

THE INFLUENCE OF THE BEHAVIORAL PROFILE UPON THE MANAGEMENT TEAM'S PERFORMANCE

Conf. Radu Ogarcă, Ph.D
Conf. Liviu Crăciun, Ph.D
Laurențiu Mihai, Ph.D Student
University of Craiova
Faculty of Economics and Business Administration
Craiova, România

Abstract: The present paper's goal were: analysing the relationship between the personality profile (determined using the Myers-Briggs Type Indicator) and the team role (established with the Belbin Test), identifying the possible correlations between the two and studying the way in which these correlations are influencing the relationships between the team members and the efficiency with which they are fulfilling their tasks.

The present research is exploratory and due to its characteristics, the sampling has not been probability-based. Thus, the sample is composed of the members of the executive board of AIESEC Craiova, a non-governmental organisation, active in the youth-work field.

Our endeavour is focusing on problem which has been sparsely researched in the best: the analysis of the management team's performance through two models, which have not been thoroughly studied together (Myers-Briggs Type Indicator and Belbin Team Roles)

Keywords: MBTI, Belbin, behaviour, team-role, personality

1. INTRODUCTION

An organization's results can be seen as a reflection of several individual and group parameters (values, knowledge, professional experience, age, social interactions, etc) of the management team (Hambrick & Mason, 1984)¹.

The top management team can determine the performance of the organisation by influencing (directly or indirectly) the organisational culture, structure and strategy (Paterson et al, 2003²). Collins and Clark (2003)³ underline the fact that the management team's social networks, both internal and external can become a competitive advantage for the company.

¹ Hambrick, D. C., Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of management review*, 9(2), 193-206.

² Peterson, Randall S., D. Brent Smith, Paul V. Martorana, and Pamela D. Owens. "The impact of chief executive officer personality on top management team dynamics: one mechanism by which leadership affects organizational performance." *Journal of Applied Psychology* 88, no. 5 (2003): 795-808.

³ Collins, Christopher J., and Kevin D. Clark. "Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage." *Academy of management Journal* 46, no. 6 (2003): 740-751.

Murray (1989)⁴ shows the context of the relationship between the top management team and the organisational performance: the influence of the management team is different from one industry to another; the homogenous or heterogenous character of the team can stimulate/inhibit the organisation's performance according to the nature of its objectives (long or short term) and the degree of stability of its surrounding environment.

In our opinion, the first condition for the top management team to have a positive influence upon the organisational performance is to function efficiently, coherently, without internal disfunctionalities, despite the diversity of its composing members (for more information on this subject, please relate to Nielsen's review from 2010⁵).

Hurst (1989)⁶ considers that Belbin (1981)⁷ has a major contribution (at that time) in the theory of the management team's efficiency and underlines two elements from the aforementioned work: a team can perform if the members can identify their strenghts and are undertaking roles in the team for which they have the necessary experience and abilities; the personal qualities are making the members efficient only in certain roles in the team. Hurst's conclusion is: „...the difference without synthesis is anarchy. The organization and its members must also have the ability to achieve unity from diversity, the ability to transcend”.

Our article aims to analyse (in an NGO), in which degree the assumed/distributed roles in the management team are adequate to the members' personality traits and how is the role distribution affecting the organisational performance.

In order to fulfill this goal, we will analyse AIESEC Craiova's management team, using a so-called classic toolkit (the Myers-Briggs Type Indicator and the Belbin Test).

First and foremost, in the first part of the paper, we will state the characteristics of the two theoretical models and we will highlight the connections (positive or negative) between them and we will justify our option for this choice.

2. LITERATURE REVIEW

2.1. *The Myer-Briggs Type Indicator*

The Myer-Briggs Type Indicator is an instrument that allows the analysis of the individuals' psychological preferences regarding decision-making and their perception of the world.

This test has been developed by Katherine C. Briggs and her daughter, Isabel Briggs Myers after studying Carl Jung's works, for 20 years. The first version appeared in 1943. In 1962, Educational Testing Service published the first utilization manual of this instrument (for a more detailed history, please refer to Quenk, 2009⁸).

⁴ Murray, Alan I. "Top management group heterogeneity and firm performance." *Strategic Management Journal* 10, no. S1 (1989): 125-141.

⁵ Nielsen, S. (2010). Top management team diversity: a review of theories and methodologies. *International Journal of Management Reviews*, 12(3), 301-316.

⁶ Hurst, D. K., Rush, J. C., & White, R. E. (1989). Top management teams and organizational renewal. *Strategic Management Journal*, 10(S1), 87-105.

⁷ Belbin, M (1981). *Management Teams, Why they succeed or Fail*. London, UK: Heineman.

⁸ Quenk, N. L. (2009). *Essentials of Myers-Briggs type indicator assessment (Vol. 66)*. John Wiley & Sons.

