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ÚSTAV EKONOMIKY

PROPOSAL OF EFFECTIVE INTERNAL COMMUNICATION CONCEPT IN INTERNATIONAL COMPANY.

NÁVRH KONCEPTU ÚČINNÉ VNITROFIREMNÍ KOMUNIKACE V MEZINÁRODNÍM KORPORÁTU.

MASTER'S THESIS

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Objectives and methods of the work
Theoretical background
Problem analysis
Proposals
Conclusion
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Attachments

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CAKRT, M. Typologie osobnosti. Přátelé, milenci, manželé, dospělí a děti Management Press, 2012.

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WHITMORE, J. Coaching for performance. 5th edition, Nicholas Brealey International, 2017.

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Abstrakt

Hlavním cílem předkládané absolventské práce je na základě kritické analýzy stávajícího stavu vnitrofiremní komunikační strategie, navrhnout žádoucí změny podporující efektivní vnitrofiremní komunikaci ve zvoleném mezinárodním korporátu.

Klíčová slova

Osobnostní typologie, komunikace, strategie interní komunikace

Abstract

The main goal of the submitted final thesis is to propose desirable changes supporting effective internal communication in an international corporation based on a critical analysis of the current state of the internal communication strategy.

Keywords

Personality typology, communication, internal communication strategy

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Čestné prohlášení

Prohlašuji, že předložená diplomová práce je původní a zpracoval jsem ji samostatně. Prohlašuji, že citace použitých pramenů je úplná, že jsem ve své práci neporušil autorská práva (ve smyslu zákona č. 121/2000Sb., o právu autorském a o právech souvisejících s právem autorským).

V Brně, dne 28. června 2019

.....

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INTRODUCTION

In a world where we are globally connected, we can produce (or replicate) almost anything. We have accelerated technology advancement so rapidly that other disciplines are barely keeping up, like the ethics and its dilemmas (Valacich and Schneider 2018) or psychology and its importance in our lives. It is paradoxical that in a world, where we are so “connected”, we also feel so “disconnected”. Not only we spend less time talking in general, we communicate much more through phones and computers and less face-to-face (Drago 2015). Based on theory and my work experience, our communication is affected by differences between us, by our personalities. These differences affect how we think and feel about one another.

Such differences make communication in companies more difficult and less efficient. There are many examples of companies that face an issue of effectiveness of internal communication. An example of such company is a Belgian automobile accessory manufacturer (AAM), with history of over 50 years. In its sector, the company is one of the Europe’s key players with over 200 mil EUR turnover worldwide. The main competitive advantage of AAM is their extensive vertical integration and cost leadership. More than 90% of the components are manufactured in-house. AAM operates in over 70 countries, from which 5 has manufacturing facilities (AAM, 2019). One of the subsidiaries is in the Czech Republic, with branches in Brno and Prague. The subsidiary was founded in July 2000 and for its relatively small market, it’s performing exceptionally. Whereas the branch results are exceptional, there is a permanent issue in the internal communication and its effectiveness, which can be further enhanced if the issues will be resolved.

Based on an interview with general manager of the Czech branch, the topic of interpersonal communication inside of the Czech branch is their current and one of the most important issues to be solved. In my work experience, when it comes to communication, the importance is to really understand oneself and have the empathy needed to understand another person. Thus, to enhance the quality and effectiveness of communication, one has to understand own personality and the differences of the other persons personality. After reading this thesis, one should be able to understand the basics of personality typology and its influence in communication applied to a model case.

1. OBJECTIVES AND METHODS OF THE WORK

The main goal of this thesis is to propose desirable changes supporting effective internal communication in an international corporation based on a critical analysis of the current state of the internal communication.

In order to achieve the main goal, I will critically analyse theories of internal communication, focusing on personality typology, analyse the current practices of communication strategy of the chosen company and suggest improvements to the strategy.

I will use the methods of both primary and secondary research. Primary research of semi-structured interview will be used to identify the needs of the company and personality inventory self-assessment to identify individual personality traits. Secondary research will be used to inform reader of factors influencing communication and to support findings from personality inventory with relevant theoretical underpinning for specific work-related topics, like temperaments, stressors, recommendations for communication improvement, etc. Limitations are leaving out the names of the company and its individuals, due to privacy.

2. THEORETICAL BACKGROUND

2.1. Internal communication in an organization

Organizational communication can have the forms of personal communication and communication mediated by a certain medium. For thesis purposes, I'll use the concept which divides communication to personal, face-to-face, and communication through media (Hola 2006).

Personal, face-to-face communication

Verbal communication is absolutely irreplaceable and represents an interaction that takes place over time, limiting inconsistencies and misunderstandings and limits the amount of ubiquitous noise. It includes immediate feedback, as a part of the dialogue. Of course, verbal communication contains non-verbal communication elements that facilitate perception and enhance the meaning of the message. This form of communication is best used to deal with complex, challenging and important situations.

Forms: interview, discussion, meeting, telephone conversation, training programs, etc.

Advantages: interactive approach, minimized distortion, instant feedback, non-verbal communication.

Disadvantages: time-consuming, higher costs, difficulty of organization, refusal of contact, possibility of preparation, lack of information, sometimes need to supplement in writing.

Communication through media

This communication is understood to be in a written, visual and audio-visual form, usually on computer, phone, etc.

Nowadays, the electronic form of written communication is most common, which enables efficient distribution, sharing and archiving of communication. Although electronic communication has brought undeniable benefits from its speed, efficiency and interactive

approach, it also poses risks. The danger is, for example, distortion or absence of immediate feedback.

Forms: visual and audio-visual forms using both classical and electronic means

Advantages: speed, possibility to reach a large number of recipients, easy communication of unpleasant information, easy transfer of information.

Disadvantages: absence of immediate feedback, loss of face-to-face contact (no non-verbal communication), inaccuracy, misunderstanding and distortion.

2.2. Interpersonal communication

Based on interview with the General Manager of the Czech branch, the issues in effectivity of internal communication originate from interpersonal communication between team members of the branch, thus factors influencing communication have to be addressed.

Communication is sharing of meaning. By meaning it is understood everything that people communicate about. To communicate, people need to transfer these meanings to one another. Thus, not only understanding the content of the message but also the complex context, where both sharing and receiving meaning happens. It is necessary to look at communication in a broader social interconnection and not only as a formal exchange of information and signals. There are three key components in the process of communication, which generally uses the terms communicator, message and receiver (Nakonecny 2009).

The communicator decides to pass on an idea to another person. First, they encode the message. The message may be in the form of verbal characters (words, letters) or non-verbal characters (body language). The content of the message is sent though the communication channel (spoken word or email) to the receiver. The receiver decodes the received message, which both the communicator and the receiver interpret as the meaning of the characters used, so if it's a verbal message, they both use vocabulary (Nakonecny 2009).

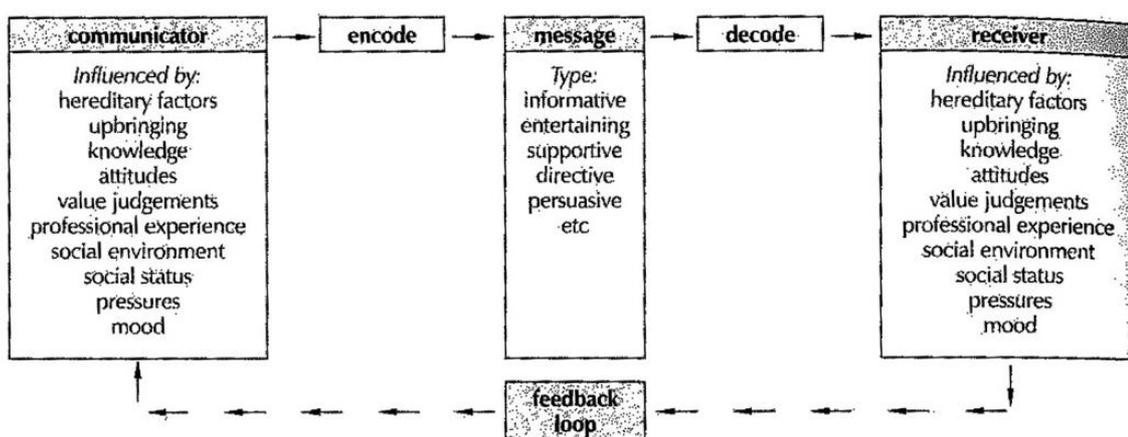


Figure 1: The communication process

(Wilson, 1999)

Receiving a message by receiver will cause a response to the communicator in the form of feedback. The whole process is influenced by so-called noise (attitudes, values, experience, etc. → personality, culture, mood, etc.), which distorts or alters the original information and changes the original message, more about communication barriers in chapter 2.2.1.

The communicator and receiver roles are switched all the time. The whole process is constantly influenced by other effects, which change the content, and meaning on the way from communicator to receiver. Interpersonal communication thus represents a complex and dynamic process, which is influenced by number of factors, which influence and change the primary intention of the shared information.

For purpose of this thesis it is important to note that to interpersonal communication, personality has a crucial influence, as different types take in, process and decide about information differently, leading to misunderstandings and conflict. This is reflected in the whole process of communication, in receiving and communicating, encoding and decoding and understanding the meaning of the message.

2.2.1. Barriers of internal communication

Different attitudes, opinions, knowledge and experience influence the process of effective communication. Individuals entering the communication process have their own knowledge, attitudes, opinions and experiences. The needs, values, attitudes and expectations of individual counterparties differ due to these differences. Thus, the interpretation of the encoded and subsequently decoded message varies between individuals and distorts the information transferred. Barriers to communication by Donnelly et al. (2002) are:

Selective perception makes people tend to perceive the communicator on receivers own terms. If the new information does not correspond to the pre-formed idea, receiver is unable to process this information and take it into account. As a defence, they skew the information to fit into an individually defined frame.

Poor listening skills occur when communicating counterparts are unable to actively listen to each other (for example due to concurrently processing a task). Consecutively in the

future, the goals of the discussion, feedback and correct transmission of work instructions cannot be achieved.

Evaluation of a message occurs during a communication process where the receiver evaluates the message before the entire communication takes place. It is based on the receiver's evaluation of the communicator, which reflects previous experience with the person and the importance of the message.

The communicator's *credibility* has an impact on how the receiver will respond to the information communicated. The trust the receiver has on the communicator will bias the decoding of the message. The degree of credibility also depends on the experience with the communicator.

Semantic problems arise when information is transmitted in the form of common and generally accepted symbols (words). Understanding information is dependent on the communicator's ability to decode this message on its own. The same words are interpreted differently by different people. Some working groups use their own language to communicate with each other, which contributes to effective communication.

To complement the above concept, it is important to note that the barriers to company's internal communication can often arise from differences in personality typology, which, if the communicator and receiver are unfamiliar with, can cause misunderstandings from which these barriers then occur. According to Cakrt (2002), cognitive style predetermines individuals to a specific way of obtaining and processing information. These are sensing or intuitive perceiving styles and thinking or feeling decision-making styles. They are described in detail in chapter 2.5, as it is precisely the personality differences, which affect the ability to obtain and process the received information that can cause a number of barriers that prevent effective internal communication. For a successful communication it is thus important, that the people who communicate together are aware of such influencers (e.g. personality typology and cognitive functions) and thus understand each other.

2.3. Personality typology evolution

To understand how personality typology has evolved I will briefly summarize the most popular theories as they were forming in order to be able to understand such a wide subject as personality typology. It is important for the comprehension of the problematics, as many psychologists and researchers have based their results on them. While experts' views and opinions on the entire subject are quite distinct, the findings are often classified into four types or categories (Cakrt 2002).

Hippocrates and his intellectual heir Galen divided the person according to four types of temperament based on the observations and factors of the ancient physicians. These are derived from the predominance of basic body fluids and are connected to essential elements, air, water, fire and earth at the same time (Cakrt 2002).

Table 1: Hippocrates-Galen theory of four elements and body fluid

(based on Rican 2010)

Temperament	Body fluid	Element
Sanguine	Blood	Air
Phlegmatic	Pleghm	Water
Choleric	Yellow bile	Fire
Melancholic	Black bile	Earth

Next important milestone occurred with possibility of temperament combination, as each temperament was previously classified as either/or and could not be a mixed type (Cakrt 2002).

Wilhelm Wundt, recognized as one of the founders of modern psychology, suggested so-called "dimensional alternative" to temperament at the start of the twentieth century. This approach formed a possibility of a mixed temperament, based on the level of emotionality and changeability. It functions as an extension to the theory of four temperaments, where a person can be a mix of various types (Cakrt 2002). Kant proposed phrases to describe each temperament and Wundt set the basis for further development of the typology as he suggested arranging temperaments on two axes traits.

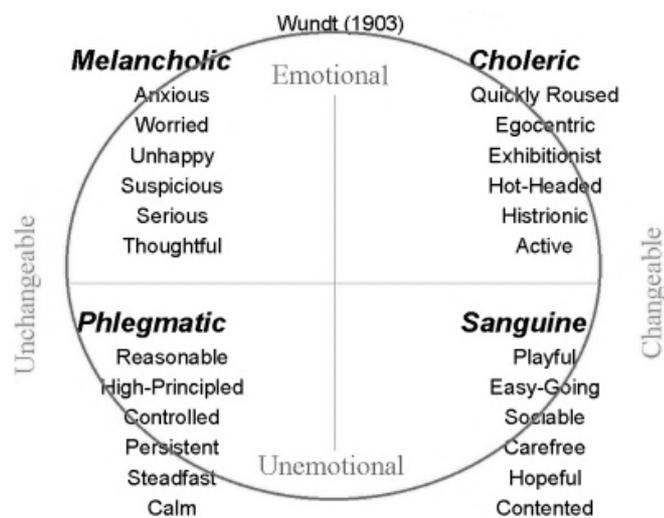


Figure 2: Wundt's Type Traits

(based on Wundt 1903, adapted by Kihlstrom 1987)

There are many personality typologies (Myers-Briggs Type Indicator, NERIS Type Explorer, Keirsey Temperament Sorter, TypeFinder, Socionics, etc.) today based on one common basis of Swiss psychologist Carl Gustav Jung’s book Psychological Types, which explains the differences between healthy people.

