

Information Technology Team Dynamics – What It Means to the IT Industry

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Interim Report - Briefing Overview



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Study Purpose & Premise



Study Purpose

- Immediate: To learn about and describe the composition and personality dynamics of IT teams.
- Future: To use this knowledge to develop new management models that can help companies & the government better manage IT teams



The Guiding Premise

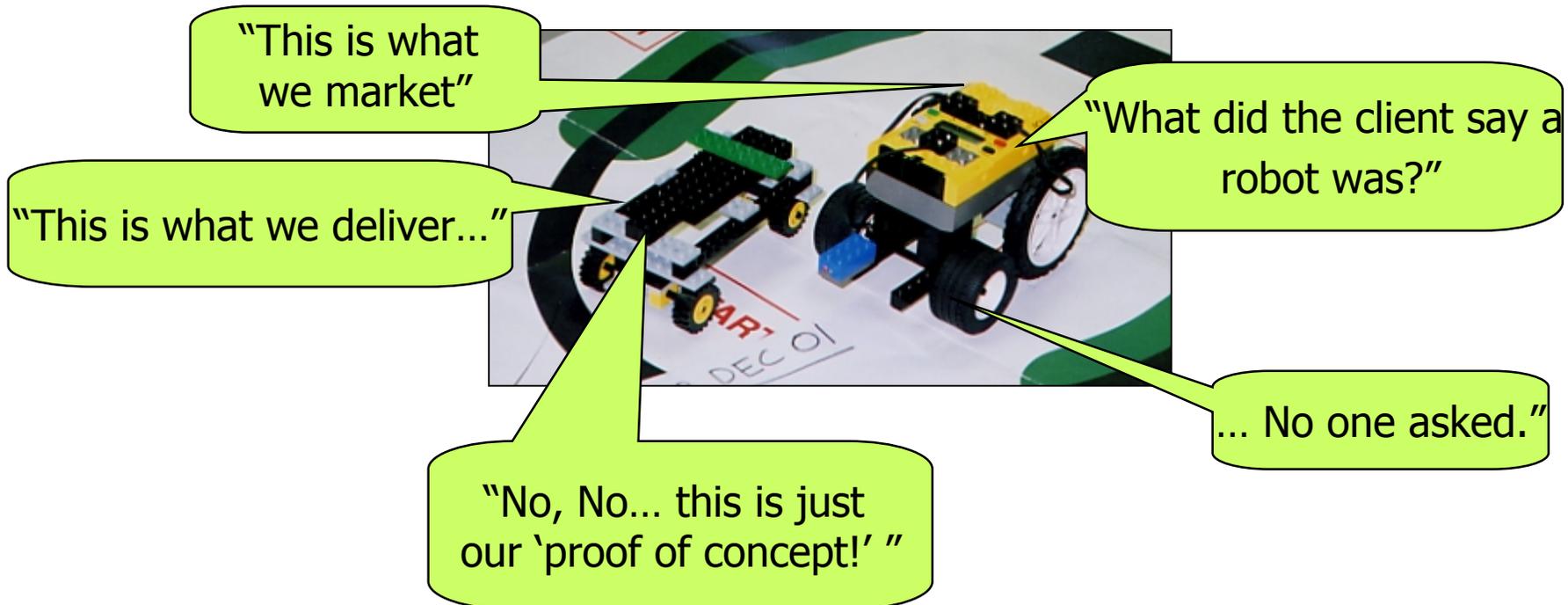
- IT professionals as a group have a statistically different “make up” than work teams in other industries.
- If we can quantitatively describe these differences, we can develop the tools to prepare managers to achieve better results with those teams.

• The Tools

- Questionnaires
- MBTI
- FIRO B
- WES
- Robot Exercise
- Workshop

Why Study IT Team Dynamics

“Build A Robot” Team Product Discussions



IT Member Retention - Why IT Members Stay...



5 most important factors impacting retention:

- Challenging work assignment
- **Favorable work environment**
- Career Development Opportunities
- Support for career/family values
- Flextime



Consistent with a Mercer study* listing the following factors as most important in IT personnel retention effectiveness:

- Challenging work assignment
- Flextime
- Everyday casual
- **Favorable work environment**
- Support for career/family values

Reason for Staying	Importance of Factor		
	1st	2nd	3rd
Challenging Work	120	72	50
Favorable Work Environment	74	57	59
Career Development Opportunities	70	51	47
Support for Career/Family Values	28	34	17
Flex Time	9	23	30
Desired Benefits/Pension Plan	15	14	29
Cross-Functional Assignments	14	19	24
High Quality Supervision/Leadership	13	23	13
Training Programs	15	17	14
Tuition/Training Reimbursement	4	26	14
Base Pay above Market Rate	16	8	17
401(K) Program	1	8	18
Additional Vacation Days/Time Off	2	8	15
Aggressive Pay Increases	8	7	5
Everyday Casual	0	6	13
Visionary Technical Leadership	3	12	4
Premium for Defined Skills Set	5	4	2
Stay/Retention Bonuses	0	4	6
Other Short-term Incentives	4	1	4
Tele-commuting	1	1	5
Recognition Programs	1	1	4
Stock Options	0	1	4
Assigned Mentors	0	3	1
TOTAL	403	400	395

* "1999 Attraction & Retention of High-Tech Talent" - Published by William M. Mercer, Inc. The Mercer Group is an internationally known human resources consulting firm.

Study Process Overview



Study Group

- Teams of IT professionals working in the Washington, D.C. area.
- An IT Team includes those technical professionals working together in the same physical location to produce/perform an IT-related product/service.
- Other non-DC based teams included in the study if project activities are related to those working in the DC area.



Primary Research Process Steps

- Identify IT Teams for Study Inclusion
- Collect Team & Member Data, Including Managers (Questionnaires)
- Complete Team Exercise and Optional Workshop
- Analyze Data & Report Results

Purpose & Scope of Briefing



Who Is Included?

- This briefing presents study findings for IT Teams participating in the study process between February 2001 and February 2002.
- This group includes 51 teams at 24 different organizations engaged in IT activities.
- Reported data is for 426 IT members identified by the IT Managers and responding to at least one questionnaire question.
- This briefing provides descriptive statistics and preliminary conclusions only.



What Comes Next?

- Updated briefings will be released as additional data are received and analyzed.
- More in-depth statistical analyses will be reported in future versions.

About the IT Teams

 Briefing Results Reflect Responses from 51 IT Teams

 Client Base:

- 24 teams working for an external government client - Non-Defense
- 12 teams working for an external government client - Defense
- 11 serving internal organizational needs
- 4 serving private Sector or public end-user

 Focus of IT activities performed by these teams:

- Data warehousing projects
- Custom Applications Development
- Product Support
- Network engineering/help desk support
- Training support
- Systems administration
- Real-time applications development
- Website Design
- Database modernization

Myers Briggs Type Indicator (MBTI)

About the MBTI

- ✓ The MBTI is a tool designed to implement the theories of C.G. Jung, who developed one of the most comprehensive theories of human personality.
- ✓ Assesses individual preferences along four dimensions. Each dimension (scale) has two sides, which reflect different personality preferences on that scale. Although you use both sides of each scale, you have a preference for one side of it.
- ✓ The validity of the MBTI has been demonstrated through 50 years of research. It is the most widely used psychological instrument in the world.