Jung (1921) has identified three dimensions for the analysis of each individual's cognitive style: the way they approach day to day life, the way they perceive the world and the way they take decisions regarding the world they live in.

In order to further explain these dimensions, the Swiss researcher has developed the following statements: past experiences and future expectations affect behaviour and personality; the individuals are capable of continuous and constant development and personality is an open system, receptive to external inputs.

Jung considered the behaviour as being a sub-system of personality, which can be modified by interacting with the external environment. Based on this statement, the researcher is highlighting the influence that the interaction with other people can have upon an individual's behaviour.

This theory identified two attitude related orientations and four basic psychological functions. The attitudinal orientations are introversion and extroversion, two concepts that refer to the way in which an individual is focused (inwards for introversion and outwards for extroversion) and where and how is he extracting his emotional energy. The psychological functions regard the way in which information is perceived and used by an individual (Higgs, 1996) and are presented in Table no. 1:

Table no. 1 – Jungian Typology

Sensation – mediates the information through the five senses and establishes the conscious reality	Intuition – it extends beyond the apparent „world“, identifying and exploring all the potential possibilities
Thinking – configures and evaluates perceptions, in the way of logical, objective and impersonal conclusions	Feeling – processes perception, assigning them a certain personal and subjective value

Source: Malcom Higgs, „A comparison of Myers Briggs Type Indicator Profiles and Belbin Team Roles“, 1996, p.23.

Myers (1962) identified two additional orientations (which were only implied in Jung's Theory), which refer to the way individuals approach the external world: judgement is associated with the evaluation of external inputs and the orientation for structures and control, whilst perception is an individual's capability to be receptive to external stimuli and to understand and adapt his life based on these stimuli (Higgs, 1996)

The Myers-Briggs Type Indicator aims to put in practice these theoretical concepts and to identify the psychological preferences of each individual. Thus, 16 different psychological types were developed (Table no. 2) from the initial four pairs of psychological preferences, from which one is dominant for each individual. Because these typologies refer to behavioural preferences, two or more individuals from the same profile can be different, with regard of their abilities and competencies.

Table no. 2 – Graphical representation of the 16 MBTI profiles

	I		E		
S	ISTJ	ISTP	ESTJ	ESTP	T
	ISFJ	ISFP	ESFJ	ESFP	F
N	INTJ	INTP	ENTJ	ENTP	T
	INFJ	INFP	ENFJ	ENFP	F
	J	P	J	P	

Source: Personal Contribution

The four pairs of psychological preferences are presented below, but one should be aware of the fact that the terms used for these preferences have a meaning specific to the MBTI Test, which can be different from the every day meaning of the word:

a) Introvert/Extrovert (I/E)

In this case, the test measures an individual preference to extract his emotional energy from the external world of behaviours, people and actions (extrovert attitude) or from the internal world of thoughts, ideas and reflections (introvert attitude)

b) Sensitive/Intuitive (S/N)

This pair refers to the way in which an individual prefers to take and handle his information. Sensitive individuals take into account information from present, tangible and practical sources and are preoccupied with details and facts. On the other hand, intuitive individuals prefer theoretical and/or abstract sources, associating them with future possibilities of using the information.

c) Thinking/Feeling (T/F)

This psychological preference is related to the way in which individuals are making decisions. „Thinking” individuals prefer to base their decisions on principles, facts and logic, whilst „feeling” individuals are more interested in associations of different information sources and take into account the consequences that the decision may have upon their colleagues.

d) Judgment/Perception (J/P)

In this case, the concept refers to the manner in which an individual is retrospectively to the decision he has just taken (in a „thinking” or „feeling” way, based on „sensitive” or „intuitive” processing of the information). A „judgement” individual takes the decisions quickly, once he or she is confident of having all the necessary information, whilst „perceptive” people tend to postpone the decision, in order to wait for further possibilities and information.

How can the MBTI serve our research endeavour? The premise from which we are starting is that the top-management team is built or will be built based on other criteria apart from the personality traits (which will be on the second plane).

In these conditions, the MBTI can be used in the management team development programs (Michael, 2003)⁹ as it follows: after this test’s results are presented, explained and understood, each member should be aware of his inner strengths and weaknesses (further proceeding to the control of certain behaviours or the development of certain abilities) and should be able to understand the different approaches of his team mates, thus, significantly improving the team work.

Michael (2003) is asking another question: whether the behaviour of an individual in an organisation is determined in a higher degree by his individual characteristics (personality, attitude, needs) or by the organisational contexts (job position or level, working team, organisational culture). The question remains mainly unanswered, the author identifying some situations in which the individual characteristics are dominant and others in which the organisational role’s pressures proved to be more influential.

⁹ Michael, J. (2003). Using the Myers-Briggs type indicator as a tool for leadership development? Apply with caution. *Journal of Leadership & Organizational Studies*, 10(1), 68-81.

