

# Teamwork Intelligence

How Carl Jung's theory of psychological type works towards teams improving their effectiveness.

Story by

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**N**utrition for the body and physical training are no longer the only focus of sporting team enhancement programs. Light has been shone upon the benefits of emotional intelligence for teams as well. In 2012 with Basketball coach Dave Claxton, and now joined in 2013 by Rugby coach Mike Wallace, we began experimenting with the studies conducted by Carl Jung in 1900. In particular, the theory of psychological types using psychometric measurement through the Myers-Briggs Type Indicator (MBTI). The question was; could information about the personalities that make up a sporting team help the team through issues such as; team dynamic, decision-making and dealing with stress?

Up to this point MBTI, which began in 1962, had been used by most major Australian companies, most US Fortune 100 companies and more than two million people worldwide each year in 70 different countries. In profiling terms, it is valid and reliable.

At The Southport School, we have been profiling the entire Year 10 cohorts since 2012, as well as working with teams, coaches and managers. Not much research exists on MBTI's use in the classroom or on the sporting field, so this idea has evolved through a quest for understanding of how this knowledge could help towards the ultimate goal of a higher level of emotional intelligence.

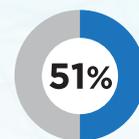
The simplest and most instantly effective introduction after profiling the team is to show them the coach's profile. It is fascinating to watch the light go on around the room. It is a really positive experience and strangely intimate. Members of sporting teams are usually there because they really want to be. They have probably worked very hard to make the team, so they are always very curious about their coaches; how they think, why they do what they do, and how to make them happy. By the end of a team session there is always a high level of curiosity about how much more they can find out about each other, and themselves.

This requires trust between all members of the team. However, the most liberating aspect of the MBTI is that it only measures an individual's inborn preferences. Add to this the many overlays of influences upon an individual's actual self (intelligence, culture, upbringing, traits, etc) and it is very clear that the 16 'types' as described by Myers-Briggs are in no way ultimately who someone is.

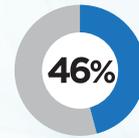
After having worked closely with the coaches and managers of basketball and rugby, the trust has paid off in a very positive way. Working with the needs of the coaches and the knowledge that has evolved from trying to

fill these needs, we have created some interesting ways to increase team emotional intelligence, which directly positively impacts team dynamic, decision-making and dealing with stress. And the results are throwing back unlimited potential for more. It has proven to be an exciting doorway to much greater emotional intelligence within all areas of the teams.

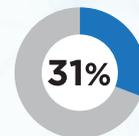
In a survey of sports coaches at the Evolution of the Athlete Conference at the University of Queensland (October 2008), the top three challenges for coaches were identified.



“Understanding individual athletes' personality and how to best motivate them”



“Personal life balance – managing sport, career, home and social, etc”



Team/squad dynamics and managing relationships within the team/squad”

All three challenges; understanding, balancing and managing, could be more smoothly handled with the emotional intelligence that comes with looking at team profiling. The team members simply have more information on which to assess each situation with reference to each individual and the whole team. The information is not static or limiting, in fact the opposite effect has occurred for the teams. When a team member wants to understand their coach and cares about the emotional health of their team, and they usually really do, they will look for ways to maintain harmony.

So now when the rugby coach at school is singing at what might seem an inappropriate time, his team knows he is stressed. And he knows they know. Imagine the potency of that information.

*“As far as we can discern, the sole purpose of human existence is to kindle a light of meaning in the darkness of mere being.”*

*C.G. Jung*

# Myers-Briggs Personality Types

## ISTJ

Quiet, serious, earn success by thoroughness and dependability. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organised – their work, their home, their life. Value traditions and loyalty.

## ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyse what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organise facts using logical principles, values efficiency.

## ESTP

Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them – they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

## ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organise projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

## ISFJ

Quiet, friendly, responsible and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

## ISFP

Quiet, friendly, sensitive and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.

## ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

## ESFJ

Warmhearted, conscientious, and co-operative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.

## INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organised and decisive in implementing their vision.

## INFP

Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfil their potential. Adaptable, flexible, and accepting unless a value is threatened.

## ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal frequency.

## ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfil their potential. May act as a catalyst for individual and group growth. Loyal, responsive, to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

## INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organise a job and carry it through. Sceptical and independent, have high standards of competence and performance – for themselves and others.

## INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Sceptical, sometimes critical, always analytical.

## ENTP

Quick, ingenious, stimulating, alert and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analysing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

## ENTJ

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organisational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

**E and I**

stand for Extroversion and Introversion - indicating whether you receive energy from being around people or from time spent alone.

**S and N**

stand for Sensing and Intuition - indicating whether you become aware of specific facts and concrete details or prefer to focus on the big picture.

**T and F**

stand for Thinking and Feeling - indicating whether you tend to make decisions based on logical analysis and the principles involved or prefer to decide by considering your values and providing harmony for the people involved.

**J and P**

stand for Judging and Perceiving - indicating whether you prefer your life to be planned and like it when things are decided or prefer to be flexible and like keeping your options open.