Myers Briggs Type Indicator (MBTI)

The Personality Preference Scales

Scale	Scale Descriptions	
I/E - Energy Source (Where do you get your energy from?)	Extravert (E) – <ul style="list-style-type: none"> • Gain energy from interacting with outer world of people, action and things. • Applicable words: interaction, expressive, disclosing, "speak to think" 	Introvert (I) – <ul style="list-style-type: none"> • Gain energy from inner world of concepts and ideas. • Applicable words: concentration, internal, contained, reflective, "think to speak."
S/N – Perceiving Mental Function: "Data Gathering" (What do you first notice?)	Sensor (S) – <ul style="list-style-type: none"> • Prefer to perceive the immediate, practical, real facts of experience and life, collecting information through use of the five senses. 	Intuitive (N) – <ul style="list-style-type: none"> • Prefer to perceive possibilities, patterns and meanings of experience, relying on a sixth sense of hunches to gather information.
T/F - Judging Mental Function: "Decision Making" (How do you prefer to make decisions?)	Thinker (T) – <ul style="list-style-type: none"> • Make decisions objectively and impersonally, seeking clarity by detaching themselves from the problem. • Cause-effect oriented. 	Feeler (F) – <ul style="list-style-type: none"> • Make decisions subjectively and personally, seeking harmony with inner values by placing themselves within the problem.
J/P – Orientation Attitude (Which Mental Function is the world most likely to see from you?)	Judger (J) – <ul style="list-style-type: none"> • More likely to show the external world their Judging mental function. • Behaviorally: prefer to live in a decisive, planned, orderly way, aiming to regulate and control events. 	Perceiver (P) – <ul style="list-style-type: none"> • More likely to show the external world their Perceiving mental function. • Behaviorally: prefer to live in a spontaneous flexible way, aiming to understand life and adapt to it.

MBTI Preferences

IT Member Sample Results

When our IT Sample is compared to an MBTI National Sample (GP):

- People with a preference for **Intuition** are **over-represented** in the IT Sample (**38% of sample, 27% GP**)
- Although there are more Sensors than Intuitives in the IT Sample, **Sensors** are **under-represented** when compared to National Sample (**62% of sample, 73% of GP**)
- People with a preference for **Thinking** are **over-represented** in the IT Sample (**79% of the sample, 40% of GP**)
- People with a preference for **Judging** are **over-represented** (**67% of the sample, 54% of GP**)
- **Feelers** and **Perceivers** are **under-represented** in the IT sample.

 These differences in preference percentages are statistically significant at a 95% confidence level ($p < 0.05$).

MBTI Types

IT Member Sample Results



The two most common types in the IT Sample are ISTJ and ESTJ, accounting for 39% of the sample.

- This is a higher occurrence than in the general population, where ISTJ's and ESTJ's account for only 19% of the total.
- The over-representation of ESTJ women and ISTJ men in the IT sample are statistically significant results at a 95% confidence level ($p < 0.05$).

MBTI Results				
Type Table (N=419)				
Type	ISTJ	ISFJ	INFJ	INTJ
Count	91	23	9	34
Percentage	22%	5%	2%	8%
Type	ISTP	ISFP	INFP	INTP
Count	26	4	9	27
Percentage	6%	1%	2%	6%
Type	ESTP	ESFP	ENFP	ENTP
Count	23	4	11	35
Percentage	5%	1%	3%	8%
Type	ESTJ	ESFJ	ENFJ	ENTJ
Count	73	15	14	21
Percentage	17%	4%	3%	5%

MBTI - Preference Pairs

IT Member Sample Results

When the IT Sample is compared to the National Sample (GP) for key preference pairs:

- People with preferences for **Thinking** and **Judging** are over-represented. (52% of sample, 22% of GP).
- People with preferences for **Intuition** and **Thinking** (NT) are over-represented. (28% of sample, 11% of GP).
- People with preferences for **Introversion** and **Thinking** (IT) are over-represented. (42% of the sample, 20% of GP).
- People preferring **Sensing** and **Feeling** (SF) are under-represented. (11% of sample, 44% of GP).
- People preferring **Sensing** and **Perceiving** (SP) are under-represented (14% of sample, 34% of GP)

Temperaments, Function Pairs, Attitudes		
Pairs	IT Team	National Sample
SJ	48%	39%
SP *	14%	34%
NF	10%	16%
NT *	28%	11%
TJ *	52%	22%
ST *	51%	29%
SF *	11%	44%
EJ *	29%	26%
EP *	17%	23%
IJ *	37%	28%
IP *	16%	23%
IT *	42%	20%
Total # of People:		419

* - These differences in preference percentages are statistically significant at a 95% confidence level ($p < 0.05$).

- It is also of interest that people with preferences for **Sensing** and **Judging** (SJ) are over-represented when compared to the National Sample (but not at a statistically significant level)

Myers Briggs Type Indicator (MBTI)

Preliminary Interpretations



About **Intuitive Thinkers** (NT - 28% of sample)

- People who prefer Intuition and Thinking are oriented behaviorally toward authority independence, competency, individual learning and achievement, and competition.
- Professional contribution typically made through challenging and questioning systems, authority, and expectations and engaging with co-workers and teams in a non-personal, problem-focused manner.



About **Sensing Judgers** (SJ - 48% of sample)

- People preferring Sensing and Judging (SJs) are oriented behaviorally toward a far more traditional, hierarchical, authority-dependent means of production.
- Typically identify and honor boundaries, rules and traditions and respect the authority of the systems in which they work.
- SJs tend to focus on bottom-lines, written goals and standards and tangible products, in lieu of personal relationships or abstract visions of the future or ideals of competency.



These two styles—NT and SJ—are at odds behaviorally, yet our data suggest they make up 76% of our sample.

Myers Briggs Type Indicator (MBTI)

Preliminary Interpretations



About **Thinking Judgers** (TJ - 52% of sample)

- Called the “Logical Decision Makers,” people who prefer Thinking and Judging are generally comfortable expressing thoughts and judgments with directness and clarity.
- Contribute professionally by bringing a logical order to the external world, critiquing systems, procedures, and ideas.
- Generally perceived as being confident and in control, and able to implement logical solutions quickly - valued as leadership characteristics in our culture.
- May be seen as overly critical, too quick to judge and act, and may reject new data or information if it does not fit into existing plan.



About **Introverts** (53% of sample), **Introverted Thinkers** (42% of sample), and **Intuitive Thinkers** (28% of sample)

- All tend to have a "lone-gun" approach to much of their work.
- Tend to avoid teams and collaborative efforts and the trainings that support such structures.
- Common for these groups to be reluctant to connect personally or to create personal bridges of trust and openness with colleagues.

Myers Briggs Type Indicator (MBTI)

Preliminary Interpretations

-  The IT Sample's over-representation of Introverted Thinkers, Intuitive Thinkers, Sensing Judgers, and Thinking Judgers suggests that IT teams may require different management techniques than other types of teams.

-  Looking at a Team Type Table can help a team begin to enhance its awareness of preferences - Ask questions about how type may be influencing team process and interactions.

-  A look at the under-represented preferences in the IT sample:
 - **Feelers** (21% Sample) - Make decisions subjectively and personally, weighing values of choices and how they matter to others. May value relationships and harmony over the "hard truth" of situations.
 - **Sensing Feelers** (11% Sample) - Sympathetic and friendly, people with preferences for Sensing and Feeling are often focused on practical facts and services for people.
 - **Sensing Perceivers** (14% Sample) - The "Adaptable Realists," people with preferences for Sensing and Perceiving are attracted to facts and details in the immediate environment. Often effective troubleshooters, SP's often enjoy identifying practical alternatives that can be immediately implemented.

MBTI Results

Applications for IT Teams



Examples of how different preferences and preference pairs may influence IT Teams:

- Teams/companies with a high representation of **Sensing Judgers** (SJ's) may be more likely to accept and value industry-driven structures policies and procedures, such as the SEI CMM and ISO Programs. They often excel at establishing attainable, measurable baselines and milestones in the systems development cycle.
- Teams with a high representation of **Intuitive Thinkers** (NT) may prefer a big-picture approach to IT problem solving - focusing upon strategy, planning, and evaluation at a systems level.
- Teams with a high representation of **Sensing Thinkers** (ST) may prefer a practical, fact-based, hands-on focus to problem solving and implementation - focusing on the specific details in order to construct a complete picture.
- Teams with a high representation of **Thinking Judgers** (TJ) may prefer approaches that quickly result in order, clarity, and closure; and may prefer projects that involve critiquing systems and introducing logical structures.
- Teams with a higher representation of **Feelers** may be more attuned to how a new system will impact the people (users) involved, and may be more comfortable with team and client relationship issues.