Clinebell and Stecher (2003)¹⁰ presented several ways in which MBTI can contribute to the development of the team work (the participants in this study were, similar to our research, students). They started from the premise that "knowledge of individual differences will help teams identify the particular talents and gifts that each member brings to his or her task; and this knowledge can help reduce conflict by reframing potential sources of misunderstanding as natural individual differences" (Myers et al, 1998)¹¹.

Amato and Amato (2005)¹² have shown (through similar student based experiments) that in certain conditions, the MBTI compatible (e.g.: when the group's experience is low) groups have functioned more efficiently, while in other situations, the complementary groups (with higher group experience) proved to be better.

Regardless of the aforementioned aspects, the validity of the MBTI as psychometric instrument has been criticised by many researchers. Gardner and Martinko (1996) concluded that due to the questionable quality and unconvincing results of the studies regarding this subject, a significant correlation between the MBTI profiles and managerial efficiency is yet to be found. Moreover, A.N. Garden (1991) stated that one problem might be the misinterpretation of Jung's theory (for example, one cannot know for sure whether Jung thought that each individual could be classified as an introvert or extrovert, or he recognised the existence of individuals with no particular preference). Other researchers argue that most of the MBTI critics are referring to the validity of its origins and not to the validity of its practical applications (Dawes, 2004) or that this test is a valid instrument for measuring personality, but, as it is the case with other similar tests, its results are dependent of sample characteristics and research conditions (Capraro, R. & Capraro, M., 2002)

2.2. The Belbin Test

Among the larger domain of teams and team-work, one of the most researched aspects are the team-roles. Regarding this subject, one of the most relevant studies was conducted by Henley Management College, during a nine-year period starting with 1969 (Dulewicz, 1995), which concluded with the development of Belbin's Team Role Model (Belbin et al., 1976)

Belbin's original test aimed to analyse the preference for one out of eight team-roles. Belbin himself stated that these team roles were not equivalent with personality types and, unlike MBTI, the Belbin test evaluates the presence of behaviour traits, specific to the eight (subsequently nine) identified roles.

¹⁰ Clinebell, S., & Stecher, M. (2003). Teaching Teams to be Teams: An Exercise Using the Myers-Briggs® Type Indicator and the Five-Factor Personality Traits—. *Journal of Management Education*, 27(3), 362-383.

¹¹ Myers, I. B., McCaulley, M. H., Quenk, N. L., & Hammer, A. L. (1998). *MBTI manual: A guide to the development and use of the Myers-Briggs Type Indicator* (3rd ed.). Palo Alto, CA: Consulting Psychologists Press, Inc., p. 348.

¹² Amato, C. H., & Amato, L. H. (2005). Enhancing student team effectiveness: Application of Myers-Briggs personality assessment in business courses. *Journal of Marketing Education*, 27(1), 41-51.

According to Belbin, the team-role is defined "as a pattern of behaviour characteristic of the way in which one team member interacts with another in order to facilitate the progress of the team as a whole." (Aritzeta et al, 2007)¹³.

Even though this model has managed to explain the variation in team performances during the Henley study, roughly 30% of the tested individuals could not fulfill any of the eight roles (Belbin, 1981). Thus, through subsequent researches and reactions from the market's feedback, Belbin identified a ninth role, the Specialist.

The Initial Henley Research tried to study the management teams through an exercise used in the Management Program of the aforementioned University (Belbin & Life, 1976; Belbin, 1981). The study has demonstrated that a combination of roles in the same team has a significant impact upon its performance, as it was measured during the study. Many different team roles combinations have been examined and the results states that the most efficient team was the one which comprised all of the eight original roles, thus concluding that the „ideal" team was composed of eight individuals, each of them having a distinct role (Belbin et al., 1976). However, Belbin, in his subsequent works (Belbin 1981, 1993), states the following: „Very few people have the characteristics of just one Team Role, and we are all far more likely to score strongly on more than one role. In other words, we each have preferred and secondary Team Roles."

The nine team roles, identified by Belbin are:

- a) Plants are creative individuals, capable of generating innovative ideas and tend to ignore the inessential details;
- b) Resource Investigators are giving their team the enthusiasm needed for starting the project through continuous search for new contacts and opportunities and are focused on the team's outer environment, being always up to date with external events;
- c) Co-coordinators are good candidates for the team's leadership, due to their ability to perceive the overall picture, self-confidence, stability, maturity and due to his capacity to recognize his colleagues' potential and to distribute the tasks to the right people;
- d) Shapers are task oriented individuals, which follow their objectives strictly and are driven by an extraordinary energy and need for accomplishment;
- e) Monitor Evaluators are accurate and rational observers, capable of detaching from the details and identifying, clearly and impartial, all the possible options;
- f) Teamworkers are the individuals which ensure a smooth path for the team, being good listeners and capable of reconciling conflicts and helping their team-mates to resolve their differences;
- g) Implementers use their team-mates ideas and suggestions and transform them in real actions;
- h) Complete-Finishers are perfectionists and are usually walking the extra mile to ensure that everything is running smoothly;
- i) Specialists are focused on expanding their knowledge in their field of work.