Based on his clinical experience and observations, Jung concluded that differences in behaviour result from peoples’ inborn tendencies to use their minds in different ways. As people act on these tendencies, they develop patterns of behaviour. Jung’s psychological type theory defines eight different patterns of normal behaviour, or types, and gives an explanation on how types develop (Myers et. al. 1998).

Jung’s work was further developed Isabel Myers and her mother Katheryn Briggs to four traits, which became widely used and popular and are described in detail in chapter 2.5.

Table 2: Cognitive functions

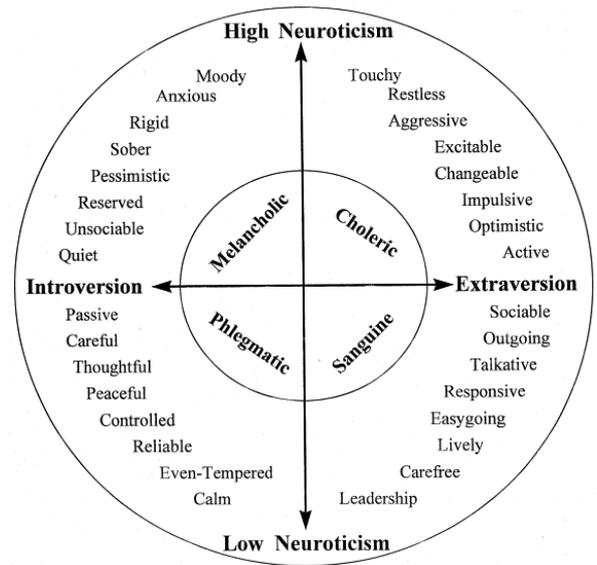
(based on Psychological Type, Jung 1921)

Cognitive functions		Functions nature			
		Judging (rational)		Perceiving (irrational)	
		Thinking	Feeling	Sensation	Intuition
Functions orientation	Introvert	Introverted Thinking	Introverted Feeling	Introverted Sensation	Introverted Intuition
	Extravert	Extraverted Thinking	Extraverted Feeling	Extraverted Sensation	Extraverted Intuition

Jung divided cognitive functions by orientation – towards inner world, introvert or towards outer world, extravert. Then by nature – either perceiving (irrational, taking in information), which can be through senses (data through sight, smell, etc.) or intuition (data through abstract ideas or interconnections), or judging (rational, deciding based on that information), which is either through thinking (objective, impersonal decision) or feeling (subjective values, personal).

Later Hans Eysenck, a German-British psychologist, interconnected the four temperaments with theories of Wundt and Jung and added neuroticism trait (Bedrnova et al. 2012).

Figure 3: Hans Eysenck's Four Personality Types
(McKay 2019)



Finally, a commonly used model of personality typology at the moment (Peterson et al, 2018), Big 5, is based on five human experience traits, which are independent from each other. This model is often referred to in the original as its acronym "OCEAN" (Provaznik 2002). The purpose of the model is by using multiple sub-facets to reveal to what extent is an individual open to experience (O), organized and focused (conscientiousness, C), oriented towards others (extraversion, E), what are his behavioural characteristics (agreeableness, A) and how emotionally stable they are (neuroticism, N) (Bedrnova et al. 2012).

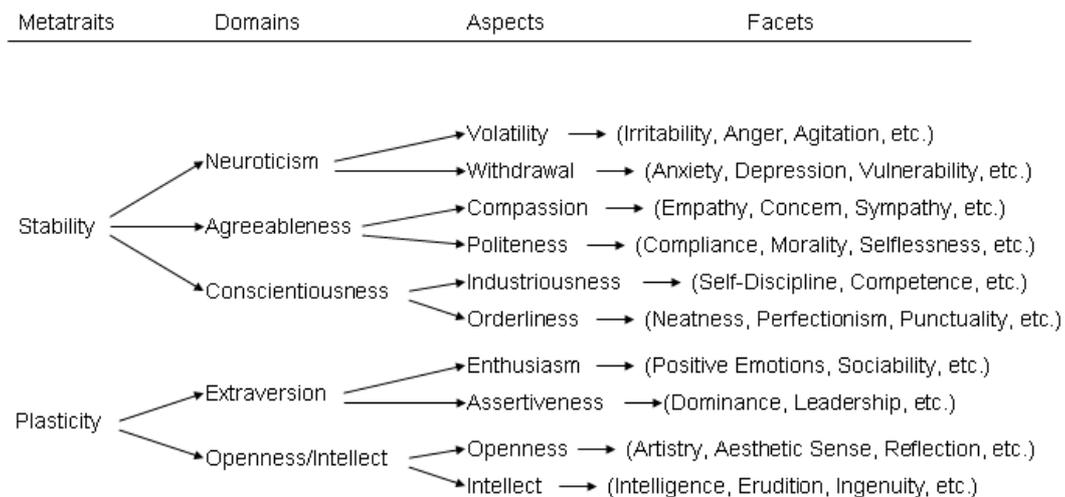


Figure 4: The Big Five Personality Hierarchy
(DeYoung 2019)

2.4. Myers-Briggs theory

For thesis purpose, I selected Myers-Briggs Type Indicator developed by Isabel Myers and her mother Katheryn Briggs during World War II, which follows Jung's concept of personality. The reason why I chose this typology instead of for example Big 5 is its' usability, simplicity and understandability (combined with its' wealth of different literature and uses for work-related situations) as a tool to get people start talking and realizing the unconscious processes of mind.

Although every person is unique, there are specific regularities, thanks to which it is possible to partially predict one's behaviour and make oneself aware of differences between each other's actions. If an individual knows what their personality is and what their qualities are, they can better see and understand the characteristics of others. If one knows their strengths, they can make better use of them in various situations. Additionally, they can cope with own weaknesses better. As to tolerate the differences in others' behaviour and to take them as a reality not burdened by their judgements, an individual should understand themselves first. And that's precisely what typology can be used for (Cakrt 2009).

Myers-Briggs expands Jungian theory by two dichotomies, judging and perceiving. After its introduction, the Myers-Briggs Type Indicator has become a commonly used instrument to identify personality. Over two million individuals complete the personality indicator yearly, according to OPP (2013).

Conflicts and differences in communication styles can then be discussed using a common language that both parties understand. This allows for more effective communication and/or conflict resolution (Crkalova and Riethof 2007) and it is also why I chose this typology – it does not only give you “what” (description of a personality), but also “how” (to work with it and with differences of others).

It is important to note, that although this tool enables personality to unveil, the results cannot be generalized. Every human being is unique. For this reason, when interpreting the results, only a part of individuals personality is revealed. This is tightly related to problematics of barriers, which can distort the results. However, the importance of this thesis is placed on the reader, who is not familiar with personality typology and how it

affects communication. The goal is to make the reader aware of existence of unconscious processes influencing communication and apply them to a model real life situation.

The models limitations are, that it doesn't reflect neuroticism trait, which is inclination to negative emotions (reflected in Fig 5).

2.4.1. Cognitive functions

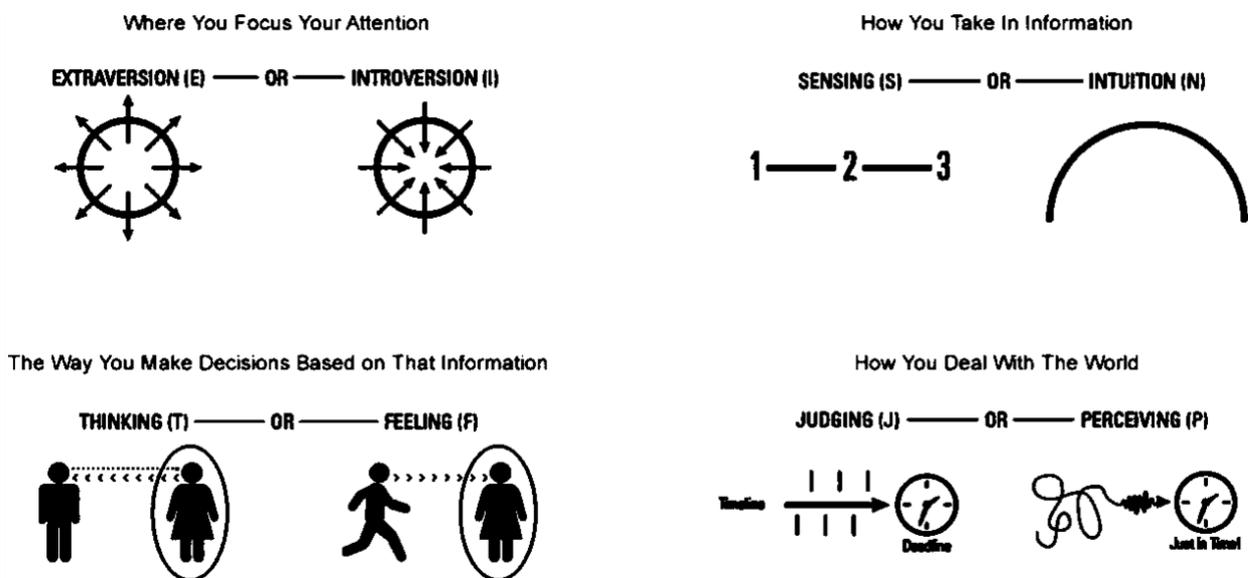


Figure 5: Cognitive functions

(Consulting Psychologists Press 2016)

The basis for exploring personality types is the existence of four pairs of dichotomous cognitive functions, as described by Jung and complemented by Myers and Briggs. As shown in Figure 5, dichotomies distinguish where you focus your attention (extraverted or introverted), how you take in information (sensing or intuition), how you make decisions based on that information (thinking of feeling) and how you organize your world (judging or perceiving).

There is no “right” or “better” preference in any of the dichotomies, it is often compared to using a preferred hand – each has its strengths and weaknesses. Detailed descriptions of cognitive functions, styles, temperaments and dynamics follow in subchapters.

Attention and energy focus

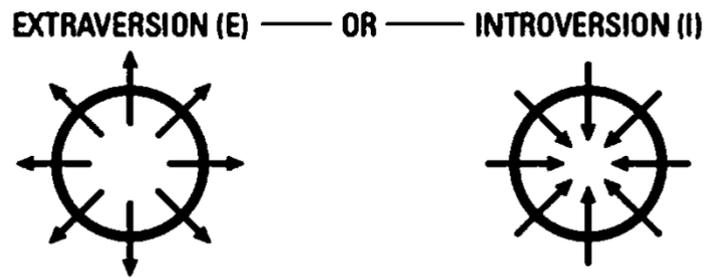


Figure 6: Cognitive dichotomy “Where you focus your attention“
(Consulting Psychologists Press 2016)

You can either focus on the outer world (people, experiences, activities), if you are extravert, or on the inner world (thoughts, feelings, reflections), if you are introvert.

Extraversion (E)

Individuals preferring extraversion focus on the external world of people and activities (Myers et al. 1998). Their attention is on the outside, and from contact with others and their activities they regenerate energy (Cakrt 2009; 2012).

They get energy through interaction, experience and activities with others, have numerous friends and acquaintances, often many hobbies and interests, usually do what they think and through talking they sort their thoughts (Crkalova and Riethof 2007; 2012).

Introversion (I)

People who focus on their inner world of ideas and experiences prefer introversion (Myers et al. 1998). By contemplating about their ideas, experiences and emotions, they focus their attention inside and recharge their energy (Cakrt 2009; 2012).

They get energy by disconnecting from others, often retreat into seclusion and enjoy their thoughts / feelings / experiences within, they like peace and privacy, it takes more time

to get closer with them, focus on depth of interests and through thinking sort what they want to say (Crkalova and Riethof 2007; 2012).

Sources of misunderstanding between extraverts and introverts come from a different perception of a suitable work environment, entertainment and relaxation. While extraverts will be happy in a busy office with a number of co-workers in the constant sound of phones and voices, the introverts will rather sit in a quiet office at the end of the hallway where they will be alone and have the peace for their own work. Even after work, extraverts like to welcome the company, entertain themselves with unknown or little-known people, or to meet at parties. Using free time this way gives them energy. For introverts such is unpleasant, and therefore they go to social events often from decency. In these situations, people may perceive an introverted type of person as being overly distant or unavailable, interpreting the behaviour incorrectly (Cakrt 2009; Myers and Kirby 2000).

Taking in information

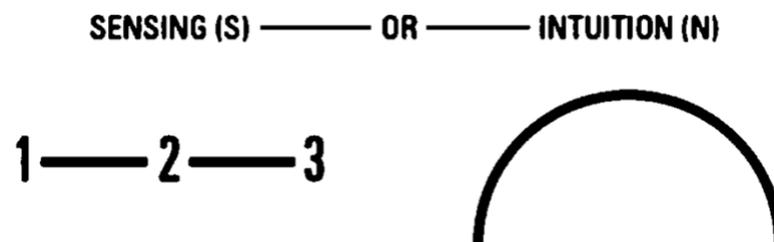


Figure 7: Cognitive dichotomy “How you take in information”

(Consulting Psychologists Press 2016)

You can either focus on facts and details (perceiving through sense) or the general context, possibilities and features in common (perceiving through abstract ideas and intuition).

Sensing (S)

Individuals who prefer sensing like real and tangible information, they are interested in what is really going on (Myers et al. 1998). They perceive the details around them carefully and focus on the practical side of things in particular (Cakrt 2009; 2012).

They focus on details, do not like to jump from one point to another and handle data randomly. They are practical and realistic, oriented towards present and past, do not like abstract conversations and anything difficult to understand and put into practice. Lose patience easily with too general, vague communication, plans and visions, believe what they can see with their eyes and tend to want to hear only facts. They ask concrete questions and require clear, factual response without metaphors or exaggeration (Crkalova and Riethof 2007; 2012).

Intuition (N)

People who prefer intuition like to perceive data by seeing the whole context and concentrating on the relationships and links between facts (Myers et al. 1998). They want to grasp the hidden structure of information and are especially receptive to finding different possibilities (Cakrt 2009; 2012).