MBTI Results

Applications for IT Teams

 Strengths maximized *may* become liabilities....

- Teams with a strong preference for **Thinking** *may* forget to evaluate the “people issues” involved with its work. Examples: how a system may impact the people using it, how a user group may react to a prototype & how the team interacts together and with others.
- Teams with a strong preference for **Judging** *may* come to closure too quickly, and resist the introduction of new variables and/or data. Example: Judgers may have a lower tolerance for requirements volatility.
- Teams with a many **Thinking Judgers** *may* appear to have “too many cooks in the kitchen,” using categorical statements that may sound like arguments to outsiders - intellectual criticism may hurt feelings, even though it’s not intended.
- Teams with an over-representation of **Sensing Judgers** *may* blame the system when things go wrong, and may be resistant to rethinking a system that appears to be working just fine.
- Teams with an over-representation of **Intuitive Thinkers** *may* so prefer envisioning and reinventing systems, that they neglect the specific hands-on implementation issues.

Fundamental Interpersonal Relations Orientation - Behavior (FIRO-B) Survey

 Designed by Will Schutz to learn about people's interpersonal needs and behavior with respect to a team.

 Assesses three behavioral scales:

- **Inclusion** - needs related to community: belonging, involvement, participation, recognition, and distinction
- **Control** - needs related to power, authority, influence, responsibility, consistency
- **Affection** – needs related to acceptance/feedback: personal ties, consensus, sensitivity, support, openness

 Each scale split into two dimensions:

- **Expressed** behavior - extent to which respondent feels need to initiate or show the behavior
- **Wanted** behavior - extent to which respondent wants or will accept the behavior from others

FIRO-B

Scales & Dimensions

	Inclusion	Control	Affection
Expressed	How much do you try to include others in activities? How hard do you try to belong to groups and be with others? (eI)	How much do you try to exert control and influence, and direct others? (eC)	How much do you try to be close to people? What is your level of comfort in expressing personal feelings and supportiveness? (eA)
Wanted	How much do you want others to include you in activities? How much do you want others to invite you to belong? (wI)	How strong is your need to be in well-defined situations? To what degree do you want others to take control? (wC)	How much warmth do you want from others? What is your level of enjoyment when people share feelings, and when they encourage efforts? (wA)



FIRO-B Results: are numerical scores from 0-9 in each of the six categories of need listed above.

- **Score Range: 0-2 - Low:** Indicates a very selective preference/need
- **Score Range: 3-6 - Moderate:** Indicates a moderate preference/need
- **Score Range: 7-9 - High:** Indicates a high preference/need for that behavior

FIRO-B - IT Member Sample Results



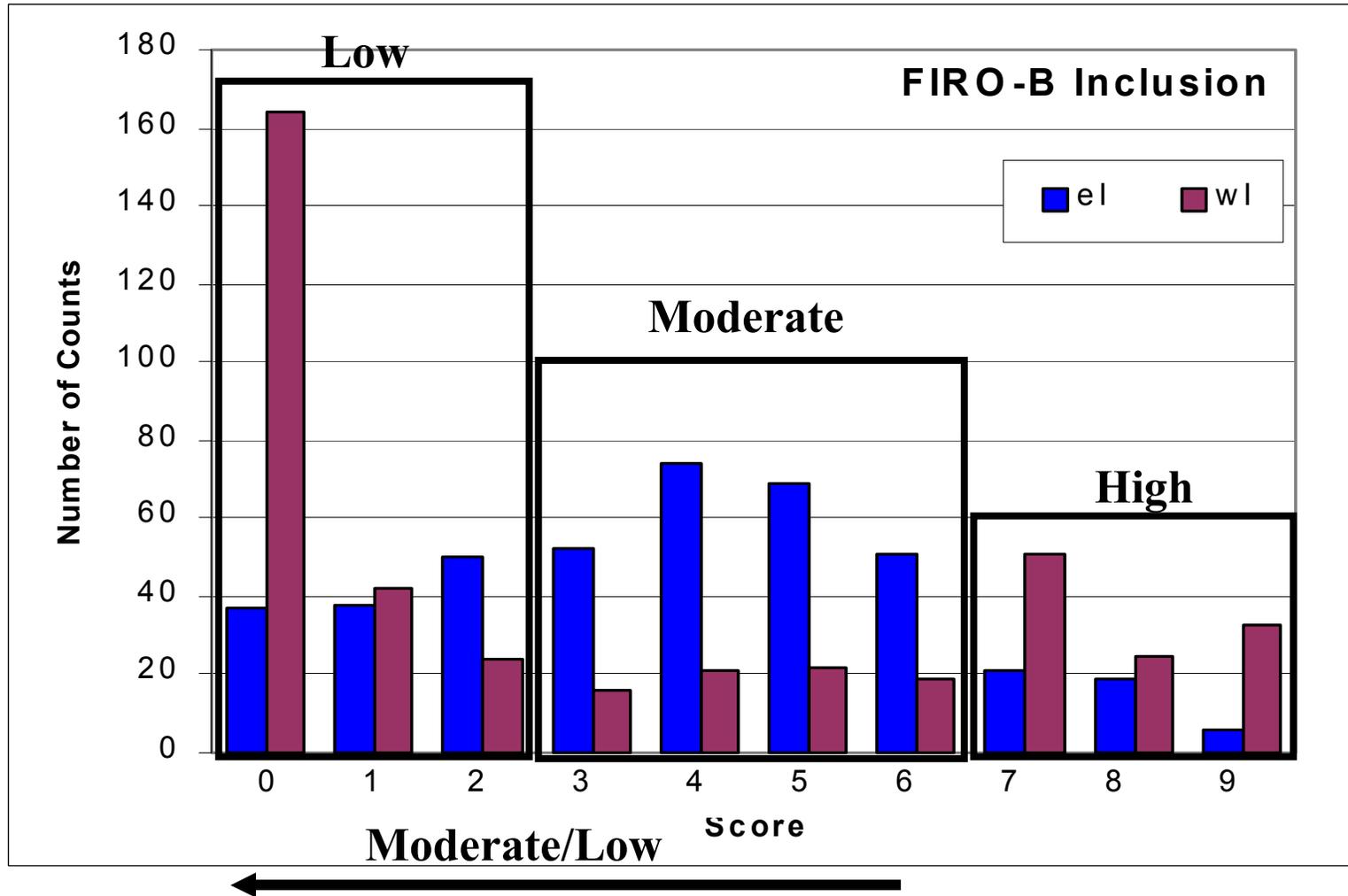
Table below shows the interpersonal needs most common in the IT Sample:

- Moderate expressed inclusion - 59% reported a moderate need/interest in inviting others to participate in their activities.
- Low wanted inclusion - 55% report little need to be invited to participate in others' activities.
- Low expressed and wanted control - almost half of the sample reported little interest in controlling other's activities, however, there is also little interest in allowing others to take control.
- Moderate expressed and wanted affection - In the most evenly distributed scale, more than 50% of the respondents want feedback/support some of the time, but at other times, the need is less great.

