail to understand complex situations
- Not realize the consequences of actions
- Adopt solutions that could fail to succeed
- Get stuck in a rut
- Miss out on new opportunities
- Fail to keep improving
- Reject good ideas with hidden potential
- Fail to see alternative perspectives
- Be unable to find a way around hard problems
- Lack a long-term strategy or vision
- Be devoid of new ideas
- Fail to reach consensus
- Provide inadequate support to each other
- Discourage and demotivate people
- Work independently at the team's expense
- Lose sight of important priorities
- Invest effort in things that are unimportant
- Achieve the wrong things
- Lack team identity and cohesion

### If the role is over-represented in the team, the team might...

- Sacrifice the long-term for expediency's sake
- Act too quickly without thinking things through
- Only do the same things again, and fail to improve
- Be blinkered in their approach
- Collect and keep too much information
- Create a burden of bureaucracy
- Over-focus on detail (miss the wood for the trees)
- Reject reasonable assumptions (wanting certainty)
- Make processes too rigid and inflexible
- Stifle spontaneous creativity by trying to structure it
- Achieve success at the expense of people's welfare
- Adhere too closely to procedures (letter of the law)
- Over-analyze things, causing 'paralysis by analysis'
- Have too many competing theories about things
- Nit-pick each others' arguments
- Get locked into an irreconcilable debate
- Not leave alone things that already work well
- Lack follow through to fully complete projects
- Start too many new initiatives
- Keep losing focus during discussions
- Generate ideas that are too radical
- Seem, to others, to be 'on a different planet'
- Fail to make their vision relevant to others
- Want to pursue unrealistic or impractical ideas
- Fail to identify and discuss differences of opinion
- Compromise too much and jeopardize achievement
- Build team spirit at the expense of creative conflict
- Fail to make enough demands of others
- Fail to look critically at their own beliefs
- Take an uncompromising stance on certain issues
- Alienate others through taking too strong a stand
- Fail to engage in objective debate

### Sculptor

### Curator

### Conductor

### Scientist

### Explorer

### Innovator

### Coach

### Crusader

## Management Team Roles Indicator (MTR-i)

# Team Decision Making

The MTR-i team roles can be used as a basis for high-quality decision-making in the team. This is done by visiting each of team roles in turn (as shown below). The team roles are intended to act as prompts for the key points in the process, but not all stages will be appropriate for every decision. The dynamics of the team may mean there is a tendency for certain steps to be skipped completely. For example, a team with a pre-dominance of Innovators may be tempted to start brain-storming solutions to the problem before they have clarified exactly what the problem is, or before they have acquired all the relevant facts.

With the MTR-i decision-making model, special attention needs to be paid to those areas that are under-representation in the team. Doing so will significantly increase the quality of the decision-making and the robustness of the final choice. One way to avoid some of potential team pitfalls is to ensure that an appropriate amount of time is spent using each of the team roles. This can be done by using the problem-solving methodology below to ensure that the team gives a balanced amount of attention to each team role.

If there is team under-representation in terms of:

### Curators

- Clarify the problem or decision to be made
- Collect facts and information that relate to the problem

### Scientists

- Analyze the problem to identify causes
- Identify any related situations that where this problem/issue may have been encountered before

### Innovators

- Come up with alternative solutions to the problem
- Allow all ideas to be aired, no matter how radical

### Crusaders

- Consider the value of each idea, and decide which to accept/reject
- Prioritize those ideas, identifying the solution that is preferred

### Coaches

- Consider who else needs or would want to be involved
- Consider how to win their commitment/involvement

### Explorers

- Try out or pilot the chosen solution to see what impact it has
- Sound out other people on the proposal to see how they react

### Conductors

- Identify plans of how to implement the chosen solution
- Identify resources, responsibilities and timescales

### Sculptors

- Agree the next steps
- Take immediate action

## Management Team Roles Indicator (MTR-i)

# Individual Development Suggestions

This output report has offered a wide range of feedback, which needs to be carefully considered as part of an overall picture of an individual's ability to deal with other people in a team situation and potentially to work in an effective way. This report provides only one part of a large 'jigsaw' of inputs to any view that may be formed (with an individual's experience, education, aptitude, position requirements and career opportunities, coupled with personal circumstances all playing their part). However, there are some particular conclusions that can be drawn from completing the MTRi assessment in terms of future action planning to improve your skills in the future. Individuals may therefore like to use the form below to collect and summarize their thoughts and to action plan for the future:

### Summary

A) How would you describe your strengths based on your MTRi results?

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B) How would you describe your development needs based on your MTRi results?

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### Action plan

C) What actions do you now plan to take to emphasize and draw upon your strengths in your team based future work?

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D) What actions do you now plan to take to compensate for your apparent development needs in your team based future work?

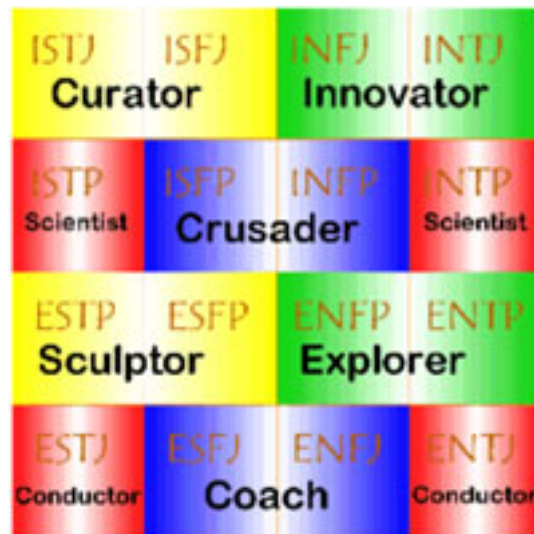
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## Management Team Roles Indicator (MTR-i)



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S P Myers (author of the MTR-i) is no relation to Isabel Briggs-Myers (author of the MBTI).

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