They focus on the whole picture, oriented towards being more interested in what will be than what is now. Enjoy thinking about the contexts of things, possibilities and interconnections and their future development. They get overwhelmed by details, which they deem as tedious. They are better at inventing something new than applying something into practice. They tend to disregard formal procedures and rather explore alternatives. They enjoy talking about abstract things and concepts (Crkalova and Riethof 2007; 2012).

This dichotomy defines cognitive style, which determines the way you take in and process information. This dichotomy where most misunderstandings arise, which causes the most confusion in communication. This can be due to a completely different approach to data processing, communication and decision making (Cakrt 2009; Myers et al. 2008; Myers and Kirby 2000).

Decision making process

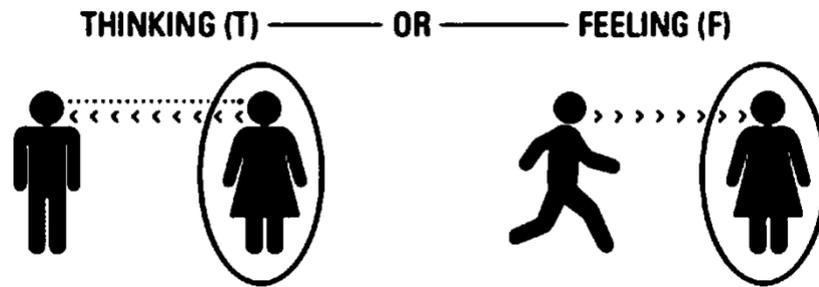


Figure 8: Cognitive dichotomy “The way you make decisions based on that information”

(Consulting Psychologists Press 2016)

After acquiring information in a particular way, the next step is to decide about it, making this dichotomy a judgemental one. As described by Jung, both of these functions are rational, they differ in the way what is important for the decision to be made. You can decide based on logical analysis (mental function Thinking) or based on subjective analysis which rests on values and relationships between people (mental function Feeling).

Thinking (T)

People who prefer thinking like to analyse a given solution's logical implications (Myers et al. 1998). They want to be emotionally disconnected from the situation so they can weigh all advantages and disadvantages objectively. They are driven by criticizing and analysing what might be incorrect in order to fix the issue subsequently. Their objective is to discover a procedure or principle that in all comparable circumstances can be implemented (Cakrt 2009; 2012).

They focus on logic and objective analysis of a given situation. They consider and evaluate the pro's and con's and causes and consequences in their decision making. They want to have an impersonal view, accuracy and unbiased reasonableness when creating

arguments. They are directed by their logic and reason (Crkalova and Riethof 2007; 2012).

Feeling (F)

People who prefer feeling consider in their decision process what's important to them and others that are involved (Myers et al. 1998). They tend to emphasize into a situation to identify themselves with those involved and then decide based on their values and beliefs. It encourages them to appreciate and be valued by others, and they are searching for characteristics they can highlight. Their objective is to build a harmonious atmosphere and treat each individual as a unique personality (Cakrt 2009; 2012).

They focus on values and people, their decision making is based on inner values, interpersonal relationships and subjective analysis. Their tact and consideration for others might sometimes be more important than the truth. Naturally empathetic. Personal relationships and harmony are what they desire. They focus on the impact of their decisions on others (Crkalova and Riethof 2007; 2012).

A lot of misunderstanding in this dichotomy can occur due to projecting one's own approach to another person. It is important to note, that even though thinking types don't display their feelings and emotions as openly as feeling types, it doesn't mean they don't internally experience them as intensively. If two people with different types of orientation know the specifics of their personality and the personality of others, they can work together to tolerate each other without problems. It is common for a feeling type to consult thinking type for insight to impersonal logical opinion and for a thinking type to ask for a more sensitive feeling opinion (Crkalova and Riethof 2007; Myers and Kirby 2000).

Organizing the world

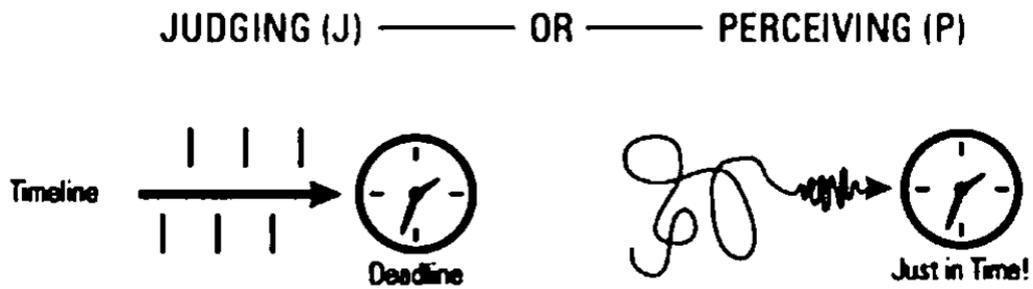


Figure 9: Cognitive dichotomy “How you deal with the world”

(Consulting Psychologists Press 2016)

Which approach do you prefer in organizing your life – systematic and organized (judging) or informal and spontaneous (perceiving)?

Judging (J)

People who prefer judging like living in a scheduled and orderly manner, attempting to control their life (Myers et al. 1998). They want to form decisions, conclude and move forward. Structure and organization characterize their lives, they love when things are in place. They adhere to a plan or timetable and obtain their energy by bringing things to an end (Cakrt 2009; 2012).

They tend to organize themselves and the world around them, as well as incline to approach world systematically. They want to know what’s going to happen next and enjoy planning. They direct their thinking processes to arrive at a conclusion quickly. They dislike open ends (Crkalova and Riethof 2007; 2012).

Perceiving (P)

People preferring perceiving like to live an adaptable, spontaneous life, not wanting to control it, but rather live it and try to understand it (Myers et al. 1998). They are irritated by detailed plans and final decisions. They are willing to change their decisions based on

new information, even if it means changing something at the last moment Through their flexibility and adaptability, they gain energy which enables them to react to the current situation (Cakrt 2009; 2012).

They tend to react to whatever comes. Spontaneous and informal approach to the world, improvising as the situation evolves, not planning and subsequently recording their activities. Others may view them as chaotic. Usually more focused on the process than on the result with sometimes postponing decisions or tasks (Crkalova and Riethof 2007; 2012).

Conflicts in the work environment come from differences in the approach to performing the task. Perceiving type will want to leave things open, not deciding upon them immediately, judging type will feel tense until it is closed. For this reason, judging type will think perceivers as slow, lazy or indecisive and perceiving type of judger as hasty or inflexible (Myers et al. 2008; Myers and Kirby 2000).

Cognitive styles

Each cognitive function influences how a person processes and uses information to form decision. Each of these functions creates a pair which then creates a cognitive style. Each pair consists of a dominant and supportive function. For example, if a dominant function is S (or T), then supportive is N (or F), etc. (Cakrt 2009)

ST – People preferring sensing combined with thinking focus on facts and logic. They tend to learn facts, especially figures quickly. They follow clear and logical step-by-step instructions and trust past experience. They focus on past and present, request immediate feedback, searching for something to do and immediately seeing outcomes (Cakrt 2009; Crkalova and Riethof 2007).

SF – People preferring sensing combined with feeling focus on facts and people. They expect a pleasant and welcoming atmosphere, where they can learn about things that have

direct impact on peoples practical activities. They trust their past experience, also focus on past and present and for interaction between people (Cakrt 2009; Crkalova and Riethof 2007).

NF – People preferring intuition combined with feeling focus on options and people. They want to share their inspirational ideas, they're interested in moral aspects and values of others, they expect a flexible and innovative environment and trust their intuition. Their focus is towards the future and they try to interconnect things to have a full context (Cakrt 2009; Crkalova and Riethof 2007).

NT – People preferring intuition combined with thinking focus on options and logic. They learn theoretical concepts about things easily, they create and remember algorithms, schemes and concepts themselves. They expect their environment to be intellectually stimulating and innovative, while focusing on the future and trusting their intuition. They welcome critical analysis (Cakrt 2009, Crkalova and Riethof 2007).

Type temperament

Originally developed by Keirse (1998), similarly to cognitive styles, each of cognitive functions creates a pair which then creates a temperament.

SJ – Also known as “guardians”, they function as traditionalists and stabilizers. Practical people with inner sense reality and presence, of what needs to be done here and now. They transfer concepts and plans into reality, while setting the procedures, rules and schedules. They have an ability to process a large amount of data and create precise, well-structured documents. They like routine, control and evaluation and meeting deadlines. At times they can become stiff, because they want to stick to established practices, can miss immediate opportunities and unexpected changes may stress and offend them (Crkalova and Riethof 2012; Keirse 1998).

SP – Also known as “explorers”, they are natural negotiators and solving urgent and critical problems. Their strengths are the ability to convince others of their ideas and excel in crisis management, flexibility, sense of reality and risk taking. At times they can become restless and disregard the importance of planning and consequent recording their activities (Crkalova and Riethof 2012; Keirsey 1998).

NF – Also known as “idealists”, they are usually the diplomats and spokesmen. They take care about the human side of an organization, because they think in long term contexts with emphasis on people and values, they create visions, search for new approaches and ways, spread enthusiasm and motivation. They are highly sensitive, non-directive managers and colleagues who create an atmosphere of understanding. At times they tend to get influenced by others and get lost in their idealism (Crkalova and Riethof 2012; Keirsey 1998).

NT – Also known as “rationals”, their role is usually to be a strategist or visionary. They are strong at conceptual work, creating basics directions and providing vision. They make effort to continuous improvement and have an ability to see overall context, being creative and focus on potential. They are proficient in analysis and critical discussions. At times they might disregard the emotions of others and insist on perfect understanding of a problem or situation (Crkalova and Riethof 2012; Keirsey 1998).

Type dynamics

Combining individual preferences into one of the sixteen types evolves into type dynamics (or order of preferences) defining individual type. Dynamics determines how much energy and time we devote to each phase of each problem solving. Time and energy spent for each function ranges around half for first function, half of half for second, etc. A significant amount of time and energy is spent on first and second functions, whilst the others are neglected (Crkalova and Riethof 2007; 2012).

Table 4: Cognitive functions

(Crkalova and Riethof 2007)

ISTJ	ISFJ	INFJ	INTJ
1. Sensing 2. Thinking 3. Feeling 4. Intuition	1. Sensing 2. Feeling 3. Thinking 4. Intuition	1. Intuition 2. Feeling 3. Thinking 4. Sensing	1. Intuition 2. Thinking 3. Feeling 4. Sensing
ISTP	ISFP	INFP	INTP
1. Thinking 2. Sensing 3. Intuition 4. Feeling	1. Feeling 2. Sensing 3. Intuition 4. Thinking	1. Feeling 2. Intuition 3. Sensing 4. Thinking	1. Thinking 2. Intuition 3. Sensing 4. Feeling
ESTP	ESFP	ENFP	ENTP
1. Sensing 2. Thinking 3. Feeling 4. Intuition	1. Sensing 2. Feeling 3. Thinking 4. Intuition	1. Intuition 2. Feeling 3. Thinking 4. Sensing	1. Intuition 2. Thinking 3. Feeling 4. Sensing
ESTJ	ESFJ	ENFJ	ENTJ
1. Thinking 2. Sensing 3. Intuition 4. Feeling	1. Feeling 2. Sensing 3. Intuition 4. Thinking	1. Feeling 2. Intuition 3. Sensing 4. Thinking	1. Thinking 2. Intuition 3. Sensing 4. Feeling

Looking at the table above, for example an ISTJ type (top left) will naturally have a tendency towards misunderstanding with INFJ type (top middle), due to their opposite preferences, which can be balanced by learning about one's own preferences, their meaning and preferences of others.

2.4.2. Individual types

Introverted types with dominant thinking

ISTP

People who prefer ISTP are carefully observing what is going on around them (Myers et al. 1998). They swiftly reach the essence of the issue once the situation demands, with the least effort possible. According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they are interested in how and why things work, but when they cannot apply theory to practice quickly, they lose interest, as abstract theories are meaningless to them. They are the "go to" people when issue gets urgent and critical. ISTPs use their thinking to comprehend the fundamental principles that rule the facts primarily in their inner world. Their minds seem almost like a computer, organizing information, and then objectively and objectively impersonating it. Based on the quantity of particular information, they create rational choices. Usually are withdrawn and objectively critical, analytically thinking and solving issues. They will generally feel frustrated and may be cynical and negative, reduce their attention and energy, postpone decisions if they cannot use their preferences and be recognized by others for their contribution.

INTP

People who prefer INTP can independently solve issues, they excel in a quick and unbiased assessment of some concepts or situations (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they can ask difficult questions that lead to new rational approaches they seek. By working separately on an issue requiring knowledge or wisdom, INTPs produce the best outcomes. Even though they work best on their own, their criticality and capacity to summarize the scenario obviously can assist the team get to the core of a complicated issue. They will generally feel frustrated and may be cynical and negative, be sarcastic and destructively critical, isolate themselves and be passive, revel in quarrels and word fights, if they cannot use their preferences and be acknowledged by others for their contribution.

Introverted types with dominant feeling

ISFP

It's the present moment, where people who prefer ISFP enjoy living and experience a quiet pleasure in (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000) they need freedom to have the space and speed they need to stay on their path. Then they can provide others with the same. They are reliable in fulfilling their significant commitments and duties. It takes time for ISFPs to get closer to other. The relationships they create are very significant for them. In many discreet ways they express their devotion to others. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may pull away from others and events, be too self-critical, passively oppose structures and rules, feel undervalued and underestimated.

INFP

Strong inner values guide people who prefer INFP (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they want to work so it contributes to their personal development and also is important to others. They simply need a deeper meaning than pay check. Their ability to clarify their values and live in harmony with them is crucial for them. INFPs understand and respect other people's emotional and psychological needs, even if they don't express or even acknowledge them. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may suddenly have verbal expression difficulties, move away from individuals and circumstances, not provide necessary information to others, particularly on their significant values.

