

APPENDIX

Appendix A - GLOSSARY

Collaborative climate - "the extent to which members communicate openly, disclose problems, share information, help each other overcome obstacles, and discover ways of succeeding" (Larson & LaFasto, 1989, p.94).

Consulting Psychological Press Inc. (CPP) - Publisher of the MBTI and related materials, as well as, a number of other psychological instruments (Myers, McCaulley, Quenk & Hammer, 1998).

Continuum - A characteristic or property that varies in size or amount, cannot be subdivided except by arbitrary division, and is measured by a series of numbers that are ordered in size from small to large or vice versa. The increments between numbers are the same size all along the continuum and represent equal amounts of the characteristics being measured. In personality measures, the categories of Likert scales are assumed to be a continuum, for example a seven-point rating scale ranging from very dissatisfied to very satisfied (Myers, McCaulley, Quenk & Hammer, 1998).

Effectiveness - The use of the term effectiveness in this study will be the actualization of what the client set as the initial goals for using the team report. If those goals were met it was "effective", if not, it wasn't.

Preference - One of each pair of the four basic mental functions and attitudes, that in type theory, structure an individual's personality. Each type dichotomy comprises two preferences: Extraversion or Introversion, Sensing or Intuition, Thinking or Feeling, and Judging or Perceiving (Myers, McCaulley, Quenk & Hammer, 1998).

Team Report - A tool utilized by MBTI qualified consultants to provide teams a greater understanding of their preferences, the others members' types, and the combination of types in their particular group (Hammer, available at CPP or online at <http://www.cpp-db.com/catalog/detail/DetailProduct?pc=14>).

Type - In the field of personality, and specifically for the MBTI, a unique combination of mental attitudes (E or I and J or P) and mental functions (S or N and T or F) that is more than the sum of its parts. Specifically, 1 of 16 combinations of four preferences, each with specific characteristics postulated from the dynamics of the theory. Type is not used to denote a single preference (Myers, McCaulley, Quenk & Hammer, 1998).

Validity - A term describing a measure that accurately reflects the concept it is intended to measure. Ultimate validity of a measure can never be proven, but we may agree to its relative validity on the basis of face validity, criterion validity, content validity, construct validity, internal validation, and external validation (Babbie, 1998, p. 67)

MBTI® TEAM REPORT
TR Research Questionnaire

Please take a few minutes to complete this voluntary survey. All responses are confidential, voluntary and for research only. It is important that this be completed soon after receiving your Team Report results. **Please return in the pre-addressed, pre-stamped envelope.** Thank you for your help in this very important research project!

Instructions: Please refer to your MBTI® Team Report to **check the box** with the most appropriate response to each item below. **See *Note on back*** for relevant definitions.

| Strengths and Weaknesses | Yes, to A high degree | Yes, Mostly | Some | No, Mostly Not | No, None |
|--|--------------------------------------|------------------------|-------------|-------------------------------|---------------------|
| 1. In your opinion, were the <i>Team Strengths</i> reported on the MBTI® Team Report (p.6) accurate for your team at the time of the report? | | | | | |
| 2. Were the <i>Team Weaknesses</i> identified on the MBTI® Team Report (p.6) accurate for your team at the time of the report? | | | | | |
| 3. Was the information for <i>Team Strengths</i> useful in understanding your team? | | | | | |
| 4. Were the <i>Team Weaknesses</i> listed useful in understanding your team? | | | | | |

| Problem Solving Process | Yes, to A high degree | Yes, Mostly | Some | No Mostly Not | No, None |
|---|--------------------------------------|------------------------|-------------|------------------------------|---------------------|
| 5. After some reflection did you agree with the <i>Order of the Team's Problem Solving Preferences?</i> (p. 8) | | | | | |
| 6. Did the <i>Potential Weaknesses of Your Team Problem-Solving Style</i> (p. 9) reveal problems that your team had encountered before? | | | | | |
| 7. Did the <i>Problem Solving Process</i> portion of the MBTI Team Report offer useful information for your team? (pp. 8, 9) | | | | | |
| 8. Did your team make any specific changes in the way you solve problems due to the information from the <i>Problem Solving Process</i> on the Team Report? | | | | | |