The test's results can be used to analyze the team's efficiency and to chose the optimal members for a team, while the identification of potential disparities and

¹³ Aritzeta, A., Swailes, S., & Senior, B. (2007). Belbin's Team Role Model: Development, Validity and Applications for Team Building*. *Journal of Management Studies*, 44(1), 96-118.

overlapping in the distribution of roles could have a significant impact upon the team's performance.

Belbin's Team Role Inventory has been the object of many critics, in terms of reliability and validity (Farnham et al, 1993¹⁴; Dulewicz, 1995¹⁵; Senior, 1998¹⁶). Moreover, Lessem and Baruch (2000¹⁷) consider that "it would seem that there is a heavy Anglo-Saxon bias to the Belbin approach".

2.3. The Correlation between MBTI profiles and Belbin Team-Roles

The correlation between MBTI profiles and Belbin Team-Roles has not been thoroughly researched. One of the most relevant studies on this subject is Malcom Higgs's work (1996).

Table no. 3 – MBTI/Belbin correlation according to Higgs

Belbin Team Role	MBTI profile according to initial hypothesis	MBTI profile resulted from the study
Plant	INTP	I
Resource Investigator	ENTJ/P	EN
Co-ordinator	ESTJ	-
Shaper	ESTJ	-
Monitor Evaluator	ISTJ	I
Teamworker	ESFJ	EF
Implementer	E/ISTJ	IJ
Complete-Finisher	ISTJ	ISJ

Source: adaptation after „A comparison of Myers Briggs Type Indicator Profiles and Belbin Team Roles”, Malcom Higgs, 1996, p. 61.

Higgs conducted a study regarding the link between the MBTI profiles and Belbin Roles, applying the two tests on 111 middle level managers from a life insurance company. Using a series of statistical methods, the author identified the following aspects:

- There were no significant correlations between the Coordinator and Shaper team-roles and any of the MBTI profiles;
- The Plant and Monitor-Evaluator roles are associated with Introversion (I), as it is defined in the MBTI test;
- The Implementer role is associated with Introversion (I) and Judgement (J);
- The Teamworker and Resource Investigator roles are linked with Extroversion, even if the Teamworker is associated with Feeling (F) and Resource Investigator with Intuition (N)

¹⁴ Furnham, A., Steele, H. and Pendleton, D. (1993), A psychometric assessment of the Belbin team-role self perception inventory, Journal of Occupational and Organizational Psychology, Vol. 66, pp. 45-57.

¹⁵ Dulewicz, V. (1995), "A validation of Belbin's team roles from 16PF and OPQ using Bosses' ratings of competence", Journal of Occupational and Organizational Psychology, Vol. 68, pp. 81-99.

¹⁶ Senior, B. and Swailes, S. (1998), "A comparison of the Belbin self-perception inventory and observer assessment sheet as measures of an individual team roles", International Journal of Selection and Assessment, Vol. 6 No. 1, pp. 1-8.

¹⁷ Lessem, R., & Baruch, Y. (2000). Testing the SMT and Belbin inventories in top management teams. Leadership & Organization Development Journal, 21(2), 75-84.

- The Shaper role is associated with Introversion (I), Sensitivity (S) and Judgement (J). Thus, this role is closest one to have a direct link with an MBTI profile (ISTJ or ISFJ)

Generally speaking, the relationships between MBTI profiles and Belbin team-roles identified in Higgs’s study are closely related to the theoretical ones (as they are presented in Table 3), but not as close as the initial hypothesis. Thus, his hypothesis, according to which there is a relationship between MBTI profiles and Belbin roles is partially valid, with the exception of the Shaper and Coordinator team-roles, which have no clear correspondent in the MBTI profiles.

Another study (Bullen și Wood, 2006¹⁸), with the same sample type as our work – students, has shown the following associations between the two models (a part of them can be found in the prior study)

Table no. 4 - Belbin-MBTI Correlation (Bullen, Wood, 2006)

Belbin Role	Students with MBTI Preference							
	I	E	S	N	T	F	P	J
Coordinator	1	7	4	4	4	4	0	8
Team worker	1	7	4	4	1	7	1	7
Plant	0	5	2	3	4	1	2	3
Implementer	2	2	1	3	3	1	1	3

3. RESEARCH METHOD

As it was previously stated, the present paper aims to analyse the way in which the distribution of team roles and the behavioural profiles of team-members are influencing the organisation’s performance, in a study applied on the management team of the student association AIESSEC Craiova. Thus, we have developed the following research objectives: i) The identification of the personality types on AIESEC Craiova’s management team; ii) Establishing a correlation between personality traits and the team roles of AIESEC Craiova’s Executive Board; iii) Identification of possible long and short term action steps, in order to develop the compatibility of the individuals and their roles inside the studied organisation.