Introverted types with dominant sensing

ISTJ

People who prefer ISTJ have a deep sense of responsibility and strong commitment to organisations, family and friendships (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they function steadily within the defined range and time to fulfil their obligations. They can sacrifice a lot to fulfil the duties that they perceive as needed, but they tend to disregard duties that make no sense to them. Generally speaking, ISTJs prefer independent tasks, where results are their inner responsibility. However, when team roles are exactly defined and it is important to properly accomplish tasks, they like to work in teams. They involve others to fulfil the given duties in teamwork. ISTJs put great importance on competence and accountability. They expect others to be as reliable and conscientious as they are. If they are unable to use their preferences and aren't acknowledged by others for their contribution, they will usually feel frustrated and can concentrate their attention solely on meeting deadlines, timetables and compliance processes, being too critical and judging others, having trouble delegating, as they won't trust others to do their work well.

ISFJ

People who prefer ISFJ are accountable and conscientious, you can rely on them (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they also have a feeling of accountability and deep commitment to organisations, family and friendships. They perform steadily within the defined scope and time to fulfil their duties. They can sacrifice a lot to fulfil the duties that they perceive as needed, but they tend to disregard duties that make no sense to them. ISFJs are focused on what individuals want and need and are able to implement processes that fulfil those requirements and desires. They take seriously their social roles and duties and want the same from others. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and can blindly assist authorities, feel undervalued and hurt, often complain and concentrate only on the direct implications of their decisions.

Introverted types with dominant intuition

INFJ

People who prefer INFJ have the ability to understand complicated meanings and interpersonal relationships intuitively (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they have confidence in their intuition. They often know other people's emotions and intentions empathically before even they find out. This empathic understanding can be combined with focused attempts and organisational abilities to implement global plans. INFJs comprehend interpersonal relationships and opportunities rapidly. They can encourage and assist others develop personally. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may cover the reasons for their decisions, which then look random. In moments like these, they can base their judgments on limited data, form opinions not based on reality and become too critical.

INTJ

People who prefer INTJ have a clear view of future possibilities and don't lack the energy and organisational abilities to put their ideas into practice (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they like complicated, challenging assignments and can solve extremely theoretical and abstract problems. They will also discover approaches to accomplish their objectives once they have created a general plan. Their way of thinking leads them within big organisations to set visionary objectives and global plans to achieve them. INTJs value knowledge and expect competence from themselves and others. Confusion, disorder and slacking are the most irritating to them. If they cannot use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may be detached and indifferent, not telling others about their ideas and plans, be critical of those who do not comprehend their vision instantly and be too stubborn.

Extraverted types with dominant thinking

ESTJ

People who prefer ESTJ like organizing others, preparing projects, planning processes and making things function (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they are guided by clear inner rules that they systematically aim to bring to life. They value ability and performance, and like showing their accomplishments in life and work. They produce the best outcomes in cases where clear, known problems can be solved by best practice. ESTJs approach issues rationally and they can demonstrate toughness if the scenario needs it. They use their thinking function mainly in the outside world, as they organize their life and work there. They have no patience in dealing with confusion and slackness. If they cannot use their preferences and are not acknowledged by others for their contribution, they will generally feel frustrated and may be rigid, dogmatic, intrusive "all-round experts" who try to command and refuse to listen, be meticulous and have no patience with those who don't follow the instructions.

ENTJ

Natural leaders and managers are people who prefer ENTJ (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they can generate ideas and theoretical foundations and turn possibilities into concrete plans for achieving both short-term and long-term objectives. They can identify illogical or ineffective procedures, and they have a powerful need to alter them, to organize individuals and situations in order to move everything in the right direction. ENTJs are strategic visionaries who can anticipate the future needs of individuals and organisations for whom they are accountable. They will generally feel frustrated and may be too impersonal and critical, intrusive and dictatorial, not listening, only commanding, rude and verbally aggressive if they cannot use their preferences and aren't acknowledged by others for their contribution.

Extraverted types with dominant feeling

ESFJ

People who prefer ESFJ like to organize others and then work on assignments with others in timely and accurate manner (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they are loyal and conscientious. They also notice and take care of little things and demand the same from others. They value stability and certainty. They are open, like social activities and give their workplace personal care like it was their home. They want to be valued for authentic themselves and what they bring to others. ESFJs use their feeling function primarily in the outside world and radiate energy around them. They may be stimulated by praise and hurt by disinterest or unkindness. They don't feel well in conflict or tense situations and try to prevent them from happening. Usually they are warm, friendly, tactful, prepared to assist and collaborate well. If they cannot use their preferences and aren't acknowledged by others for their contribution, they will usually feel frustrated and may doubt themselves and focus solely on meeting others ' requirements, be nervous and guilty of being over-controlled, hypersensitive, because of their desire for harmony.

ENFJ

People who prefer ENFJ are attuned to others, and they comprehend their emotional needs, motivations and fears swiftly thanks to their empathy (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), supporting others and encouraging them to develop personally is crucial to them. ENFJs can influence individuals in a pleasant manner and can often lead individuals to overcome conflicting intentions and agree. Often, they function as catalyst, they can awaken the best in others. They can be faithful followers and inspirational leaders. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may be anxious, feel guilty and doubt themselves, be intrusive and overly control others in their desire for harmony, be hypersensitive to criticism.

Extraverted types with dominant sensing

ESTP

People preferring ESTP are energetic, approaching problem-solving actively and creatively (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they are not usually not bound by rules and established processes. They prefer to discover unique methods to find their own way. They enjoy their work and usually find simple solutions to complicated problems. They are versatile, adaptable, creative, full of ideas, capable of compromising on conflicting views in a group, they are excellent team players. They are popular because of their happiness in life and the capacity to enjoy the moment. In social meetings, sports and work, they are welcomed companions. ESTPs are interested in everything that is happening around them, whether it is events, food, clothing or sports, just about anything that provides fresh experiences. They are generally mindful, practical, realistic and active. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may find it difficult to adopt guidelines and meet deadlines. They can concentrate solely on excitement and associated activities instead of making important commitments.

ESFP

People who prefer ESFP are lovers of life. They are living in the present moment, finding enjoyment in the people around them, food, clothing, nature and their own activities (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), usually they can't be bound by conventions or regulations and attempt to satisfy their needs creatively. ESFP are excellent team players, they perform their duties with pleasure and no unnecessary fuss. ESFPs are interested in others and new experiences. They like diving into new things and learning on the go rather than reading or studying. People preferring ESFP tend to be mindful, practical, realistic and active. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may be distracted and overly impulsive, have trouble in accepting and meeting deadlines and take actions and decisions of others too personally.

Extraverted types with dominant intuition

ENFP

Life is an adventure for ENFPs, full of exciting possibilities (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), ENFPs are capable of perceiving others easily, understanding the current situation and predicting its' future development. They have a vast array of feelings and intense emotions. They need other people's appreciation. They are always prepared to help and appreciate others themselves. In achieving significant objectives, ENFPs quickly recognize how people and teams function and are resilient and compelling. Others are inspired by their energy and passion. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and distracted, have trouble focusing, are easily turned off, not consistent in decisions, disregard deadlines and binding processes.

ENTP

ENTPs are constantly exploring their environment and searching for new opportunities (Myers et al. 1998). According to Cakrt (2009; 2012), Crkalova and Riethof (2007; 2012) and Myers and Kirby (2000), they see links and interconnections of things hidden to others. Sometimes they seem to be able to see the future. They can generate ideas, then strategically evaluate them. ENTPs understand the functioning of systems. Then, to accomplish their objectives, they engage entrepreneurially and creatively. ENTPs are excited innovators. Their world is full of opportunities, exciting thoughts and challenges. They are stimulated by problems. Finding creative alternatives easily, plunging into action and relying on their improvisational capacity. Usually they are creative, imaginative, conceptual, curious. If they are unable to use their preferences and aren't acknowledged for their contribution by others, they will usually feel frustrated and may be rude, hostile, criticize others, particularly if they are ineffective or incompetent. Under these circumstances they may be rebellious, offensive and distracted.

Personality typology is consisted of four pairs of cognitive functions consisting of dichotomies, which are mutually opposite preferences. First cognitive function is attention focus and energy source (extraversion or introversion). Second, difference in taking in information (sensing or intuition). Third, deciding and coming to conclusion based on that information (thinking or feeling). And fourth, organizing with the world around (judging or perceiving). Pairing second and third (or fourth) cognitive function creates cognitive styles and temperaments (e.g. SJ or NT). Pairing all four cognitive functions creates individual types (e.g. ESFJ or INTP). Each individual type has its own dynamics based on the order of cognitive functions which create that type (e.g. ESFJ's primary function is feeling, INTP's primary function is thinking).

3. PROBLEM ANALYSIS

AAM is an automobile accessories manufacturer. Their products and most of its components are manufactured in house in one of 5 manufacturing facilities. Their main product is hydraulic platform for trucks, with many variations and options, based on individual truck dimensions and customer needs. The company's main business goal is to be leading manufacturer in their sector. The Czech branch's supportive goal is to be a quality service provider (mounting, repair and maintenance for all platform brands), supporting the achievement of the main business goal. The company is thus mainly focused on selling of their products, mounting them on cars and doing after-sales service.

There is a lot of freedom for the GM to do what they need in order to support the main business goal. The main goal of the interview conducted with the GM on 3rd of June in Brno was to understand the needs of the company, which were a foundation for the thesis. The following questions were asked: Can you describe your current internal communication strategy? In our introductory communication, we discussed changes to support effective internal communication at your branch, can you please expand on what specific needs are currently relevant to your business? Do you have any specific cases of these communication misunderstandings or problems that happen repeatedly? How should task delegation and feedback work ideally at your company? How does it work now? What do you think would help internal communication to work more efficiently?

As described by the GM on the interview, communication between team members is key to achieving company goals and familiarizing the team with personality typology would help unveil the misunderstandings in communication coming from different types and leading towards inefficiencies, conflict and dysfunction. According to GM, misunderstandings in delegation of tasks and lack of feedback are contributing factors of inefficiencies, leading to clashes and preventing free flow of information and communication in general.

3.1. Internal communication strategy

There is no formal internal communication strategy in either the mother company or the Czech branch. One of the only points of communication with mother company is when ordering a platform through internal ordering system, where an employee inserts dimensions and orders a platform. If there is no technical issue, the platform is put into production. General Manager of the Czech branch (GM) is in email or phone contact with mother company employees in cases of technical errors in an order, technical issues or when production is delayed. There are approximately two visits per year from mother company executives. Technicians are rarely communicating with mother company. The main focus of this thesis is on the Czech branch of the company and their internal communication issues. The communication with mother company and manufacturing facilities on international basis is methodical, strictly set and thus not a focus of this thesis.

However, from the interview with the Czech GM, there is one specific unwritten rule, which is straightforward communication across structure. The company encourages employees of any position to reach anyone in order to obtain or share information, to resolve a problem. It is common for one of the owners to straight call specific employees when a problem arises that they have most information about. And vice versa, when a lower level employee has something that can be settled by structurally much higher superior, to reach out to them for assistance. This enables a lot of flexibility to the company and less “hiding” of problems.

GM’s practice is by their description casual, fostering communication and allowing to approach them as they would their colleague. However, perception of colleagues is important subconscious factor as described in chapter 2.2.1 and thus some of less assertive colleagues can get their communication (views, needs, etc.) neglected by other team members. Thus, providing a personality typology framework for internal communication would be highly beneficial to the team as a whole.

The Czech branch structure is in the figure 10 below. Team members selected by the GM for participation in the analysis are:

General Manager (GM), Accountant (Acct), Administrative Clerk (AC), Prague Branch Head Service Technician (PBHST), Warehouseman and GM Assistant (WH/GM Assist), Spare Parts and Service Technician (SPST), Senior Service Technician (SST) and one Service Technician (ST).

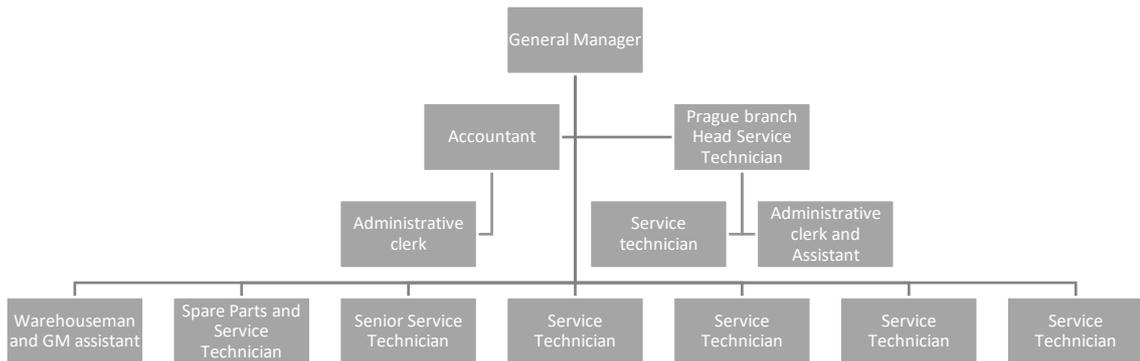


Figure 10: Czech branch organizational structure based on interview

(authors adaptation)

Company follows a flat organisational structure. GM with Accountant and Administrative clerk are communicating in person on a daily basis, mainly concerning orders and organisational tasks. Prague Branch Head Service Technician is functioning semi-autonomously concerning services and his team and communicates with GM concerning tasks on a daily phone calls and email basis. Team of service technicians is functioning semi-autonomously in conducting service and is unofficially supervised by Senior Service Technician, who is communicating with GM about tasks of service team in person on a daily basis. GM is often the first and almost always last step to problem resolution. In the organizational structure chart, it is clear that GM is the involved in almost every communication and decision making. This perhaps leads to quick resolution but also to information overload and effort to responsibility and accountability delegation on the side of the GM.

3.2. Analysis of individual personality preferences

In practical part of the thesis, the first step is to state a subject of research, find out the individuals preference in the four cognitive functions. Identification of individual preferences of team members is crucial to improving the internal communication. Internal communication will be more effective thanks to team members understanding their own individual preferences and preferences of others (i.e. understanding interindividual differences).

3.2.1. Subject of research

The main subject of research is to find out team members individual preferences according to Myers-Briggs personality inventory.