| | | | | | |
|--|--------------------------------------|------------------------|-------------|------------------------------|---------------------|
| 9. Was the <i>Problem Solving Process</i> portion of the MBTI® Team Report helpful to your team in solving problems differently? | | | | | |
| Action Plan | Yes, to A high degree | Yes, Mostly | Some | No Mostly Not | No, None |
| 10. Do you know the reasons the team leader (or the team) selected to receive the MBTI® Team Report? (goals?) | | | | | |
| 11. Was the <i>Action plan</i> (p. 12) in your Team Report applicable to your team? | | | | | |
| 12. Did the <i>Action plan</i> offer advice to your team that you could use? | | | | | |
| 13. Did your team take any of the steps provided in the <i>Action plan</i> ? | | | | | |
| 14. If yes to #13, did you see positive results from taking the action steps? | | | | | |

| | | | | | |
|--|--------------------------------------|------------------------|-------------|------------------------------|---------------------|
| General | Yes, to A high degree | Yes, Mostly | Some | No Mostly Not | No, None |
| 15. Did the Team Report meet your level of expectation in the information delivered? | | | | | |
| 16. Would you recommend the MBTI® Team Report for other teams? | | | | | |

Please **fill in the blanks**:

How long after receiving the Team Report are you filling this out? _____ (# weeks)

Are you the leader of this team? _____ (yes or no)

What industry is your organization in? _____
(Manufacturing, Service, Retail, Government, Professional, Non-profit, Other)

Note: Relevant definitions -

Accuracy - Free from error, correct in it's nature

Useful - Capable of being put to use; serviceable (usable) for a beneficial end

Thank you very much for participating in this important research!

Appendix C - Cover Letter To Consultants

May 1, 2000

Dear consultant, counselor and/or administrator of the MBTI® Team Report,

Hello, I am a graduate student in the College of Professional Studies at the University of San Francisco conducting research on the MBTI® Team Report. This is the first known study on the Team Report, and I hope to learn to what extent the team members find the information accurate and useful.

The reason you received this packet is because **I need your help!** The best method to anonymously reach participants for the study is through CPP and YOU. The participants need to have recently received their Team Report when they fill out this questionnaire.

Enclosed you will find the same number of participant cover letters, questionnaires, and return envelopes as the number of people you ordered Team Reports for, and one cover letter for a Team Leader. **I would greatly appreciate it if you would pass these along to either the Team Leader or directly to the Team Members** (if self-directed teams) when you offer the Team Report results to the team, or very shortly thereafter.

I want you to know that this survey is confidential and anonymous; consultants, client organizations, and team members are not identified. I have no access to such information.

Your help is completely voluntary. You are under no obligation to pass along this questionnaire to your client organization. If this research interferes with your client in any way, you need not offer it to them. As I am also a consultant to organizations, I understand you may be in a delicate position.

Feel free to contact the IRBPHS office or me, the researcher, at the contact information points below if you have any questions.

Research on the tools we use to help organizations will benefit you directly through improved versions! **I hope you will help me in this very important research project.**

Thank You,

Jennifer R. Sedlock
USF Student / Researcher: Telephone: (408) 238-8131

IRBPHS OFFICE: Telephone: (415) 422-6091, E-Mail: IRBPHS@usfca.edu

Appendix D – Cover letter to Team Leaders

May 1, 2000

Dear Team Leader,

Hello, I am a graduate student in the College of Professional Studies at the University of San Francisco conducting research on the MBTI® Team Report. You received this letter and related materials because **I need your help!** I am seeking some of your (and your team's) opinions about the Team Report that you recently received.

Enclosed should be the same number of cover letters, questionnaires, and pre-addressed, pre-stamped envelopes as the number of Team Reports ordered for you and your team. **Please consider passing these along to the individual team members and completing one yourself.** For purposes of accuracy, it is important that the questionnaire be completed soon after (within a week if possible) you have received the Team Report results.

I want you to know that your participation is completely voluntary. You are under no obligation to pass along these questionnaires or to complete one yourself. In addition, this survey is confidential and anonymous; consultants, client organizations, and team members are not identified. I have no access to such information.

As the researcher, I only receive the questionnaires in the sealed envelopes. The best method for finding YOU and your team, as potential participants, was through the distribution of the Team Reports from the person who ordered them for your team.

Feel free to contact the IRBPHS office or me, the researcher, at the contact information points below if you have any questions.