In order to extract the data needed for the analysis, there were used two diagnostic tools: the Myers-Briggs Type Indicator and the Belbin Team Role Self Perception Inventory, which have been applied to the eight members of AIESEC Craiova’s Executive Board. From the results of these tests, we have identified the personality profiles (according to the MBTI test) and the team-roles (according to the Belbin Team Role Inventory), which have been analysed in order to establish their compatibility with their job descriptions, for each member of the team.

¹⁸ Bullen, F., & Wood, D. (2006). The construction of undergraduate student engineering design teams using the MBTI and Belbin Test. In Proceedings of the 17th Annual Conference of the Australasian Association for Engineering Education: Creativity, Challenge, Change; Partnerships in Engineering Education (p. 111). Australasian Association for Engineering Education.

4. RESEARCH RESULTS

4.1. *The organisation's description*

AIESEC Craiova is the local branch of the international association AIESEC, the largest student run organisation in the world, according to the UN. Their main activity is youth work, offering young people opportunities of personal and professional development, in an international learning environment.

At a local level, the organisation is led by a team comprised of eight people (the Executive Board), having the following structure: President, Vicepresident of Finance, Vicepresident of Human Resources, Vicepresident of Communication, Vicepresident of External Relations, Vicepresident of Incoming GCDP (Internal volunteering internships), Vicepresident of Outgoing GCDP (External volunteering internships) and Vicepresident of Outgoing GIP (International Corporate Internships).

The students can access four programs as part of their AIESEC experience:

- Team Member Program, in which the students have the opportunity to work in the different teams that are active in the organisation (either project teams or department teams)
- Team Leader Program, in which the youth may lead the afore-mentioned teams, or in case they have the necessary abilities and competencies, they can be part of the Executive Board, which is leading the entire organisation at a local level.
- Global Community Development Program (GCDP), which has is based on international volunteering internships, that students can access. This program is divided in two sub-programs: Incoming – based on the foreign volunteers which work on the organisation's internal projects and Outgoing – based on the local students who access an international volunteering internship, in an another country.
- Global Internships Program (GIP), which administers international corporate internships in one of AIESEC's partner companies. As it is the case with anterior program, this also has two components: Incoming (local companies can take foreign students in corporate internships) and Outgoing (local students can access a corporate internship in an international company)

4.2. *Personality profiles analysis*

In order to analyse the personality profile of each member of AIESEC Craiova's Executive Board, we have used a 32 questions version of the MBTI test. The results will be present and analysed, for each member, in the following pages:

a) Vice-president of Finance – ESFJ.

This profile is defined by loyalty, needing harmony in his work environment and striving for the acceptance of his teammates. He prefers to work in a structured environment, with hard-working colleagues, fulfilling his tasks in the established deadlines and even helping others to achieve theirs. He usually makes decisions rather quickly, but in some cases (for example, important strategic decisions) he tends to postpone the decisions, hoping that other options may appear, which will ease his work and thus, avoiding a conflict with his team-mates.

The Vicepresident of Finance's main responsibilities are the financial management of the organisation, managing the material and financial resources and identifying the external non-refundable financing sources. According to his job description, this position needs an analytical thinking person, oriented towards the concrete facts, capable of quick

decision making, while being able to focus on the big picture, instead of the small details, all of these being characteristics specific (in the authors' opinion) to the INTJ profile.

Correlating the personality profile with the job description responsibilities, we can observe that present Vicepresident of Finance complies partially with the job profile, being a person focused on concrete information, but who tends to postpone the important decisions. This might become a problem, when, for example, he must approve or reject a certain expense, knowing that this decision might disrupt the group's harmony and might start a conflict. Even so, the ESFJ prefers practical approaches and he respects the deadlines, a characteristic which may become important when he has to write a request for a non-refundable grant.

b) Vicepresident of Human Resources – INFJ

The individuals who comprise this profile are sensitive, patient and creative. They need to feel that their actions are bringing an important contribution to the team's objective and are bringing a positive impact on their colleagues. The INFJ is not a pragmatic person, inclined to make mistakes when he has to focus on impersonal decisions. However, he brings a significant contribution to the team, helping with the development and fulfilling of the group's vision, through his ability to see the big picture and not to get lost in the insignificant details.