3.2.2. Research question

The aim of the thesis is to answer the research question "How can barriers to internal communication caused by different Myers-Briggs personality types of AAM team members be overcome?"

By deriving internal communication barriers coming from personality differences according to Myers-Briggs theory I will present suggestions to overcome them.

3.2.3. Method of research

To find out individual preferences and to be able to answer to the research question a questionnaire focused on personality typology compiled by Keirse and Bates (2006) was used. In this self-assessment participants assess own view on their personality. The questionnaire is attached in attachment A-1. Based on the data obtained, it is then possible to analyse the individuals according to Myers-Briggs theory and suggest recommendations for communication improvement.

3.2.4. Questionnaire results

The questionnaire consists solely of 70 closed questions, attached in appendix A-1. The responses were analysed using the instructions given by Keirsey (1998) using the formula in Figure 11, which reveals the type of respondents' personality. There are 10 questions focused on extraversion/introversion dichotomy and 20 for every other cognitive function. The result gives a four-letter type, describing each dichotomy preferred.

Individual questionnaire answers are not presented to preserve privacy of each individual, only the final types are presented. The original of questionnaires and their evaluation and are kept in a storage.

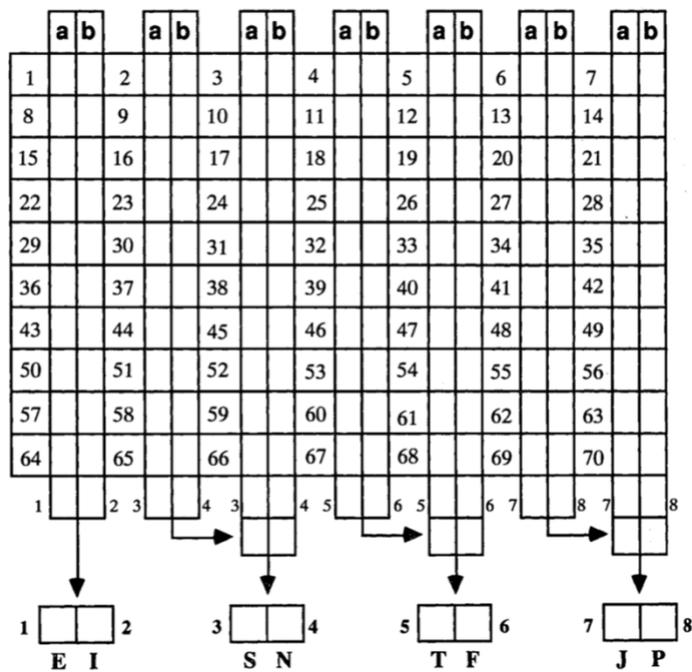


Figure 11: Formula to analyse responses from personality inventory

(Keirsey 1998)

The questionnaire does not assess the strength of each preference, rather a clarity to which certainty the individual is of preferred dichotomy. First column of questions is determining whether an individual is an introvert or an extrovert, second and third columns focus on dichotomies of sensing and intuition, fourth and fifth determine individuals preference towards thinking or feeling and last two columns assess preference towards judging or perceiving. Individual results, with number of questions assigned to dichotomy are interpreted below.

Team examination: Sex – Female 2x,
Male 6x; Age – 26-35 3x, 36-45 5x;

Years in company – 0-2 1x, 3-5 4x,
6-10 3x

General Manager – INTP

Extraversion 1; Introversion 9

Sensing 7; Intuition 13

Thinking 17; Feeling 3

Judging 4; Perceiving 16

**Warehouseman and Assistant to GM
– INFP**

Extraversion 3; Introversion 7

Sensing 2; Intuition 18

Thinking 7; Feeling 13

Judging 6; Perceiving 14

Accountant – ISTP

Extraversion 3; Introversion 7

Sensing 19; Intuition 1

Thinking 15; Feeling 5

Judging 7; Perceiving 13

**Spare Parts and Service Technician –
ISTJ**

Extraversion 2; Introversion 8

Sensing 14; Intuition 6

Thinking 20; Feeling 0

Judging 14; Perceiving 6

Administrative clerk – ISFJ

Extraversion 1; Introversion 9

Sensing 16; Intuition 4

Thinking 3; Feeling 17

Judging 20; Perceiving 0

Senior Service Technician – ESFJ

Extraversion 7; Introversion 3

Sensing 15; Intuition 5

Thinking 3; Feeling 17

Judging 18; Perceiving 2

**Prague Branch Head Service
Technician – ISFP**

Extraversion 4; Introversion 6

Sensing 17; Intuition 3

Thinking 8; Feeling 12

Judging 3; Perceiving 17

Service Technician – ESFP

Extraversion 10; Introversion 0

Sensing 16; Intuition 4

Thinking 8; Feeling 12

Judging 1; Perceiving 19

Based on the results, the distribution between cognitive functions is as following:

Table 5: Team cognitive functions distribution (authors adaptation)

Extraversion – 2	Introversion – 6
Senior Service Technician; Service Technician	General Manager; Accountant; Administrative Clerk; Prague Branch Head Service Technician; Warehouseman and Assistant to GM; Spare Parts and Service Technician
Sensing – 6	Intuition – 2
Accountant; Administrative Clerk; Prague branch Head Service Technician; Spare Parts and Service Technician; Senior Service Technician; Service Technician	General Manager; Warehouseman and Assistant to GM
Thinking – 3	Feeling – 5
General Manager; Accountant; Spare Parts and Service Technician	Administrative Clerk; Prague branch Head Service; Warehouseman and Assistant to GM; Senior Service Technician; Service Technician
Judging – 3	Perceiving – 5
Administrative clerk; Spare Parts and Service Technician; Senior Service Technician	General Manager; Accountant; Prague branch Head Service; Warehouseman and Assistant to GM; Service Technician

High prevalence of introverts over extraverts can lead to lack of feedback after task completion and avoiding communicating needs, leading to conflict. The only intuitive part of the team is the GM and their Assistant, which can cause a lot of misunderstandings when delegating tasks, which can be confusing or insufficient for sensing types.

Temperament distribution (detail in chapter 2.4.1) is as follows: Four artisans (preference for sensing and perceiving; Administrative clerk, Prague branch Head Service Technician, Senior Service Technician, Service Technician), to communicate effectively with them, give them freedom for decision and space for their own activity. Go directly

to the point, limit paperwork and details and include fun elements in work. Give them options to choose from and prepare for spontaneous decision making. Three guardians (sensing and judging; Administrative clerk, Spare Parts and Service Technician, Senior Service Technician), to communicate effectively with them, give them clear goals and say what you expect from them to meet them. Prepare well for meeting with them and follow with them regularly, explaining individual steps. One rational (intuition and thinking; General Manager), to communicate effectively with them, talk accurately and logically, show your knowledge. Emphasize future benefits and don't require too many details from them. Provide logical explanation for everything and leave room for their imagination. And one idealist (intuition and feeling; Warehouseman and Assistant to GM), to communicate effectively with them, take time to get to know their personal values, establish a relationship with them, focus on and emphasize the human side of things (Keirsey 1998).

Same goes to distribution of cognitive style (detail in chapter 2.4.1) dynamics with majority (4 out of 8; Administrative clerk, Prague branch Head Service Technician, Senior Service Technician, Service Technician) focused on facts and people (sensing and feeling), possibly neglecting the importance of tasks. Focus on facts and logic (sensing and thinking) is preferred by two (Accountant; Spare Parts and Service Technician). Possibilities and logic (intuition and thinking) is preferred by General Manager. And possibilities and people (intuition and feeling) is preferred by one (Warehouseman and Assistant to GM)

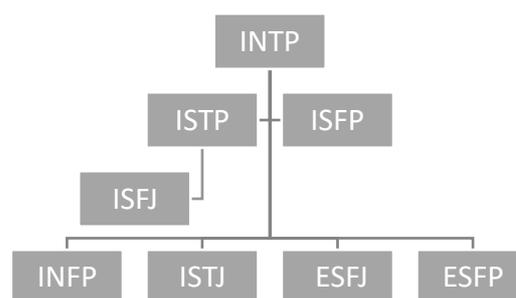


Figure 12: Types in organizational hierarchy chart (authors adaptation)

Thorough analysis of individual types team roles and behaviour in team can be found in appendix A-2.

Expression of cognitive functions in the workplace

Each preference can be imagined like using a preferred hand (your preference) and not preferred hand (opposite of your preference). Naturally using preferred hand will result in acting in the way described below. Being forced to use non-preferred hand too often may cause stress, also described below. Analysing what stresses each preference can lead to preventing these situations to happen.

Extraverts (Senior Service Technician – ESFJ; Service Technician – ESFP) naturally think through talking, which means they can sometimes act quicker than think. They love when people are around them in work, they welcome the atmosphere of energy and stimuli. Extraverts actively participate in many tasks, are open to change and enjoy discussions to develop ideas with others (Barger and Kirby 2004). They can be impatient for lengthy and slow work where's no interaction with others. They don't mind phone distractions and sometimes even welcome that they can talk to someone. They get stressed by working alone, having to interact primarily by email and having lengthy job segments without any kind of disruption, makes them stressed. As well as having to think without immediately acting, concentrating on one thing in depth and receiving feedback in written form only (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

Introverts (General Manager – INTP; Accountant – ISTP; Administrative clerk – ISFJ; Prague branch Head Service Technician – ISFP; Warehouseman and Assistant to GM – INFP; Spare Parts and Service Technician – ISTJ) naturally think before talking, they sort what they want to say by silently thinking. They rather welcome an atmosphere of calmness and no disruptions (they usually dislike too much interaction with others and calls disturb them from concentration). They prefer to work either alone or in a small group, because of privacy that allows them for concentration. Introverts like to think (sometimes too long) before acting or talking and prefer working long amounts of time without interruptions. They want to solve a problem individually and develop ideas through their inner reflection. Stressed by working with others, having to interact a lot over the phone, meeting others constantly, having to respond immediately without time

to process and think, having many simultaneous duties and requirements and getting frequent verbal feedback (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

People preferring sensing (Accountant – ISTP; Administrative clerk – ISFJ; Prague branch Head Service Technician – ISFP; Spare Parts and Service Technician – ISTJ; Senior Service Technician – ESFJ; Service Technician – ESFP) communicate specific, concrete information and data. They prefer proven and working methods and will focus on following them precisely and tweaking them to perfection. Sensors are focused on reality and practical things (rather than theory) and they like to acquire information and do things step by step. They can usually precisely estimate how much time a task will need and will give details about what they do. They're much keener to improve things they already know than to learn something completely new. Since they focus on facts and details, they very rarely do mistake in facts and they feel stressed out when overwhelmed by theories and metaphors. Stressed by having to come up with innovative solutions, doing old things in a different way, do a task overview without providing more data, seek for common facts and context, and focus on many choices (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

Contrary to sensing, people preferring intuition (General Manager – INTP; Warehouseman and Assistant to GM – INFP) communicate in more general terms, using metaphors and visions. They like finding new ways to solving new and complex problems, because they like to learn about something new rather than improve the old. You can see them often overlook facts and details, but rarely ignore ideas. In talking about their work, they usually provide some overall picture and context first, without going too much in detail. When changing something, they figure out a new way, usually quite radical, rather than improving on the old. They work in energetical waves, often getting in flow and forgetting about time. Intuitives feel stressed when they are overwhelmed by details or have to focus solely on reality. Gets stressed by having to worry about the present “reality”, doing old things through tried and tested ways, having to notice the details, checking accuracy of data, focusing on past experiences and being practical (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

When forming conclusion or decisions, thinkers (General Manager – INTP; Accountant – ISTP; Spare Parts and Service Technician – ISTJ) use logical, impersonal analysis that usually overlooks people’s needs and emotions. They perceive problems in terms of cause and consequence, and they enjoy giving unbiased and objective advices. Thinkers prefer focusing on tasks rather than harmonious environment and they need a logical reason to accept a change (Barger and Kirby 2004). Thinkers get stressed by incompetence, they often openly criticize in disagreement and irritate others by ignoring their emotions. They focus on principles and want to be recognized for finished tasks or exceeded goals rather than for their effort. Gets stressed by using personal experience when dealing with issues, adapting to individual differences and needs, appreciating positive aspects of things and expressing praise, focusing mainly on people and using empathy and personal values when making decisions (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

Feelers (Administrative clerk – ISFJ; Prague branch Head Service Technician – ISFP; Warehouseman and Assistant to GM – INFP; Senior Service Technician – ESFJ; Service Technician – ESFP) base their approach of solving issues in the context of how their decision is going to affect the people, as they want to make changes that lead to harmony (Barger and Kirby 2004). They analyse their and others personal values to reach a conclusion and they focus on people and their needs. Feelers are very supportive and promote procedures that are understandable and acceptable by others. They dislike (and usually avoid) conflict and telling others unpleasantries. They are compassionate, wanting to be recognized for their effort and get stressed by tasks that has lack cooperation. Gets stressed by objectively analysing the situation without including people, setting criteria and standards and criticizing and focusing on the negatives. Using impersonal analysis when making decisions and focusing only on tasks without people (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

Judging preference (Administrative clerk – ISFJ; Spare Parts and Service Technician – ISTJ; Senior Service Technician – ESFJ) love systematic and structured communication and environment. They excel in organizing and work best when they can plan their work

and then follow that plan. With focus on completion they might however overlook novelties and required changes (Barger and Kirby 2004). They form decisions quickly and feel relieved when having things decided. They prefer clear solutions and indecision stresses them. Stressed by having to perform without a timeframe and a clear structure. Too many requirement and schedule changes. Having to perform excessively in the last minute. Dealing with surprises and changes (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

Perceivers (General Manager – INTP; Accountant – ISTP; Prague branch Head Service Technician – ISFP; Warehouseman and Assistant to GM – INFP; Service Technician – ESFP) on the other hand enjoy and want to have flexibility and spontaneity in their work and communication. They easily adapt to change and feel constrained by too much structure (Barger and Kirby 2004). They prefer having options open and they're likely to postpone decisions. The stress of deadlines motivates them to start working and they get stressed by having to decide quickly. Stressed by having to plan for themselves and others activities in advance. Working within deadlines and timeframes. Dealing with other people's last-minute power rush resentment. Work precisely according to the plans (Crkalova and Riethof 2007; Myers et al. 1998; Quenk 2000).