Need Category (N=418)	Inclusion		Control		Affection	
	eI	wI	eC	wC	eA	wA
Low (0-2)	30%	55%	47%	54%	31%	20%
Moderate (3-6)	59%	19%	39%	42%	54%	57%
High (7-9)	11%	26%	13%	4%	15%	23%
e = Expressed; w = Wanted						

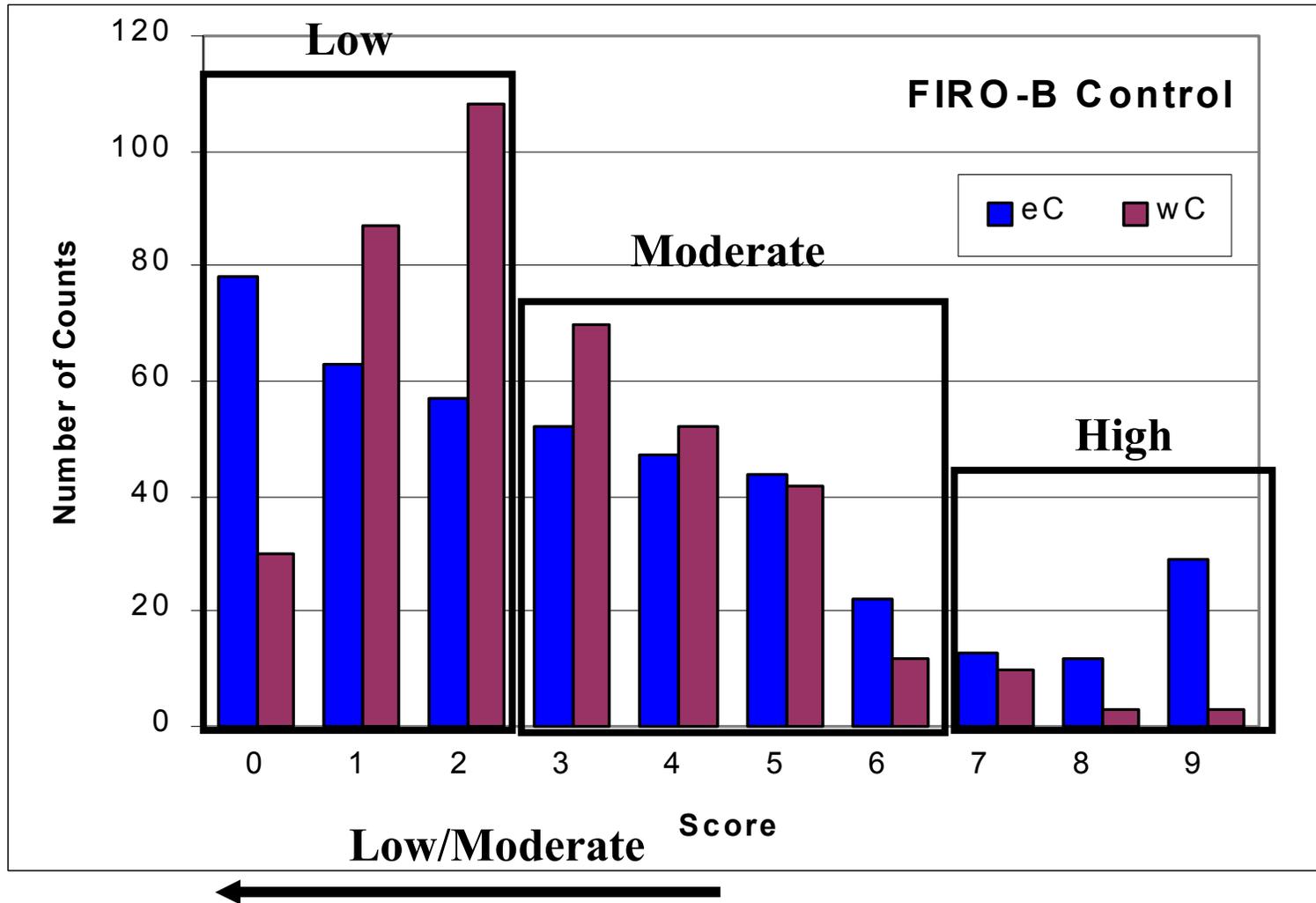
FIRO-B - Inclusion

Preliminary Interpretations



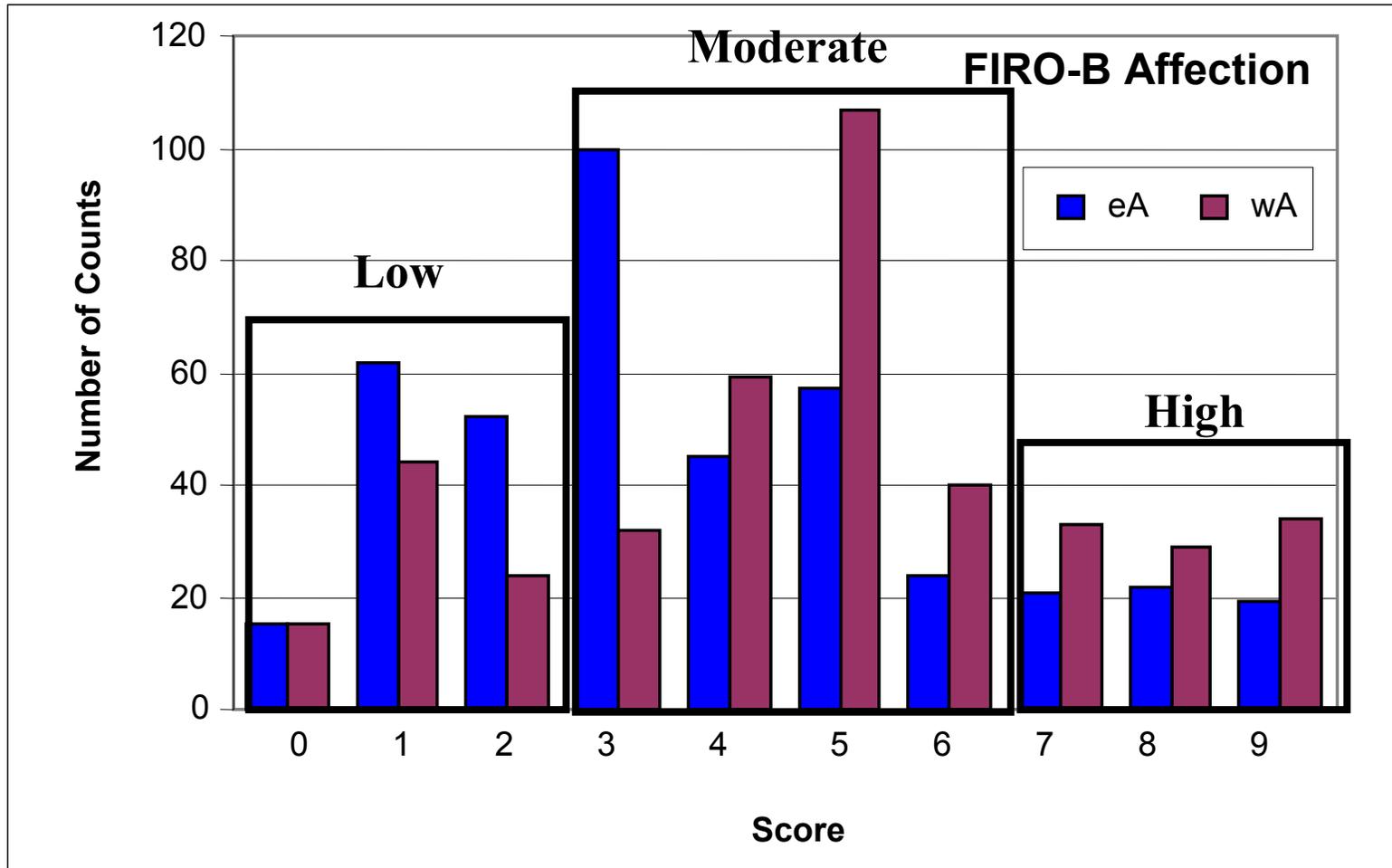
FIRO-B - Control

Preliminary Interpretations



FIRO-B - Affection

Preliminary Interpretations



Example FIRO-B Application for IT Teams

- 📄 An **ESTJ Manager with high Inclusion and Affection needs** was frustrated by the fact that her **team rarely gave her feedback about the project, even when she asked for it during team meetings**, which she held frequently. She was also concerned by the **lack of social connection** present among team members.
- 📄 Workshop revealed that 80% of **her team were Introverted Thinkers, with collectively low FIRO-B scores. They, too, were frustrated** - because there were **too many meetings**, and the Manager seemed too focused on “group sharing.”
- 📄 Despite the “group sharing” aspect of the workshop, posting and discussing MBTI and FIRO-B scores gave this team a new language to use to discuss their frustrations. **Seeing the differences between the Manager and the team helped** the group identify specific sources of conflict.
- 📄 Ultimately, the **team established new ground rules related to communication pathways** and frequency, which were designed to meet the **needs of both the Manager and the team members.**

IT Team Results - Team & Manager Assessment of Success

Most feel teams are successful, but team members generally feel team is more successful than managers.

