

University of Vaasa

Department of Management and Organization



LEADEC TEAM

MBTI SERIES 8

MARIA HONKONEN & VESA ROUTAMAA:

**Psychological types and team work effectiveness:  
A study of production teams in industry. 1997.**

Published in: Proceedings of the Leadership and Myers-Briggs Type Indicator,  
April 24, Washington DC, USA, 1997.

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### Summary

*This study deals with personality structure in self-managing teams and how members of the team see team effectiveness in a Finnish production company. Twelve psychological types were found among team members. The sample size was 45. The more heterogeneous teams seemed to work better than more homogeneous teams. Most of the team members considered that teamwork was efficient, especially Es and/or Ss. Most critical of teamwork were Is and/or Js. It seems that ISTJs prefer working alone to working in a group. Most of the members of the team were ISTJs (31%) and ESTJs (24%).*