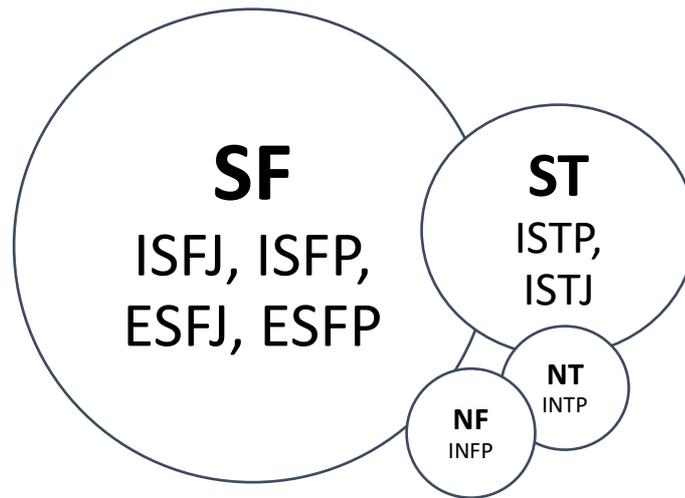


Figure 13: Cognitive styles sociogram (authors adaptation)

As the second and third cognitive functions focus on taking in and deciding about information, they are often the main source of misunderstanding in communication. From the figure above it's clearly visible that the four SF's (focus on data and people) group will most likely easily understand each other and transfer information to one another without difficulty. They will also partially understand ST's (focus on data and logic) and NF's (focus on possibilities and people). But they have no common ground with NT's (focus on possibilities and logic).

NT and NF types on the other hand will have a great difficulty being understood by others, as they are the only representatives of their cognitive styles and thus their natural way of communication is foreign to others. Especially when both of the preferences differ (e.g. NT and SF). Meaning that for example of a task delegation, NT type will communicate in metaphors about possibilities of a completed task, focusing on the task benefits for the company, while SF's will lack hearing about steps they should take and in which order, which would help them better understand the delegated task and also will miss knowing about the value the completed task will bring to people. This difference in communication will result in misunderstandings, disappointment and exhaustion on both sides, leading to conflicts and creating barriers. When both parties will be familiar with personality typology, their preferences and the preference of the other party, they will better balance on what information they need to provide in order to be understood by the other side.

4. PROPOSALS

To resolve teams issues arising from different personality typology, two main proposals are made, one suggesting an in-depth personality typology training with the other giving specific, practical recommendations to communication.

4.1. Personality typology training

Primary research of personality assessment showed significant differences in the team preferences, which may cause the misunderstandings leading to mistakes and communication barriers specified by GM in the interview. In order to resolve issues related to personality differences, I recommend that the company's team undergoes an in-depth personality typology training.

The objective of the training is to make the team aware of the concept of personality typology in practice. Thanks to interactive team exercises pointed at work situations, they will understand what each cognitive function means, how to spot them in communication and how to adapt to each other's different preferences.

The outcomes of the training are: each of the team members gets to know personality typology, their own type and display and difference of each preference in real life situations. Team dynamics of each member in practical exercises, meaning how much time each individual spends in each cognitive function, displayed in a work meeting simulation. Suggestions to improved communication between each individual type and preference are thoroughly explained.

The training will take one work-day and will require participation of all selected team members. Advantage of this training is high-interactivity, team-building, possible resolution of current issues at the training and in-depth learning of the theory, due to practical team exercises. Disadvantages are mainly related to costs – training company costs, costs of absence from work and travel costs.

The structure of the training as follows:

- Introduction (goals, expectations)
- Basics of personality typology
- Four cognitive functions overview
- Extraversion/introversion
 - Dichotomies differences in detail (specification, behaviour, needs and expectations)
 - Team exercise displaying preferences in life and work situations
- Sensing/intuition
 - Dichotomies differences in detail (specification, behaviour, needs and expectations)
 - Team exercise displaying preferences in life and work situations
- Thinking/feeling
 - Dichotomies differences in detail (specification, behaviour, needs and expectations)
 - Team exercise displaying preferences in life and work situations
- Judging/perceiving
 - Dichotomies differences in detail (specification, behaviour, needs and expectations)
 - Team exercise displaying preferences in life and work situations
- Communication characteristics of each cognitive function summary
- Sources of stress of each cognitive function
- Type dynamics overview
- Team dynamics exercise of displaying how each function is used in model situation (e.g. problem solving)
- Recommendations for each type and preference
- Recapitulation, summary, main learning points

Based on acquiring knowledge from this training, following recommendations to communication in chapter 4.2 are suggested to its participants.

4.2. Recommendations to communication based on personality typology

Recommendations for communication development for General Manager – INTP

NTs naturally tend to express ideas too complicated, don't get limited by your perfectionism and don't neglect human side of things. Stop placing unrealistic requirements on others and being too critical. Learn to cope with routine, maintenance, etc. and communicate details and deadlines. Since you naturally prefer exploring possibilities (intuition) and logical evaluation of these possibilities (thinking), you should focus on, if those possibilities are based on correct data and how have you verified their correctness (sensing). And how is that decision influencing others and what feelings does it cause (feeling) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for introversion, according to Dunning (2011) and Hirsh (2011), do not close yourself from others, express your views. If you are experiencing a conflict, don't delay talking about it. Don't avoid or postpone tasks that require interaction with strangers.

Intuition – try focusing on being more realistic in communication, be aware of the reality before throwing yourself into new tasks and remember to specify and address details of the current situation. Your intuition needs sensing to better understand reality, to be practical when looking at difficulties and to handle tasks that require great focus on detail. To build on past experience and determine what is your next step.

Thinking – consider the human side – the needs and feelings of others. Do not avoid or postpone conversation about personal matters and when criticizing, focus on its balance and constructive form. Your thinking needs feeling to persuade and reconcile with others. To reveal and advocate peoples values in corporation, to anticipate how others feel, how will they react and to appreciate others when appropriate.

Perceiving – come to a conclusion! Do not delay the decision, pay attention to setting goals and planning tasks and concentrate on one task at a time.

To effectively communicate with people preferring your opposite preference, extraversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – show that you are listening and preparing to answer, give them immediate feedback, express your interest in their facial expressions and eye contact, ask for time to think if you need it and talk about problems as soon as it appears.

To balance your non-preferred sensing, be practical and realistic in your communication, provide information on specific issues and show their practical application straight away. Talk about things step by step, without skipping. Give them a plan and a process (not just a concept), listen to the facts in detail, remember that they don't like change that much and avoid using metaphors and talking too generally.

Improving your communication with feelers will require you to take time to get to know them well and create a relationship with them. Focus on people and finding out what's important to them, their values. Keep in mind that they strive for harmony and positive atmosphere. Be friendly, provide them with support and praise. Express your criticism tactfully with focus on specific behaviour, not a person. And try to find win-win solutions without having to compete with someone.

To improve your communication with judging preference, make decisions that concerns them as quickly as possible. Avoid giving them too many options, rather focus on what's important. Negotiate specific, binding terms and state a specific deadline of when your part will be completed and handed to them. Provide structured, clear expectations, avoiding unexpected tasks and last-minute changes.

Recommendations for communication development for Accountant – ISTP

To develop your SP temperament, focus on being ok when you're told how and which things to do. Prepare thoroughly for negotiations and do not underestimate the importance of recording activities and administration. Be patient with more abstract messages, engage in things that are not urgent but important. Do not mind default processes, focus on details (don't overlook them). Since you naturally prefer sensing (collecting data) and logical evaluation of the data (thinking), you should focus on considering all contexts and possibilities, look at what will happen in a month, year or later (intuition), how is that decision influencing others and what feelings will it cause (feeling) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for introversion, according to Dunning (2011) and Hirsh (2011), do not close yourself from others, express your views. If you are experiencing a conflict, don't delay talking about it. Don't avoid or postpone tasks that require interaction with strangers.

Sensing – don't oppose new views immediately and critically. Try to see things as a whole picture and don't delay processing concepts and formulating visions. Your sensing needs intuition to show you new perceptions and possibilities, to prepare you for future, help you identify trends and signs of a change and focus on long-term objectives.

Thinking – consider the human side – the needs and feelings of others. Do not avoid or postpone conversation about personal matters and when criticizing, focus on its balance and constructive form. Your thinking needs feeling to persuade and reconcile with others. To reveal and advocate peoples values in corporation, to anticipate how others feel, how will they react and to appreciate others when appropriate.

Perceiving – come to a conclusion! Do not delay the decision, pay attention to setting goals and planning tasks and concentrate on one task at a time.

To effectively communicate with people preferring your opposite preference, extraversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – show

that you are listening and preparing to answer, give them immediate feedback, express your interest in their facial expressions and eye contact, ask for time to think if you need it and talk about problems as soon as it appears.

To balance your non-preferred intuition, outline the situation first. Don't use too many facts and details, rather an overview. Communicate the main points and add just some of the necessary facts. Provide them with a long-term vision with focus on future and possibilities. Show your openness to change and let them share their ideas and dreams.

Improving your communication with feelers will require you to take time to get to know them well and create a relationship with them. Focus on people and finding out what's important to them, their values. Keep in mind that they strive for harmony and positive atmosphere. Be friendly, provide them with support and praise. Express your criticism tactfully with focus on specific behaviour, not a person. And try to find win-win solutions without having to compete with them.

To improve your communication with judging preference, make decisions that concerns them as quickly as possible. Avoid giving them too many options, rather focus on what's important. Negotiate specific, binding terms and state a specific deadline of when your part will be completed and handed to them. Provide structured, clear expectations, avoiding unexpected tasks and last-minute changes.

Recommendations for communication development for Administrative clerk – ISFJ

As a sensing-judging temperament you tend to have catastrophic thoughts when facing new information, avoid it together with avoiding criticizing people for not doing things in way you're used to. Be open to and accept new approaches, deepen the relationships with people in the team. Do not try to have everything under control, focus on seeing the overall picture rather than individual details. Be patient in general topics and in things already discussed. Since you naturally prefer sensing (collecting data) and feeling (how will the decision affect people and their values), you should focus on considering all contexts and possibilities, look at what will happen in a month, year or later (intuition) and if you proceeded logically and considered advantages and disadvantages of every alternative (thinking) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for introversion, according to Dunning (2011) and Hirsh (2011), do not close yourself from others, express your views. If you are experiencing a conflict, don't delay talking about it. Don't avoid or postpone tasks that require interaction with strangers.

Sensing – don't oppose new views immediately and critically. Try to see things as a whole picture and don't delay processing concepts and formulating visions. Your sensing needs intuition to show you new perceptions and possibilities, to prepare you for future, help you identify trends and signs of a change and focus on long-term objectives.

Feeling – do not take everything personally. Try taking an objective view of a situation by stepping out from it. Clearly state your boundaries to others. Don't be afraid to express yourself and your opinions directly. And don't avoid conflicts. Your feeling needs thinking to see objective and impartial view on things with logically analysed consequences. To abide principles, to create logical and rational systems and to help you promote your opinions while defending yourself from opposition.

Judging – listen to other approaches and opinions. Stop your efforts to make things quick and closed. Train your flexibility (by not planning ahead) and not delaying your rest time.

To effectively communicate with people preferring your opposite preference, extraversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – show that you are listening and preparing to answer, give them immediate feedback, express your interest in their facial expressions and eye contact, ask for time to think if you need it and talk about problems as soon as it appears.

To balance your non-preferred intuition, outline the situation first. Don't use too many facts and details, rather an overview. Communicate the main points and add just some of the necessary facts. Provide them with a long-term vision with focus on future and possibilities. Show your openness to change and let them share their ideas and dreams.

When talking to thinkers, improve your communication by being objective and showing your competence. Provide them with direct feedback and criticism and prove your claims with logical reasoning. Avoid discussing emotions, rather be logical, rational, clear and precise. Prevent yourself from feeling uneasy when they want to debate or argue. Use pluses and minuses, causes and consequences arguments and don't take their criticism personally.

To improve your communication with perceivers, explain all the options before expressing your decision. Plan a time for changes in discussions about a place. Avoid deciding too quickly and describe the situation without your opinion on it. Be willing to take the first steps without a complete plan and give them a possibility of working on a task in the last minute.

Recommendations for communication development for Prague branch Head Service Technician – ISFP

To develop your SP temperament, focus on being ok when you're told how and which things to do. Prepare thoroughly for negotiations and do not underestimate the importance of recording activities and administration. Be patient with more abstract messages, engage in things that are not urgent but important. Do not mind default processes, focus on details (don't overlook them). Since you naturally prefer sensing (collecting data) and feeling (how will the decision affect people and their values), you should focus on considering all contexts and possibilities, look at what will happen in a month, year or later (intuition) and if you proceeded logically and considered advantages and disadvantages of every alternative (thinking) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for introversion, according to Dunning (2011) and Hirsh (2011), do not close yourself from others, express your views. If you are experiencing a conflict, don't delay talking about it. Don't avoid or postpone tasks that require interaction with strangers.

Sensing – don't oppose new views immediately and critically. Try to see things as a whole picture and don't delay processing concepts and formulating visions. Your sensing needs intuition to show you new perceptions and possibilities, to prepare you for future, help you identify trends and signs of a change and focus on long-term objectives.

Feeling – do not take everything personally. Try taking an objective view of a situation by stepping out from it. Clearly state your boundaries to others. Don't be afraid to express yourself and your opinions directly. And don't avoid conflicts. Your feeling needs thinking to see objective and impartial view on things with logically analysed consequences. To abide principles, to create logical and rational systems and to help you promote your opinions while defending yourself from opposition.

Perceiving – come to a conclusion! Do not delay the decision, pay attention to setting goals and planning tasks and concentrate on one task at a time.

To effectively communicate with people preferring your opposite preference, extraversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – show that you are listening and preparing to answer, give them immediate feedback, express your interest in their facial expressions and eye contact, ask for time to think if you need it and talk about problems as soon as it appears.