Do you consider your team to be successful or in turmoil?	Successful	In Turmoil
IT Team Members	83%	17%
IT Managers	76%	24%

Managers & teams generally agree on the most important factors influencing success, regardless of whether team is successful or in turmoil.

- Top factor influencing success (or turmoil) for both Managers and Team Members: "Team works (or doesn't work) together effectively."
- Second most important factor influencing success or turmoil generally relates to quality of product/service.
- Third most important factor for team members classifying team as in turmoil is: "Team (doesn't) relate well to each other."

Work Environment Scales (WES) - About the WES

-  One of many “Social Climate Scales” developed by Dr. Rudolf Moos at Stanford University

-  Described as an environmental assessment related to the team setting’s “Social Climate” or “Personality.”

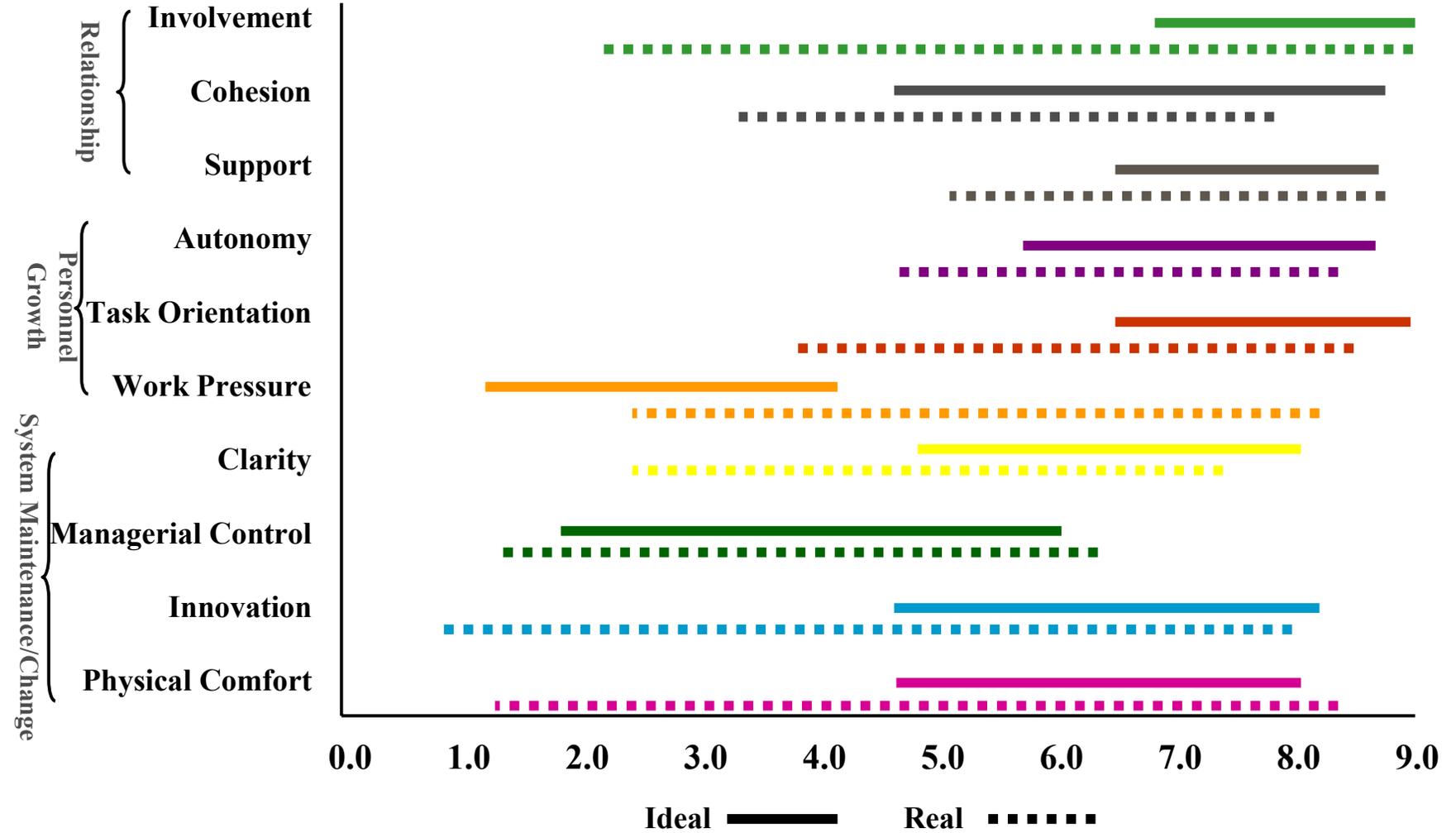
-  Consists of two parallel surveys asking questions about two different work environments:
 - **Real Environment** - How the respondent perceives or characterizes the workplace as it is now
 - **Ideal Environment** - How the respondent would perceive/characterize the “perfect” workplace

Work Environment Scales (WES) - The Ten WES Scales/Three Dimensions

Dimensions	Related Scales
Relationship	<ul style="list-style-type: none"> • Involvement – Extent to which people are concerned about/committed to their job • Coworker Cohesion - How much employees are friendly/supportive of one another • Supervisor Support - Extent to which managers are supportive of employees
Personal Growth	<ul style="list-style-type: none"> • Autonomy – Degree to which self-sufficiency is encouraged and employees make their own decisions • Task Orientation – Degree of emphasis on good planning, efficiency and task completion • Work Pressure – How high work demands are, how much time pressure there is
System Maintenance/ Change	<ul style="list-style-type: none"> • Clarity - How well employees know what to expect, & how explicitly policies are communicated • Managerial Control - How much management uses rules to keep control • Innovation – Degree of emphasis on variety, change & new approaches • Physical Comfort - Extent to which physical surroundings contribute to a pleasant environment