The Vicepresident of Human Resources is in charge of establishing a link between the organisation's objectives and human resources, needed to achieve performance. He is responsible with the selection and recruitment of the new members, as well as with their education (trainings, workshops, conferences) during their AIESEC experience. Thus, the Vicepresident of Human Resources should be an open, people oriented person, capable of evaluating of an individual's personality, understanding his needs and expectations, in order to guide him towards the optimal opportunities. From the authors' point of view, the adequate profile would be ENFJ

This being said, the INFJ profile is quite accurate for this position, considering his ability to perceive the big picture, which will become useful when he has to evaluate the profile and the personality of a member, in order to offer him the opportunities that he needs. People orientation and the wish to understand them is essential for a Human Resources Vicepresident and, as well, one of the basic characteristics of an INFJ. The only aspect that might cause problems is the fact that being Introvert (I), situations might appear in which he might feel uncomfortable due to a high degree of social interaction.

c) Vicepresident of Communication – ISTP

The individuals with an ISTP profile are realistic, logical person, focused on finding innovative solutions to the problems that may appear. They are quite and analytical observers of their environment, always trying to find a logical explanation to the information that they access. They make decisions based on clear and tangible facts, but tend to ignore the theoretical implications and to not respect the imposed regulations and procedures, while focusing on identifying innovative approaches to the situations that they find themselves in.

According to his job description, the Vicepresident of Communication is in charge of the organisation's communication plan and the management of the internal and external communication activities, which protect, develop and promote the AIESEC brand. At the same time, they must ensure that the organisation is sending a clear message in the external environment, easy to understand by all the involved stakeholders. Moreover, he is responsible with all the communication channels and tools that AIESEC Craiova is using

in order to promote its activities. For this job, the organisation needs an open and creative person, with good marketing skills, capable of developing and implementing an efficient communication campaign. The optimal profile for this position, in the authors' opinion is ENFP.

The ISTP profile is partially compatible with this position, mainly due to this person's disposition towards innovative solutions, which could prove useful when implementing a new, innovative or even unconventional communication strategy is necessary. However, his tendency of always seeking innovation and disrespecting the rules could confuse the external environment through inconsistent messages. Thus, for this position, an extrovert (E) individual, capable of perceiving the big picture (N), without being concerned with insignificant details is preferred.

d) Vicepresident of External Relations – INFP

For the INFP, the dominant characteristic is his passion and idealism towards other people. He is a very good communicator, especially when it comes to ideas, values or theories regarding the development of human potential. He is not fond of deadlines, needing a manager who can value his creativity and offer him freedom and flexibility in fulfilling his tasks at his own pace.

The Vicepresident of External Relations is in charge of the development of relationships and partnerships with entities from the external environment. More specifically, he „sells” the AIESEC product to companies that are interested in investing in the organisation's projects in order to ensure their visibility in the local student environment. Moreover, he is in charge of the Incoming Global Internships Program (described in the beginning of this chapter), offering foreign interns to companies interesting in developing their business in an international context. As a preferred profile, this position requires a person with significant communication abilities, a daring and ambitious individual, with good knowledge of the organisation, capable of identifying his partners' needs and of offering them the optimal solutions. From the MBTI profile, the optimal one for sales representatives, in the authors' opinion is ESTP.

Taking into account the fact that the Vicepresident of External Relations must be a real „sales person”, the INFP's capacity of efficient communication, his adaptability and flexibility could help him in his negotiations with the local business environment representatives. Moreover, his disposition towards constant development (both for him and for the people who surround him) will prove useful in finding a correlation between the companies' needs and the solutions that AIESEC is offering. However, problems may appear, when, for example, he will post-pone a contract that considers disadvantageous (or at least, below his expectations), hoping that he will identify a solution that will determine the manager to accept a higher price, or even find another company, willing to accept his conditions. At the same time, it is possible for him to get demotivated and cut out his relationship with a certain partner, when he senses that the said partner does not respect the values or the principles, by which he is living his life.

e) Vicepresident of External Volunteering Internships (Outgoing GCDP) – ISTP

The Vicepresident of Outgoing GCDP is in charge with the relation between the local youth (either members of the organisations, or student from the local universities), which wish to access a foreign volunteering internship and the other AIESEC branches that offer such internships. Among his responsibilities, we can identify the promotion of these opportunities towards the local students, the recruitment and the selection of the program's participants, as well as guiding them to the optimal opportunities. Thus, for this position, the organisation needs a person with high marketing, communication and human resources

skills, as well as a disposition towards internationalism and cultural diversity. From the 16 MBTI profiles, the authors consider that ENFJ is the adequate profile, mainly due to the inclination towards human resources, which is specific for this profile.