To balance your non-preferred intuition, outline the situation first. Don't use too many facts and details, rather an overview. Communicate the main points and add just some of the necessary facts. Provide them with a long-term vision with focus on future and possibilities. Show your openness to change and let them share their ideas and dreams.

When talking to thinkers, improve your communication by being objective and showing your competence. Provide them with direct feedback and criticism and prove your claims with logical reasoning. Avoid discussing emotions, rather be logical, rational, clear and precise. Prevent yourself from feeling uneasy when they want to debate or argue. Use pluses and minuses, causes and consequences arguments and don't take their criticism personally.

To improve your communication with judging preference, make decisions that concerns them as quickly as possible. Avoid giving them too many options, rather focus on what's important. Negotiate specific, binding terms and state a specific deadline of when your part will be completed and handed to them. Provide structured, clear expectations, avoiding unexpected tasks and last-minute changes.

Recommendations for communication development for Warehouseman and Assistant to GM – INFP

Stop being hypersensitive to criticism and don't mind routine. Do not try to satisfy everyone. Rather than having endless new ideas, focus on picking one. Do not make decisions based on personal relationships (focus on objective analysis). Focus more on tasks (they naturally focus on the human side of things). Do not hide away from problems to keep harmony, practice communicating bad news. Since you naturally prefer exploring possibilities (intuition) and considering how will the decision affect people and their values (feeling), you should focus on, if the possibilities based on correct data and how have you verified their correctness (sensing). And if you proceeded logically and considered advantages and disadvantages of every alternative (thinking) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for introversion, according to Dunning (2011) and Hirsh (2011), do not close yourself from others, express your views. If you are experiencing a conflict, don't delay talking about it. Don't avoid or postpone tasks that require interaction with strangers.

Intuition – try focusing on being more realistic in communication, be aware of the reality before throwing yourself into new tasks and remember to specify and address details of the current situation. Your intuition needs sensing to better understand reality, to be practical when looking at difficulties and to handle tasks that require great focus on detail. To build on past experience and determine what is your next step.

Feeling – do not take everything personally. Try taking an objective view of a situation by stepping out from it. Clearly state your boundaries to others. Don't be afraid to express yourself and your opinions directly. And don't avoid conflicts. Your feeling needs thinking to see objective and impartial view on things with logically analysed consequences. To abide principles, to create logical and rational systems and to help you promote your opinions while defending yourself from opposition.

Perceiving – come to a conclusion! Do not delay the decision, pay attention to setting goals and planning tasks and concentrate on one task at a time.

To effectively communicate with people preferring your opposite preference, extraversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – show that you are listening and preparing to answer, give them immediate feedback, express your interest in their facial expressions and eye contact, ask for time to think if you need it and talk about problems as soon as it appears.

To balance your non-preferred sensing, be practical and realistic in your communication, provide information on specific issues and show their practical application straight away. Talk about things step by step, without skipping. Give them a plan and a process (not just a concept), listen to the facts in detail, remember that they don't like change that much and avoid using metaphors and talking too generally.

When talking to thinkers, improve your communication by being objective and showing your competence. Provide them with direct feedback and criticism and prove your claims with logical reasoning. Avoid discussing emotions, rather be logical, rational, clear and precise. Prevent yourself from feeling uneasy when they want to debate or argue. Use pluses and minuses, causes and consequences arguments and don't take their criticism personally.

To improve your communication with judging preference, make decisions that concerns them as quickly as possible. Avoid giving them too many options, rather focus on what's important. Negotiate specific, binding terms and state a specific deadline of when your part will be completed and handed to them. Provide structured, clear expectations, avoiding unexpected tasks and last-minute changes.

Recommendations for communication development for Spare Parts and Service Technician – ISTJ

As a sensing-judging temperament you tend to have catastrophic thoughts when facing new information, avoid it together with avoiding criticizing people for not doing things in way you're used to. Be open to and accept new approaches, deepen the relationships with people in the team. Do not try to have everything under control, focus on seeing the overall picture rather than individual details. Be patient in general topics and in things already discussed. Since you naturally prefer sensing (collecting data) and logical evaluation of the data (thinking), you should focus on considering all contexts and possibilities, look at what will happen in a month, year or later (intuition), how is that decision influencing others and what feelings will it cause (feeling) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for introversion, according to Dunning (2011) and Hirsh (2011), do not close yourself from others, express your views. If you are experiencing a conflict, don't delay talking about it. Don't avoid or postpone tasks that require interaction with strangers.

Sensing – don't oppose new views immediately and critically. Try to see things as a whole picture and don't delay processing concepts and formulating visions. Your sensing needs intuition to show you new perceptions and possibilities, to prepare you for future, help you identify trends and signs of a change and focus on long-term objectives.

Thinking – consider the human side – the needs and feelings of others. Do not avoid or postpone conversation about personal matters and when criticizing, focus on its balance and constructive form. Your thinking needs feeling to persuade and reconcile with others. To reveal and advocate peoples values in corporation, to anticipate how others feel, how will they react and to appreciate others when appropriate.

Judging – listen to other approaches and opinions. Stop your efforts to make things quick and closed. Train your flexibility (by not planning ahead) and not delaying your rest time.

To effectively communicate with people preferring your opposite preference, extraversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – show that you are listening and preparing to answer, give them immediate feedback, express your interest in their facial expressions and eye contact, ask for time to think if you need it and talk about problems as soon as it appears.

To balance your non-preferred intuition, outline the situation first. Don't use too many facts and details, rather an overview. Communicate the main points and add just some of the necessary facts. Provide them with a long-term vision with focus on future and possibilities. Show your openness to change and let them share their ideas and dreams.

Improving your communication with feelers will require you to take time to get to know them well and create a relationship with them. Focus on people and finding out what's important to them, their values. Keep in mind that they strive for harmony and positive atmosphere. Be friendly, provide them with support and praise. Express your criticism tactfully with focus on specific behaviour, not a person. And try to find win-win solutions without having to compete with them.

To improve your communication with perceivers, explain all the options before expressing your decision. Plan a time for changes in discussions about a place. Avoid deciding too quickly and describe the situation without your opinion on it. Be willing to take the first steps without a complete plan and give them a possibility of working on a task in the last minute.

Recommendations for communication development for Senior Service Technician – ESFJ

As a sensing-judging temperament you tend to have catastrophic thoughts when facing new information, avoid it together with avoiding criticizing people for not doing things in way you're used to. Be open to and accept new approaches, deepen the relationships with people in the team. Do not try to have everything under control, focus on seeing the overall picture rather than individual details. Be patient in general topics and in things already discussed. Since you naturally prefer sensing (collecting data) and feeling (how will the decision affect people and their values), you should focus on considering all contexts and possibilities, look at what will happen in a month, year or later (intuition) and if you proceeded logically and considered advantages and disadvantages of every alternative (thinking) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for extraversion, according to Dunning (2011) and Hirsh (2011), practice listening more than talking. Require feedback and allow for space to reply (without presuming silence equals consent). Write down your recommendations and make them accessible before a meeting. And try to think about what you will say and what it may cause.

Sensing – don't oppose new views immediately and critically. Try to see things as a whole picture and don't delay processing concepts and formulating visions. Your sensing needs intuition to show you new perceptions and possibilities, to prepare you for future, help you identify trends and signs of a change and focus on long-term objectives.

Feeling – do not take everything personally. Try taking an objective view of a situation by stepping out from it. Clearly state your boundaries to others. Don't be afraid to express yourself and your opinions directly. And don't avoid conflicts. Your feeling needs thinking to see objective and impartial view on things with logically analysed consequences. To abide principles, to create logical and rational systems and to help you promote your opinions while defending yourself from opposition.

Judging – listen to other approaches and opinions. Stop your efforts to make things quick and closed. Train your flexibility (by not planning ahead) and not delaying your rest time.

To effectively communicate with people preferring your opposite preference, introversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – think before you talk or let them know that you're just thinking out loud. Respect their need for privacy and create trust with them. Choose time and place to have minimum distractions during the communication, as well as talk slowly, calmly and wait for them to answer without filling the silence.

To balance your non-preferred intuition, outline the situation first. Don't use too many facts and details, rather an overview. Communicate the main points and add just some of the necessary facts. Provide them with a long-term vision with focus on future and possibilities. Show your openness to change and let them share their ideas and dreams.

When talking to thinkers, improve your communication by being objective and showing your competence. Provide them with direct feedback and criticism and prove your claims with logical reasoning. Avoid discussing emotions, rather be logical, rational, clear and precise. Prevent yourself from feeling uneasy when they want to debate or argue. Use pluses and minuses, causes and consequences arguments and don't take their criticism personally.

To improve your communication with perceivers, explain all the options before expressing your decision. Plan a time for changes in discussions about a place. Avoid deciding too quickly and describe the situation without your opinion on it. Be willing to take the first steps without a complete plan and give them a possibility of working on a task in the last minute.

Recommendations for communication development for Service Technician – ESFP

To develop your SP temperament, focus on being ok when you're told how and which things to do. Prepare thoroughly for negotiations and do not underestimate the importance of recording activities and administration. Be patient with more abstract messages, engage in things that are not urgent but important. Do not mind default processes, focus on details (don't overlook them). Since you naturally prefer sensing (collecting data) and feeling (how will the decision affect people and their values), you should focus on considering all contexts and possibilities, look at what will happen in a month, year or later (intuition) and if you proceeded logically and considered advantages and disadvantages of every alternative (thinking) (Cakrt 2009; Crkalova & Riethof 2007).

To develop your preference for extraversion, according to Dunning (2011) and Hirsh (2011), practice listening more than talking. Require feedback and allow for space to reply (without presuming silence equals consent). Write down your recommendations and make them accessible before a meeting. And try to think about what you will say and what it may cause.

Sensing – don't oppose new views immediately and critically. Try to see things as a whole picture and don't delay processing concepts and formulating visions. Your sensing needs intuition to show you new perceptions and possibilities, to prepare you for future, help you identify trends and signs of a change and focus on long-term objectives.

Feeling – do not take everything personally. Try taking an objective view of a situation by stepping out from it. Clearly state your boundaries to others. Don't be afraid to express yourself and your opinions directly. And don't avoid conflicts. Your feeling needs thinking to see objective and impartial view on things with logically analysed consequences. To abide principles, to create logical and rational systems and to help you promote your opinions while defending yourself from opposition.

Perceiving – come to a conclusion! Do not delay the decision, pay attention to setting goals and planning tasks and concentrate on one task at a time.

To effectively communicate with people preferring your opposite preference, introversion, Berens (2011), Cakrt (2002), Crkalova and Riethof (2007) suggest – think before you talk or let them know that you're just thinking out loud. Respect their need for privacy and create trust with them. Choose time and place to have minimum distractions during the communication, as well as talk slowly, calmly and wait for them to answer without filling the silence.

To balance your non-preferred intuition, outline the situation first. Don't use too many facts and details, rather an overview. Communicate the main points and add just some of the necessary facts. Provide them with a long-term vision with focus on future and possibilities. Show your openness to change and let them share their ideas and dreams.

When talking to thinkers, improve your communication by being objective and showing your competence. Provide them with direct feedback and criticism and prove your claims with logical reasoning. Avoid discussing emotions, rather be logical, rational, clear and precise. Prevent yourself from feeling uneasy when they want to debate or argue. Use pluses and minuses, causes and consequences arguments and don't take their criticism personally.

To improve your communication with judging preference, make decisions that concerns them as quickly as possible. Avoid giving them too many options, rather focus on what's important. Negotiate specific, binding terms and state a specific deadline of when your part will be completed and handed to them. Provide structured, clear expectations, avoiding unexpected tasks and last-minute changes.

Financial costs estimation of proposals is:

- Personality typology training, including materials and questionnaires evaluation, is 6.038,- CZK per person (training Typologie MBTI, Coaching Systems 2019).
- Transportation costs are estimated at 912,- CZK (2x Prague-Brno-Prague by RegioJet train: 676,- CZK, 4x public transportation tickets in Prague: 128,- CZK, 4x public transportation tickets in Brno: 108,- CZK, as of 27th of June 2019).
- Estimation of total costs of proposals is 49.216,- CZK.

5. CONCLUSION

This thesis was conducted for company AAM with the main goal to propose desirable changes supporting effective internal communication in an international corporation based on a critical analysis of the current state of the internal communication strategy. The objective has been achieved.

I focused on resolving issues to internal communication coming from different personality types, based on an interview with the Czech branch General Manager, for whom internal communication and the misunderstandings in it leading to mistakes and clashes were the main issue of the Czech branch.

By analysis of the current situation, I have found that there is no formal internal strategy that would support overcoming communication barriers coming from personality differences. That is why I proposed implementing a personality typology approach, based on Myers-Briggs theory, to raise awareness of barriers coming from different personalities and thus make the internal communication more efficient.

For that I used primary research, consisting of personality typology inventory, used to unveil individual types of team members and secondary research focused on resolving communication barriers in the work environment.

Based on the analytical part, I suggested the team to go through personality typology training, where thanks to high-interactivity, team-building and realization of unconscious processes due to practical team exercises, the team would bring up and resolve current communication issues among its members and prevent miscommunicating with different personality types, that would make internal communication more effective. Additionally, following the training, I suggested an individual communication development plan for each of the personality types in the team, which consists of developing preferences of individual team members and practical information on how to communicate with other preferences.