I hope you will help me in this very important research project.

Your opinions do matter to improve the tools you use!

Thank You,

Jennifer R. Sedlock
USF Student / /Researcher: Telephone: (408) 238-8131

IRBPHS OFFICE: Telephone: (415) 422-6091, E-mail: IRBPHS@usfca.edu

Appendix E - **Cover letter to Potential Participants**

May 1, 2000

Dear potential questionnaire respondent,

Hello, I am a graduate student in the College of Professional Studies at the University of San Francisco. I am conducting research on the MBTI® Team Report. I am seeking some of your opinions about the Team Report that you recently received. **Your answers to the attached questionnaire would be greatly valued and appreciated!**

I want you to know that your participation is completely voluntary. You are under no obligation to complete this questionnaire. In addition, **your participation is confidential and anonymous**; consultants, client organizations, and team members are not identified. I have no access to such information.

As the researcher, the best method for finding YOU as a potential participant, was through the publisher who passed them along to the consultants who ordered the Team Reports. I only receive the questionnaires in the sealed envelopes.

For purposes of accuracy, it is important that the questionnaire be completed soon after (within a week if possible) you have received the Team Report results. **Please complete the questionnaire and return it in the self-addressed, pre-stamped envelope.**

Feel free to contact the IRBPHS office or me, the researcher, at the contact information points below if you have any questions.

I hope you will help me in this very important research project.
Your opinions do matter!

Thank You,

Jennifer R. Sedlock
USF Student / Researcher: Telephone: (408) 238-8131

IRBPHS OFFICE: Telephone: (415) 422-6091, E-Mail: IRBPHS@usfca.edu

Appendix F - Pilot study #1 letter

April 24, 2000

Dear potential pilot survey respondent,

Hello, I am doing a pilot study for the research I am conducting on the MBTI ®Team Report. I am seeking your opinions on the clarity of the questions, the ease of taking the instrument, the approximate time it takes you to complete the questions, and any other insights in your experience that you would be willing to offer. **Your opinions to the attached questionnaire would be greatly valued and appreciated!**

I want you to know that your participation is completely voluntary. You are under no obligation to complete this questionnaire.

The target population for this study is team members that have recently received a copy of an MBTI ®Team Report for their current team.

You will be provided a copy of a sample MBTI ®Team Report. The questions will not appear specific to you, since you are not an actual team member. Therefore, your answers to the questions are not of any concern. Simply read each question, refer to the page of the Team Report that is mentioned (for your own reference) and then check a box at random. Again, I am merely seeking whether the questions are clear, simple, and easy to follow.

Please add any additional comments on the backside of your copy of the MBTI ®Team Report TR Questionnaire.

I hope you will help me in this very important research project.

Your opinions matter!

Regards,

Jennifer R. Sedlock
USF Student / Researcher

(408) 238-2426 jenrs@gte.net

Appendix G - Pilot study #2 letter

April 24, 2000

Dear pilot survey respondent,

Hello, I am doing a pilot study for the research I am conducting on the MBTI® Team Report. I've selected you because as a consultant who has worked with the Team Report, **you offer valuable insight!**

I am seeking your opinions on whether you think the enclosed instrument, *The MBTI Team Report, TR Research Questionnaire*, measures what it purports to measure. **Attached** you will find an excerpt from my thesis to give you an understanding of what the study aims to research.

I want you to know that your participation is completely voluntary. You are under no obligation to participate in this pilot study.

To participate you can simply:

1. Read the excerpt from Chapter 1
2. Refer to a sample Team Report that you have or you can locate one on the web at the following address:
<http://www.cpp-db.com/catalog/detail/DetailProduct?pc=14>
Just click on the team report.
3. Read the questions on the Questionnaire
4. Write comments on back or an additional page (unless not legible)

I am conducting another pilot study to find out the time it takes to complete the questionnaire, the clarity of the questions, and the ease of taking the instrument, so you will not need to concern yourself with these issues.

I am most interested to find out from you whether you think the questions will obtain the information the research is seeking based on the excerpt you read.

Please include any other insights in your experience with the MBTI Team Report that you would like to offer. The creator of the Team Report, Allan Hammer, is interested in feedback. I am happy to pass along ideas to him.