The ISTP profile (presented at the point c) of this chapter) is partially correlated with the Vicepresident's of Outgoing GCDP job description. Thus, his inclination towards continuous innovation, his high risk tolerance as well as a fast problem solving ability could be useful for identifying new methods of promoting this program, but his calculated and pragmatic character could cause problems in developing and maintaining personal relationships.

f) Vicepresident of International Corporate Internships (Outgoing GIP) - ESFJ

The Vicepresident of Outgoing GIP has a similar role with the Vicepresident of Outgoing GCDP, the only difference being the fact that, in this case, he is in charge of the international corporate internships that are available through the AIESEC platform for the local student. Thus, the same marketing, communication and human resources abilities are needed, as well as an inclination towards internationalism and cultural diversity. Due to the similarities between this position and the former, the authors consider that the same ENFJ profile is preferred.

Being extrovert, communicative and energetic will prove useful in his activity, considering that this position requires constant interaction with other individuals. At the same time, his practical orientation and attention to deadlines will help him fulfil his task with efficiency.

g) Vicepresident of Internal Volunteering Internships (Incoming GCDP) – ESTJ

The dominant characteristic of an ESTJ is the need to logically analyse the external world, being the optimal profile for the project manager position. They are very organised, result oriented individuals, capable of fulfilling their task efficiently and quickly and usually, and are expecting the same thing from their colleagues. They judge facts through their own experience, strictly following rules and take logical, objective decisions, with intuition and anticipation.

According to his job description, the Vicepresident of Incoming GCDP is responsible of finding foreign students who want to participate in AIESEC Craiova's internal projects. Moreover, he has an important role in the development and implementation of the projects, which involve foreign volunteers. Thus, this position requires an open, international oriented person with strong knowledge in communication, marketing and project management. Due to his high implication in the organisation's projects' design, the authors consider that ESTJ is an adequate choice.

The ESTJ's inclination for pragmatism, organisation and logic becomes useful when he has to plan or supervise a project's implementation. Moreover, his extrovert component is useful, because this position often requires close work with other individuals (selecting the foreign volunteers which want to work in the organisation's project or the supervision of the projects' coordinators). At the same time, his pragmatic character and the fact that he tends to enforce his opinions upon others could become a problem when he has to work with abstract situations (for example, establishing a common vision with his team) or with sentimental and emotional individuals.

h) President – ENTP

For the ENTP, the dominant characteristic is his focus on the external world and the possibilities that this world can offer him. They are enthusiastic regarding everything about new people, ideas and activities and feel the need to analyse and understand the

things that are happening around them, but tend to get bored and make mistakes when they are stuck in routine. They work well with people who need guidance, but tend to always have the first and last word in an argument.

The president of AIESEC Craiova is the person that coordinates the activity of the Executive Board and of the entire organisation. He is the final responsible of all the decisions that are undertaken in the organisations, as well as of their results and consequences. At the same time, he is in charge of the implementation of the vision and strategic directions, which will ensure the development, the performance and the competitiveness of the organisation. Being the most experienced individual in the local organisation, he is seen as a mentor for his team. For this position, the organisation needs a person capable of understanding the big picture, without getting lost in the details, with a strategic thinking and advanced leadership, management and communication skills. In the authors' opinion, the optimal profile for a leadership position is the ENTJ.

The ENTP profile, though, is an adequate choice for this challenging position (being an ideal combination for a representative position), especially due to his tendency to fully understand the actions he is undergoing and his ability to make decisions quickly, taking into account the big picture. However, problems might arise when the organisations is passing through a stagnation period, when new challenges are missing, because the ENTP can lose his focus when routine appears. At the same time, he might lose his patience when he has to focus on small details or problem or he might devalue the concept of regulations, though his excessive punctuality and his tendency to always have the last word. Even with these faults, he is an ambitious leader, a visionary who tends to challenge his colleagues, the regulations and the systems in his wish to achieve something that others might consider impossible.

From the analysis of the personality profiles, we can conclude that AIESEC Craiova's Executive Board is balanced from all points of view, the only pair of psychometric preferences that is not equally distributed among the eight members, being Sensitivity/Intuition. Thus, there can be observed a greater number of persons (5) inclined towards concrete, logical facts (S) than those who prefer the abstract or theoretical notions. All of the other pairs are equally distributed (graphical representation in Figure no. 1), fulfilling each other's needs and expectations and thus, contributing to the overall balance of the team.

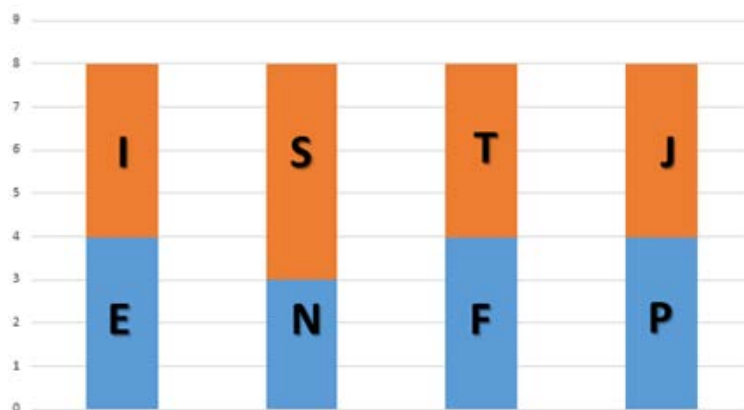


Figure no. 1 – Psychometric pairs' distribution in AIESEC Craiova's management team