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ATTACHMENTS

A-1 Questionnaire

1) Na večírku a podobných společenských akcích si povídáte: se spoustou lidí včetně těch, které neznáte jen s několika známými či kamarády

2) Jste více: realista filozof

3) Více vás osloví: objektivní fakta obrazná vyjádření a podobenství

4) S druhými lidmi zpravidla jednáte: na rovinu citlivě

5) Častěji jednáte: věcně, s odstupem citově a emotivně

6) Pracujete raději: s předem stanoveným termínem prostě až vám vyjde čas

7) Máte-li si vybrat jen jednu možnost, pak se rozhodujete: promyšleně impulzivně

8) Na večírcích a jiných společenských akcích: zůstáváte do pozdních nočních hodin a sršíte přebývající energií odcházíte brzy a zcela vysátí, bez energie

9) Jste spíše: praktický člověk hloubavý člověk

10) Přitahují vás více: jasně daná fakta na první pohled ne zcela jasné myšlenky

11) S druhými raději jednáte: přímo, otevřeně vřele a mile

12) Seznamujete-li se s novými lidmi, jste zprvu: neosobní, odtažití otevření a v hovoru aktivní

- 13) Věci zpravidla řešíte:
včas, abyste dodrželi termín
vlastním tempem
- 14) Dělá vám větší starosti, když:
nemáte dokončenou práci
máte dokončenou práci
- 15) V místě, kde žijete:
sledujete, co se aktuálně děje
dozvídáte se o dění se zpožděním
- 16) Zajímají vás více:
konkrétní záležitosti
koncepty, teorie
- 17) Máte raději autory, kteří:
konkrétně popisují své myšlenky
používají analogie
- 18) Jste od přírody spíše:
nestranní
soucitní
- 19) Při posuzování u vás obecně
převládá: neosobní vztah
citová angažovanost
- 20) Dávate přednost situaci, kdy:
je všechno jasně dáno
volba zůstává otevřená
- 21) Platí pro vás, že zpravidla:
dohodnete se rychle na navrhovaném
času schůzky
váháte s definitivním dohodnutím
termínu schůzky
- 22) Při telefonování:
začnete prostě povídat
předem si promyslíte, co řeknete
- 23) Fakta:
hovoří za sebe sama
zpravidla potřebují interpretaci
- 24) Pracujete raději
s praktickými informacemi
s abstraktními myšlenkami
- 25) Platí pro vás, že reagujete spíše:
s chladnou hlavou
se vřelým srdcem
- 26) Radši byste byli:
více spravedliví než soucitní
více soucitní než spravedliví
- 27) Lépe vás vystihuje výrok, že:
pracujete podle plánu
odkládáte záležitosti

- 28) Preferujete:
psané dohody
ústní domluvy
- 29) Ve společnosti:
aktivně zahajujete hovor s druhými
čekáte, až vás někdo osloví
- 30) Takzvaný zdravý rozum:
obyčejně mívá pravdu
bývá zavádějící
- 31) Děti zpravidla:
neumějí dostatečně dobře pomoci
málo sní
- 32) Míváte spíše:
tvrdou hlavu
měkké srdce
- 33) Býváte více:
přísní než laskaví
laskaví než přísní
- 34) Máte tendenci spíš k tomu, abyste
si:
své záležitosti dobře organizovali
nechávali otevřená vrátka pro různé
možnosti
- 35) Na žebříčku vašich hodnot stojí
výše to, co je:
jednoznačně vymezené
proměnlivé, nestálé
- 36) Kontakt s novými lidmi je pro vás:
podnětný a povzbuzující
vyčerpávající
- 37) Ve většině případů uvažujete spíše:
konkrétně
abstraktně
- 38) Více vás přitahuje:
přesné vnímání reality
vytváření vlastních představ
- 39) Více uspokojující pro vás je,
jestliže: problematickou záležitost
podrobně prodiskutujete
v dané záležitosti dospějete k dohodě
- 40) Více se necháváte vést:
rozumem
srdcem
- 41) Více vám vyhovuje práce:
daná smluvně či dohodou
pravidelně vykonávaná

42) Máte raději, když věci kolem vás jsou: uspořádané a jasné
jak kdy, podle situace

43) Upřednostňujete:
více známých, s nimiž míváte
krátkodobý kontakt
několik málo přátel, s nimiž se stýkáte
takřka trvale

44) Lákají vás více:
zásadní informace
spolehlivé předpoklady

45) Zajímá vás více:
produkce
výzkum

46) Jste spokojenější, když jednáte:
neutrálně
na osobní rovině

47) Na sobě si více ceníte své:
pevnosti a neochvějnosti
oddanosti a loajality

48) Více vám vyhovují:
definitivní tvrzení
hypotetická tvrzení

49) Je vám lépe:
po rozhodnutí
před vyřčením rozhodnutí

50) Při konverzaci s cizími lidmi:
nemáte problémy, dokážete s nimi
mluvit snadno a dlouho
máte dojem, že si s nimi vlastně ani
nemáte co říct

51) Oslovuje vás více:
specifický příklad
obecná situace

52) Máte pocit, že jste spíše:
praktiční než vynalézaví
vynalézaví než praktičtí

53) Jste člověk:
různého rozumu
silných emocí

54) Máte tendenci spíše k jednání:
přímo, na rovinu
s ohledem na city druhých

55) Dáváte přednost:
pečlivému zařizování věcí
ponechávání záležitostí vlastnímu osudu

56) Je pro vás typičtější:

aktivně usilovat o vyřízení určité
záležitosti oddalovat její vyřizování

57) Jakmile u vás zazvoní telefon:

spěcháte k němu
doufáte, že ho zvedne někdo jiný

58) Ceníte si na sobě více:

rozumového uvažování
představivosti

59) Více vás oslovují:

základní významy
vedlejší významy

60) Při posuzování či hodnocení býváte:

neutrální
shovívaví

61) považujete se spíše:

za racionálního člověka
za dobrosrdečného člověka

62) Dáváte přednost:

plánování předem
reagování na situaci podle toho, jak se
vyvíjí

63) Upřednostňujete spíše:

stereotyp
nepředvídatelnost

64) Ve vztahu s druhými lidmi:

jste otevření, umožňujete jim snadný
přístup k vám

nejste příliš otevření, jste spíše
rezervovaní

65) Více vás oslovuje:

ryze praktická zkušenosti
vzletná fantazie

66) Při psaní se vyjadřujete spíše:

konkrétně
obrazně

67) Zpravidla býváte:

nepředpojatí
soucitní

68) Obvykle jste více:

spravedliví než shovívaví
shovívaví než spravedliví

69) Je pro vás typičtější:

činit pohotová rozhodnutí
oddalovat rozhodování

70) Za normálních okolností býváte

více: rozvážní než spontánní
spontánní než rozvážní

A-2 Analysis of individual type team roles and behaviour

General Manager – INTP

They are skilled in developing ideas and systems and will comprehend every situation's principles rapidly. They tend to analyse everything and are attracted to differences and create categories that assist them map all acceptable alternatives strategically. They are proud of the accuracy of expressing their and others' ideas. By obviously identifying the scenario and seeing the interconnections, INTPs assist the team get to the root of the issue. They are continually striving to develop their knowledge and competences, they are drawn to new information, approaches and ideas. They see patterns and inconsistencies fast and assist others to recognize various elements of an issue. Giving other people autonomy and choosing alternatives is typical for them-they think others want it just as they do (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that they often get irritated by errors. They get upset by inventing once invented and other uselessness and inaccuracies. As they often retreat inside themselves and into their own assessment, criticism, or problem-solving, they can be seen as impersonal or inferior team players. They may be viewed as too theoretical or sceptical by team members. By spending too much time dealing with many thoughts and ideas at once, they tend to lose their passion and energy (Crkalova & Riethof 2007; 2012).

Accountant – ISTP

They stand out in assisting the team solve challenging issues and situations. In circumstances where issues are urgent and critical to solving rapidly, they have the capacity to rapidly find efficient strategies. They are naturally curious, but with anything that doesn't give them immediate, concrete meaning, they don't want to waste time. They want outcomes to be seen immediately. Others might find them impersonal. Their unique humour or hobbies in extraordinary sports, etc., can stay for a long time concealed from others. They concentrate on a pragmatic approach to situations resolution, analysing the data obtained logically. They pay attention to many information, but they do not tend to comment on them and communicate their opinions to others on a routine basis. Then other

people may be surprised by their perspectives. They are always prepared for the right moment for instant action. Their focus on action in performing duties outweighs those tasks ' planning and final assessment (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that they, more than group or team achievement, appreciate personal achievement, so they can neglect diplomacy and appropriate behaviour. They can ignore their action's effect on others. They tend to be sarcastic, cynical, and disregard the authorities. Recognizing that others view the situation differently is often hard for them (Crkalova & Riethof 2007; 2012).

Administrative clerk – ISFJ

They support and respect other people's experiences and skills. They are making every effort to guarantee smooth teamwork. With kindness and comprehension, they care for others. They concentrate in teamwork on harmony and mutual help. They create a sense of belonging. ISFJs provide a framework through the preparation of responsibly and conscientiously valued plans. They need stability and safety. They expect others to follow the rules, procedures and agreements without unnecessary and inappropriate questions. They are rather restrained, encouraging and open. They often assume the position of team leader, even though they would rather remain behind. Especially when they feel the need for the team to concentrate on fulfilling all responsibilities and duties more responsibly (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that it can be hard for them to think about themselves and be more assertive in attempting to satisfy everyone's needs. They want to be seen as accountable, methodologically decisive individuals that can sometimes be quite stubborn. They are intolerant in confusing situations and find it hard to function in unstable and uncertain environment. They are often seen as genuine and caring. They can sometimes overdo it with preparations for the worst (tendency to imagine disastrous situations) (Crkalova & Riethof 2007; 2012).

Prague branch Head Service Technician – ISFP

They use sophistication and creativity in teamwork, with the special gift for negotiation to achieve quality outcomes. They tend to be great at recruiting peers for a common result, often participating in tasks that are of great importance to others and to them. They have a skill for creative solutions to urgent team issues and like to assist their peers to overcome these issues. Usually, ISFPs will come up with something when the team is unable to identify the correct solution. They are resourceful and pragmatic. They generally fulfil their long-term responsibilities, are hard-working, and work excellently with the data they collect. They approach the issue by first listening closely to suggestions from others for possible alternatives and then receiving assistance and convincing others. They tend to judge their peers by their behaviour and will return the same if others treat them right. They retreat into seclusion if they feel distant and impersonal from others (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that their working style is less systematic, which can lead to their contribution to the team being unnecessarily disbelieved at times. In order to achieve a result, they may neglect systems, established procedures and processes. When angry, they may be totally separated from their inclination to retire. When engaged in a creative job, they lose the notion of time (Crkalova & Riethof 2007; 2012).

Warehouseman and Assistant to GM – INFP

To attain the team goal, they help the team to use their strengths and overcome weaknesses. They can see things in the context and consequences for the future. They introduce harmonizing abilities to the team – listening, communicating and motivating. They are viewed as quiet team members focusing heavily on team members necessities and supporting many of those who are not doing well. INFPs are listening to team members, helping them to clarify their team position, demands and needs. Others view them with a gentle sense of humour and as supportive, creative, good-hearted individuals. They like to collect a variety of thoughts, look for comparable things, and what can help to accomplish team goals. They concentrate very little on the laws and processes, as they see them as suppressing liberty and self-expression (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that they may concentrate too much on problems of deeper relationships or team progress and forget to do assignments and lose meaning of perspective. They may lose the chance to build a connection with peers or notice a situation through too much reflection on human values and thoughts. They may have system and bureaucracy issues, they are scared that structure is shutting down potential and opportunities. They may find it hard to acknowledge other people's views, to which they disagree internally, and may then seem stubborn and arrogant (Crkalova & Riethof 2007; 2012).

Spare Parts and Service Technician – ISTJ

They are extremely organized, concentrated on the most effective manner to complete every detail of the assignment. They are sound, liable, cautious and systematic. They finish their obligations with constant energy. They are paying close attention to many details, remembering them well and analysing and interpreting them logically. In all circumstances, they try to determine logic. ISTJs respect the organization's hierarchy and structure and expect others to follow the laws and processes strictly. In order to generate stability, they direct their energy to maintain the team and the whole organisation. They tend to control work, compare outcomes carefully with expected norms, and make sure nothing is left out or skipped. In general, they are trustworthy and faithful employees who follow plans and routine and expect the same from others (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that they can concentrate so much on their tasks that they overlook interpersonal relationships and are sometimes considered too serious and concentrated only on the result alone. They may be too cautious, particularly when there is no clear identification of team roles. They generally see issues as black and white and make decisions about whether something is good or bad, suitable or inappropriate. Confusing circumstances make them uncomfortable and may stop them from fulfilling their goals (Crkalova & Riethof 2007; 2012).

Senior Service Technician – ESFJ

They concentrate on harmony and collaboration and are often viewed as caring for others in the team. Others can count on that they will complete the assignment on time and provide the resources needed to fulfil the team's goals. They expect others to follow rules, plans and processes. They respect the authorities and expect this from others. They express real interest in other people's needs and provide a relaxing environment for them, helping others to feel ok even in challenging situations. Their enthusiasm for things and their willingness to listen and reach agreement characterise them. They remember significant events that ensure a feeling of team membership. They express themselves tactfully and tend to communicate what is required to lead individuals rather than task individuals directly (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that even when issues need to be resolved, they can avoid conflict. They tend to be too vulnerable to feedback -they often perceive feedback as critical, but it's supposed to help them grow. They sometimes attempt so hard to satisfy other people's needs that they disregard their own needs, which can lead to burnout. When they miss the opportunity to react appropriately to the current situation, they can focus so much on what should be done (Crkalova & Riethof 2007; 2012).

Service Technician – ESFP

They often attract others to work collaboratively and make them open. They like to help others meet their requirements and desires. When getting others to work together, they are easy to get along with and trustworthy. They approach other team members with real concern, kindness and willingness to assist. They have an excellent ability to empathise with others. They tend to be carefree and adaptable, but they are also pragmatic and resourceful - they will do everything they need to complete the assignment quickly and effectively. Usually they start processes and make decisions on the fly. They create excitement and involve others in the project thanks to their skill for presenting information. They are good to cope with "impossible" circumstances, particularly when it comes to reactions to last-minute crises (Cakrt 2012; 2002; Crkalova & Riethof 2007).

Their potential weaknesses are that they may misinterpret the suggestions and intentions of their colleagues; they may take stuff personally and think they are being abused by others. They are not interested in theorizing, only when it concerns the subject that has been discussed. When colleagues are stuck in methodical processes from A to Z, they get concerned. They don't want to create troubles, so they prevent conflicts at times or delay their resolution. Their decision-making is based on a value and relationship assessment. When dealing with cases that require an objective, unbiased attitude, it may be hard for them to break away from the subjective side of things (Crkalova & Riethof 2007; 2012).