WES Results

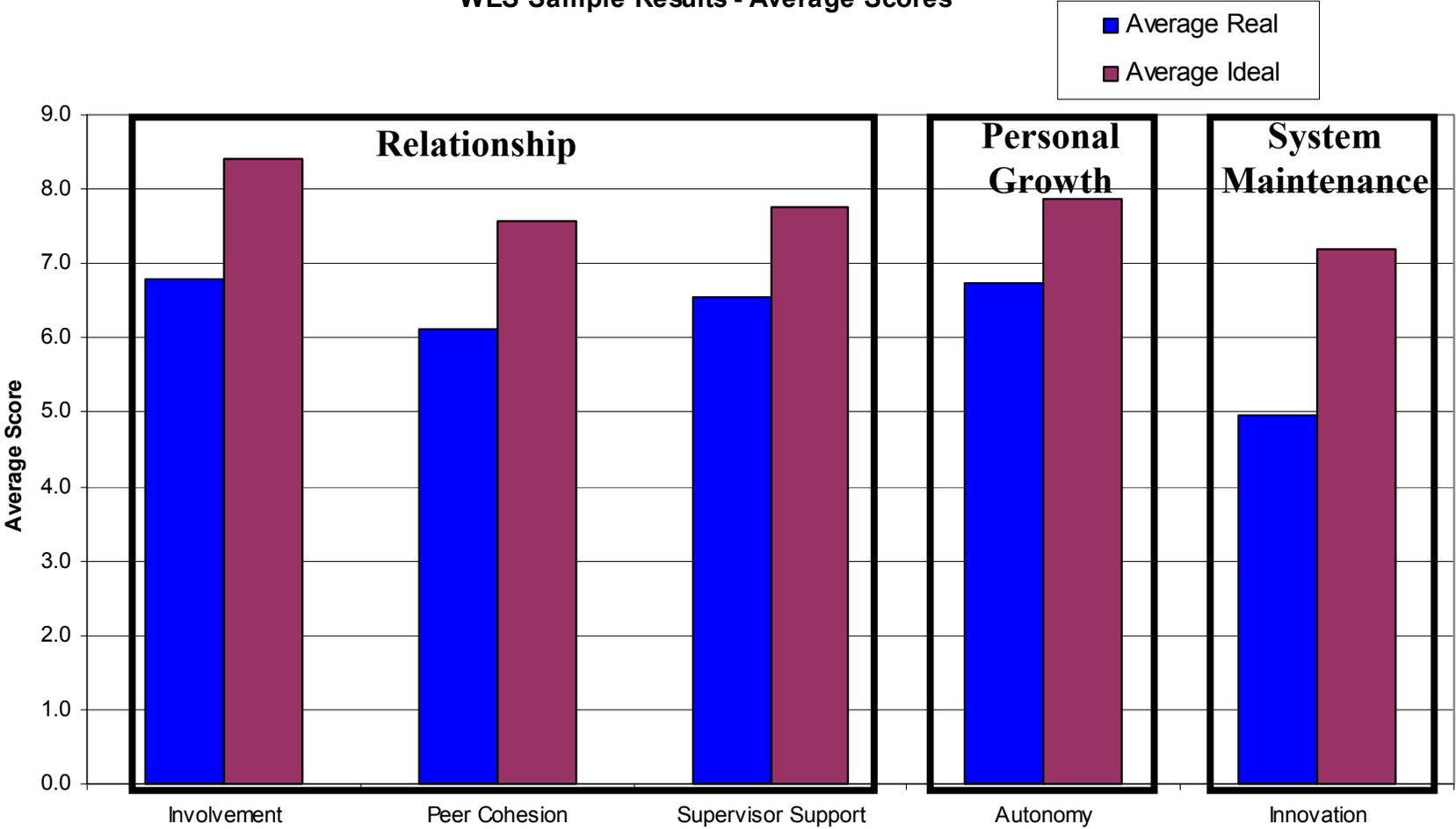
Range of Team Averages



WES Sample Results

Average Scores

WES Sample Results - Average Scores



About the Team Exercise – “Build A Robot”



Team Exercise Overview

- Team provided with a Lego Mindstorm Robot Kit and the following **specifications:** **"Construct a robot that moves around the dark circle within 30 seconds, stops, reverses direction, and goes around the dark circle in the opposite direction, also within 30 seconds. Creativity and elegance of design count. Time Limit: 25 minutes."**



During Exercise, Researchers Record the Following:

- **Communication Pattern Maps** - a line tracking the location of team members and who speaks to whom for the middle 10 minutes of the exercise.
- **Behavior Pattern Tabulation** - a record of individual behaviors during the middle 10 minutes of the exercise. Tabulates those behaviors related to **task** (what a team needs to do to get the job done), **maintenance** (personal and/or social needs of the team), and **self-oriented** behaviors (behaviors that neither advance the goal nor support the team).

“Build A Robot” - Behavior Pattern Tabulations

Data for 44 Teams	# People at Robot Exercise	# of Interactions	# of Behaviors/ Person	% Behaviors Related to:		
				Task	Maintenance	Self-Oriented
Average	8.2	126.0	18.5	84%	8%	8%
Median	8.0	119.0	16.7	85%	5%	6%
Minimum	3.0	67.0	4.3	66%	0%	0%
Maximum	20.0	185.0	43.8	98%	24%	23%

- 📄 Team size ranged from 3 to 20 people, with an average size of 8 people.
- 📄 During the 10 minute observation period, there were an average of 126 behavioral actions per team, and an average of 18 behaviors per person.
- 📄 All teams exhibited more task oriented behaviors than maintenance and self-oriented behaviors.
- 📄 Average distributions were as follows:
Task - 84%; Maintenance - 8%; Self-oriented - 8%.
- 📄 Minimum/Maximum Task Behavior percentages range from 66% to 98%.

“Build A Robot” - Behavior Patterns & Success

- ☞ Practitioners in the Organization Development community generally believe that **high functioning groups spend ample time in maintenance behavior** (in many cases, as much time as in task behavior over the team’s life span).
- ☞ The limited observation period may not reflect the overall proportion of task and maintenance activity in these teams over time - however - the overwhelming focus on task (and low incidence of maintenance activities) may suggest that teams spend **little time connecting with, affirming and supporting each other personally. This finding is supported by both the FIRO-B and the MBTI results.** The high results seen along the WES Ideal Peer Cohesion scale may signal that interpersonal maintenance and skills are in fact desired at a higher level than currently experienced within the teams.

IT Teamwork and Communications Are Vital For Tomorrow's Success

-  The IT workplace becomes increasingly focused upon functional integration and inter-departmental collaboration.
-  As technological integration continues to be a global focus, IT is no longer a "back room operation," where IT staff are segregated from business and marketing teams and the client. Any tools developed to help a team work more effectively within its own group should also support efforts with other groups.
-  In the "real world" full of "requirements" of different sizes and specifications, IT team members, like all professionals, require advanced interpersonal and communication skills to support the sophisticated technical efforts faced each day.

Summary

-  Preliminary study shows that IT teams are statistically and quantifiably “different” from other work teams
-  Top 3 reasons for a team being “successful” are also the top 3 chosen (absence of) for why a team is in “turmoil.” Two are relationship based.
-  Over representation of SJ and NT temperaments may cause difficult interpersonal dynamics if managers and team members are not given some skills to deal with the dichotomy.

Next Steps...

 Data collection and analysis efforts continue as this report is released - Referrals to new teams in the DC area are welcome!

 Specific next steps include:

- Completing contact efforts with all 431 establishments in the original Sampling Frame, to allow for a defensible assessment of sample representativeness.
- Data entry, quality assurance checks, and analysis as workshops are completed.
- Continuing statistical analysis of incoming data.

 Initiating curriculum development efforts, based upon the Preliminary Results and Interpretations presented in this report, and ongoing work with the study teams.

 Plans to experiment with combining this technique with traditional IV&V.