Your opinions to the attached questionnaire would be greatly valued and appreciated! I hope you will help me in this very important research project.

Regards,

Jennifer R. Sedlock
USF Student / Researcher

(408) 238-2426 jenrs@gte.net

Appendix H - **Excerpt from Chapter One for Pilot Study #2**

Excerpt from Chapter One:

Statement of the Issue

This study explores the validity of the Myers-Briggs Type Indicator Team Report. It asks, "Does the MBTI® Team Report do what it purports to do?"

This descriptive research has three foci.

First, it seeks to establish the extent to which the *strengths and weaknesses* described in the Team Report are congruent with the strengths and weaknesses perceived by members of teams, and the extent to which the information in this section is useful, as perceived by individual team members.

Second, the study seeks to establish the degree to which team members perceived the information offered to teams about their *problem-solving process* as accurate and useful.

Finally, this research seeks to establish the extent to which information from the *personalized action plan* was perceived as useful to improve team effectiveness as evidenced by the team taking action on some of the suggestions.

Another research interest, beyond the internal focus of topics in the Team Report, is whether you can see a difference in the answers of leaders versus the non-leaders.

Therefore, the overall objective of this research may be stated as follows. Did team members perceive the results of the Team Report to provide accurate and useful information?

Executive Summary
Research Study - Validity of the MBTI® Team Report
Results of materials sent for data collection

Palo Alto Office:

| Type of Supplies | Supplies Provided to PA | CPP Reported #'s | | Stock as of 7/7/2000 | Sent | # missed (May+June - sent) |
|----------------------------|-------------------------|------------------------------------|-------------------------------------|----------------------|------|----------------------------|
| | | # Cust. | #TR out | | | |
| Consultant letters- yellow | 100 | | | 79 | 21 | 12 |
| Team Leader letters- Blue | 100 | | | 81 | 19 | 14 |
| Participant letters-white | 100 | | | 63 | 37 | 207 |
| Questionnaire | 100 | | | 63 | 37 | 207 |
| Envelopes | 100 | | | 63 | 37 | 207 |
| | | May = 13 June = 20 Total= 33 | May = 86 June = 158 Total=244 | | | |

DC Office:

| Type of Supplies | Supplies Provided to PA | CPP Reported #'s | | Stock as of 7/7/2000 | Sent | # missed (May+June - sent) |
|----------------------------|-------------------------|-------------------------|--------------------------------------|----------------------|------|----------------------------|
| | | # Cust. | #TR out | | | |
| Consultant letters- yellow | 100 | | | 67 | 33 | ? |
| Team Leader letters- Blue | 100 | | | 68 | 32 | ? |
| Participant letters-white | 200 | | | 94 | 106 | 240 |
| Questionnaire | 200 | | | 94 | 106 | 240 |
| Envelopes | 200 | | | 94 | 106 | 240 |
| | | Info not available ? | May = 210 June = 136 Total=346 | | | |

Total for the two offices:

| Type of Supplies | Supplies Provided to PA | CPP Reported #'s | | Stock as of 7/7/2000 | Sent | # missed (May+June - sent) |
|----------------------------|-------------------------|-------------------------|--------------------------------------|----------------------|------|----------------------------|
| | | # Cust. | #TR out | | | |
| Consultant letters- yellow | 200 | | | 146 | 54 | 12+? |
| Team Leader letters- Blue | 200 | | | 149 | 51 | 14+? |
| Participant letters-white | 300 | | | 157 | 143 | 447 |
| Questionnaire | 300 | | | 157 | 143 | 447 |
| Envelopes | 300 | | | 157 | 143 | 447 |
| | | Info not available ? | May = 296 June = 294 Total=590 | | | |

Notes:

1. Not all customers were sent the supplies (12/33 missed from PA alone).
Note: Some customers contacted said they never received any supplies
2. **447** Team Reports went out without Questionnaires (86+210+158+136) - (37+106) = 447 missed. (590 Team Reports went out in May/June vs. 143 Questionnaires sent out in May/June - should have been equal).
3. The number of consultant letters should have matched the Team Leader letters sent.
4. FYI - Stock as of 7/7/2000 was also reported by CPP.
5. Both PA and DC should have been out of Questionnaires as of early June for PA, end of May for DC. (Based on supplies vs. TR's going out).