Contact Information



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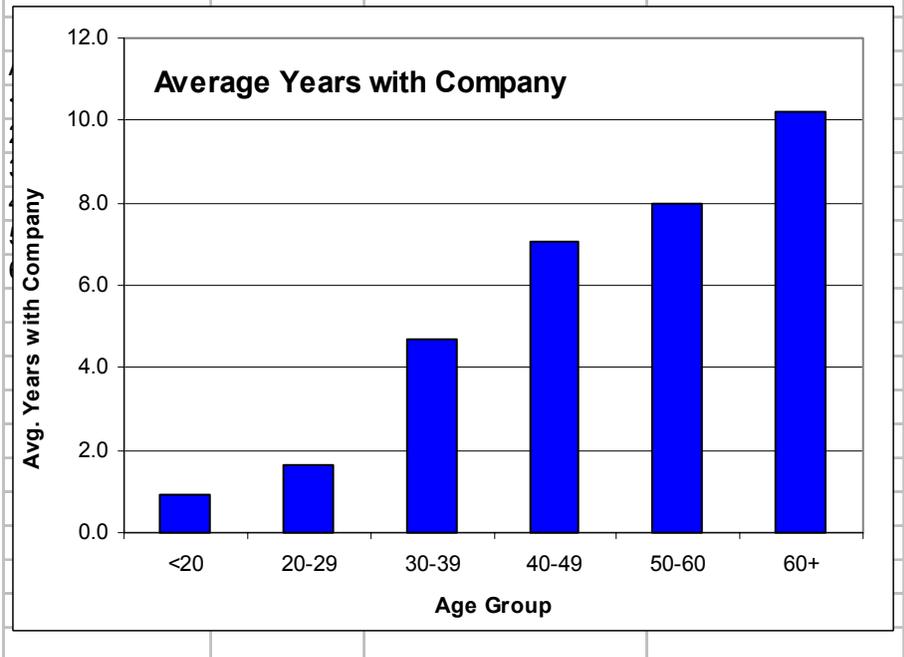
Research Study Project Website: <http://dsmc.xservices.com>

Backup Charts

IT Member Demographics

- 68% IT members are male, 32% female (compared to 49%/51% male/female, in general population).
- Ages range from 19.3 years to 70.6 years old, with an average age of 38.8 years old.
- The average team member has been with the current company for 5.2 years, and with the current team for 2.3 years.
- Half of those who responded have been with their current company for less than 2.6 years, and with the project team for less than 1.1 years.

Demographics	Age	Years with Company	Years with Team
Average:	38.8	5.2	2.3
Median:	37.0	2.6	1.1
Minimum:	19.3	0.1	0.1
Maximum:	70.6	40.3	20.3



IT Team Results - Team & Manager Assessment of Success

 An in-depth look at the factors influencing success or turmoil - for Managers and Team Members.

	Team Successful						Team in Turmoil					
	IT Team Members			IT Managers			IT Team Members			IT Team Managers		
	Importance of Factor			Importance of Factor			Importance of Factor			Importance of Factor		
Factors influencing Success:	1st	2nd	3rd									
Team works together effectively	72	48	31	10	5	6	14	13	3	9	5	6
Delivers high quality products/services	41	33	29	6	6	4	2	2	2	6	5	4
Meets client specifications	27	21	25	2	2	3	5	0	3	2	2	3
Timeliness of product/service delivery	23	22	26	4	6	4	6	5	7	4	5	4
Exceeds client expectations	21	18	14	3	2	1	1	2	6	3	2	1
Team relates well to each other	13	32	33	2	4	3	8	12	5	2	4	3
Team relates well to the client	12	28	34	3	4	10	0	2	2	2	4	9
Delivers creative products/service	11	14	12	2	3	0	3	5	4	2	3	0
Delivers products/services within budget	6	3	14	0	1	3	3	1	2	0	1	3
Team's product/service successful in marketplace	6	8	7	4	1	3	2	1	4	4	1	3
Team attainment of target SEI level	3	1	6	0	0	1	0	0	2	0	0	1
Defects/errors with products/services	1	8	4	3	5	0	0	3	3	2	5	0
Recognition from outside sources	0	0	0	0	0	0	0	0	0	0	0	0
Totals	236	236	235	39	39	38	44	46	43	36	37	37

Myers Briggs Type Indicator (MBTI)

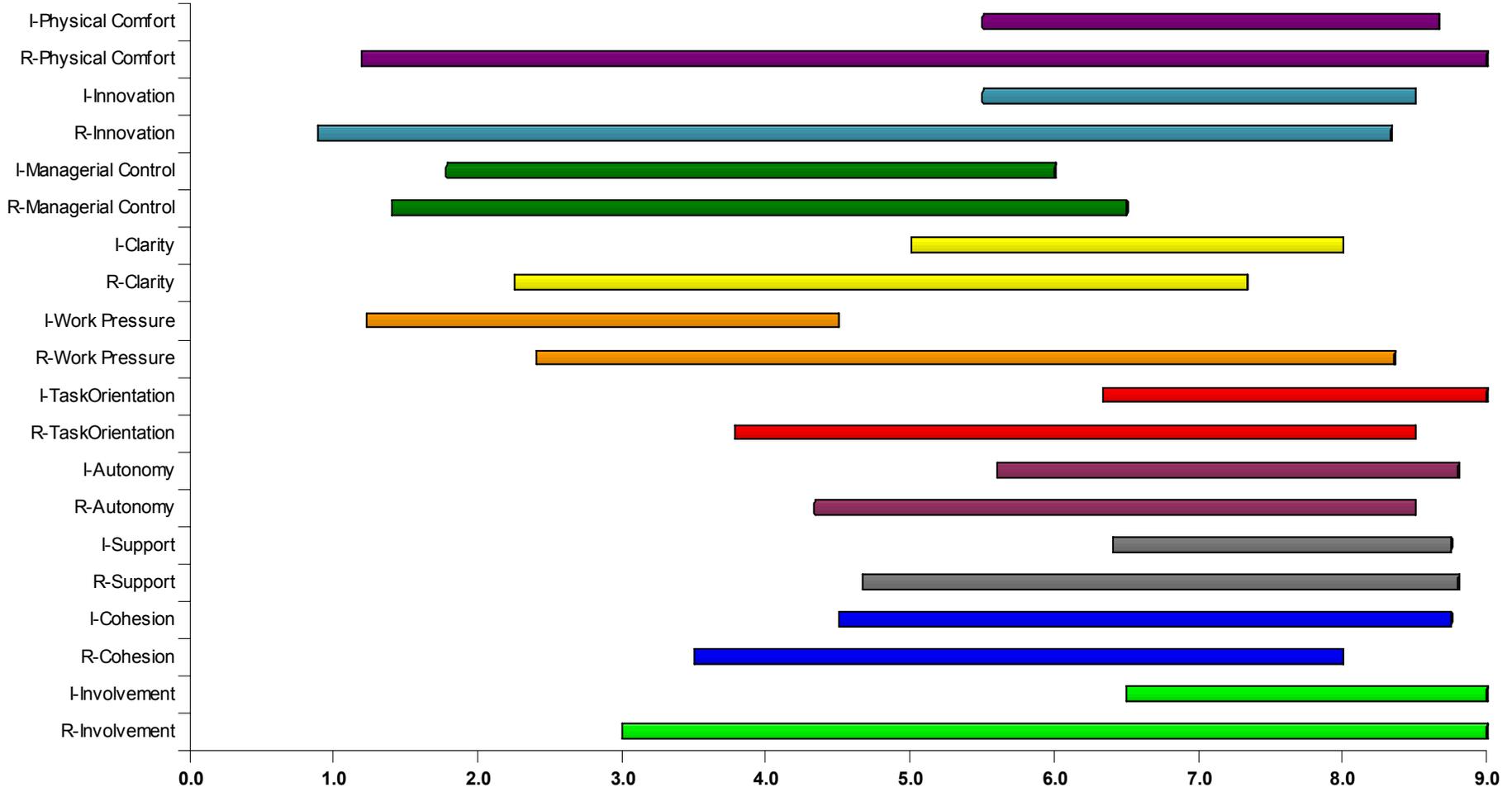
The 16 MBTI Personality Types

The combination of the preferences along each of the four scales results in 16 possible "personality types."

<p>ISTJ</p> <p>"DOING WHAT SHOULD BE DONE"</p> <p>Organizer • Compulsive Private • Trustworthy Rules 'n Regs • Practical</p> <p>MOST RESPONSIBLE</p>	<p>ISFJ</p> <p>"A HIGH SENSE OF DUTY"</p> <p>Amiable • Works Behind the Scenes Ready to Sacrifice • Accountable Prefers "Doing"</p> <p>MOST LOYAL</p>	<p>INFJ</p> <p>"AN INSPIRATION TO OTHERS"</p> <p>Reflective/Introspective Quietly Caring • Creative Linguistically Gifted • Psychic</p> <p>MOST CONTEMPLATIVE</p>	<p>INTJ</p> <p>"EVERYTHING HAS ROOM FOR IMPROVEMENT"</p> <p>Theory Based • Skeptical • "My Way" High Need for Competency Sees World as Chessboard</p> <p>MOST INDEPENDENT</p>
<p>ISTP</p> <p>"READY TO TRY ANYTHING ONCE"</p> <p>Very Observant • Cool and Aloof Hands-on Practicality • Unpretentious Ready for what Happens</p> <p>MOST PRAGMATIC</p>	<p>ISFP</p> <p>"SEES MUCH BUT SHARES LITTLE"</p> <p>Warm and Sensitive • Unassuming Short Range Planner • Good Team Member In Touch with Self and Nature</p> <p>MOST ARTISTIC</p>	<p>INFP</p> <p>"PERFORMING NOBLE SERVICE TO AID SOCIETY"</p> <p>Strict Personal Values Seeks Inner Order/Peace Creative • Non-Directive • Reserved</p> <p>MOST IDEALISTIC</p>	<p>INTP</p> <p>"A LOVE OF PROBLEM SOLVING"</p> <p>Challenges others to Think Absent-minded Professor Competency Needs • Socially Cautious</p> <p>MOST CONCEPTUAL</p>
<p>ESTP</p> <p>"THE ULTIMATE REALIST"</p> <p>Unconventional Approach • Fun Gregarious • Lives for Here and Now Good at Problem Solving</p> <p>MOST SPONTANEOUS</p>	<p>ESFP</p> <p>"YOU ONLY GO AROUND ONCE IN LIFE"</p> <p>Sociable • Spontaneous Loves Surprises • Cuts Red Tape Juggles Multiple Projects/Events Quip Master</p> <p>MOST GENEROUS</p>	<p>ENFP</p> <p>"GIVING LIFE AN EXTRA SQUEEZE"</p> <p>People Oriented • Creative Seeks Harmony • Life of Party More Starts than Finishes</p> <p>MOST OPTIMISTIC</p>	<p>ENTP</p> <p>"ONE EXCITING CHALLENGE AFTER ANOTHER"</p> <p>Argues Both Sides of a Point to Learn Brinksmanship • Tests the Limits Enthusiastic • New Ideas</p> <p>MOST INVENTIVE</p>
<p>ESTJ</p> <p>"LIFE'S ADMINISTRATORS"</p> <p>Order and Structure • Sociable Opinionated • Results Driven Producer • Traditional</p> <p>MOST HARD CHARGING</p>	<p>ESFJ</p> <p>"HOST AND HOSTESSES OF THE WORLD"</p> <p>Gracious • Good Interpersonal Skills Thoughtful • Appropriate Eager to Please</p> <p>MOST HARMONIZING</p>	<p>ENFJ</p> <p>"SMOOTH TALKING PERSUADER"</p> <p>Charismatic • Compassionate Possibilities for People Ignores the Unpleasant • Idealistic</p> <p>MOST PERSUASIVE</p>	<p>ENTJ</p> <p>"LIFE'S NATURAL LEADERS"</p> <p>Visionary • Gregarious • Argumentative Systems Planners • Take Charge Low Tolerance for Incompetency</p> <p>MOST COMMANDING</p>

WES Results

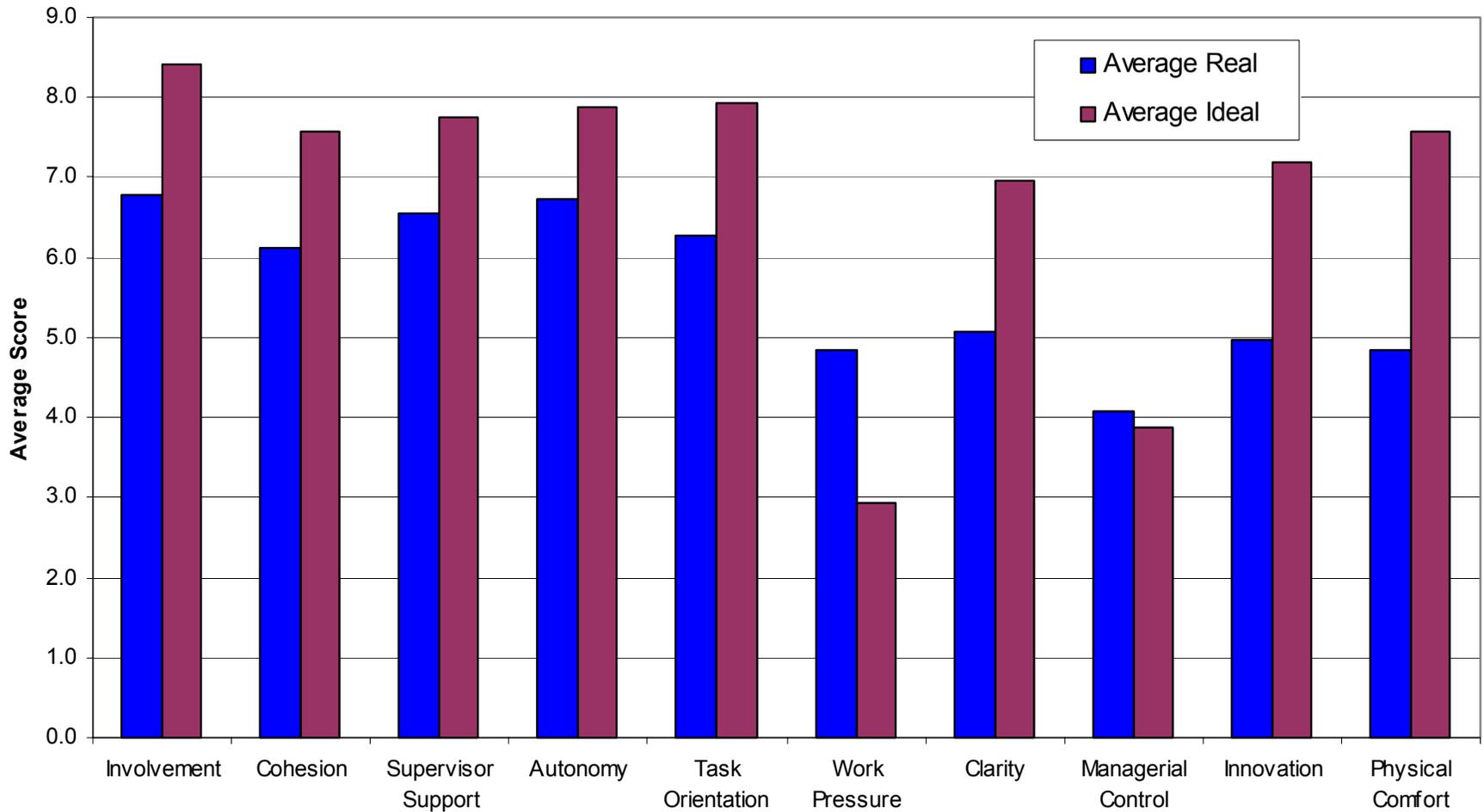
Range of Team Averages



WES Results

Average Scores

WES Distribution Across Teams -
Average of All Team Members Across Teams



Additional Resources

- 
- For More on the MBTI
- "Gifts Differing - Understanding Personality Type" - Isabel Briggs Myers
 - "Type Talk" and "Type Talk At Work" - Otto Kroeger & Janet M. Thuesen
 - "Please Understand Me" - David Kiersey
 - "The Art of SpeedReading People" - Paul D. Tieger & Barbara Barron-Tieger
 - Center for Application of Psychological Type - www.capt.org