4.3. Analysis of team-role distribution in AIESEC Craiova's Executive Board

For the analysis of the team roles and the relationships between, we have used the Belbin Team Role Self Perception Inventory. The results will be presented in the following pages:

Table no. 5 – Team role distribution in AIESEC Craiova's management team

	VP Finance	VP Human Resources	VP Communication	VP External Relations	VP Outgoing GCDP	VP Incoming GCDP	VP Outgoing GIP	President
Primary Profile	Implementer	Plant	Plant	Co-ordinator	Implementer	Implementer	Implementer	Implementer
Secondary Profile	Monitor/Evaluator	Resource Investigator	Implementer	Complete-Finisher	Specialist	Monitor/Evaluator	Teamworker	Monitor/Evaluator

The first aspect that can be observed from these results is the fact that six of the eight members of the team perceive themselves as Implementers. This can be considered a positive characteristic, because it means that the team is mainly comprised of loyal and pragmatic people, capable of implementing their colleagues' ideas and strategies. However, Implementers are often inflexible, somewhat stuck in their ideas and are not responding well to critics and change. This could lead to a conflict, which will not be easily avoided, due to the fact that only one person is a Teamworker.

The second dominant profile in this team is the Monitor-Evaluator, which is a secondary profile for three of the five primary Implementers. This contributes to the pragmatic character of the team, to its caution and seriosity, cutting down the chances for major faults to appear. However, the presence of three Monitor-Evaluators (one of the being the President) could lead to conflicts, generated by excessive criticism, which could diminish the enthusiasm and the motivation of the team.

From the Belbin test results, we can observe that the team comprises two Plants. Generally, the presence of more than one Plant in a team can lead to conflicts, due to countless idea being generated, which are not put in practice. But, in this case, the presence of the two Plants is beneficial, due to the five Implementers, which can put in practice the generated ideas. Moreover, the two Plants are the Vicepresidents of Human Resources and Communication, positions that require creative individuals, capable of generating innovative ideas.

The Vicepresident of Human Resources is, as a secondary profile, a Resource Investigator, complementing his primary role of Plant. Thus, the ideas that he takes from the external environment are complementing his own and, more than that, he will bring the necessary enthusiasm for the team in order to start its activity in optimal conditions. Moreover, his tendency of not focusing on small details can be mended by the pragmatism and analytical spirit of the three Monitor-Evaluators and by the Complete-Finisher's attention to detail.

The Vicepresident of External Relations is the Coordinator and the Complete-Finisher of the team. This is a very important aspect, because, usually the Coordinator should be the team's manager (the President, in this case). However, this year, the strategic

direction of AIESEC Craiova's Executive Board is the development of the Incoming Global Internship Program (bringing foreign students to work in corporate internships in the local companies), which program is one of the main responsibilities of the Vicepresident of External Relations, thus, his role of Coordinator will ensure that the team will not lose its focus. On the other hand, being a Complete-Finisher is beneficial for his role of a „sales-person” and will bring more attention and perfectionism to the team. A negative aspect would be the fact that the roles of Coordinator and Complete-Finisher are both fulfilled by the same person, thus appearing the need for another person to correct the Complete-Finisher's tendency to get lost in the details and not to respect deadlines.

4.4. MBTI-Belbin correlation in AIESEC Craiova's management team

From the results of the Belbin Belbin Team Role Self Perception Inventory and MBTI tests the following distribution of behavioural profiles and team roles has emerged:

Table 5 – Belbin Team Roles and MBTI profiles distribution in AIESEC Craiova

Team Position	Belbin primary role	Belbin secondary role	MBTI Profile
Vice-president of Finance	Implementer	Monitor/Evaluator	ESFJ
Vice-president of Human Resources	Plant	Resource Investigator	INFJ
Vice-president of Communication	Plant	Implementer	ISTP
Vice-president of External Relations	Co-ordinator	Complete-Finisher	INFP
Vice-president of External Volunteering Internships	Implementer	Specialist	ISTP
Vice-president of International Corporate Internships	Implementer	Team worker	ESFJ
Vice-president of Internal Volunteering Internships	Implementer	Monitor/Evaluator	ESTJ
President	Implementer	Monitor/Evaluator	ENTP

In the case of the Vicepresident of Finance, the two Belbin roles indicate the fact that he is a practical person, with a strong grasp of his surrounding reality and strong critical spirit, attentive to details and capable of implementing the ideas generated by his team-mates. A part of these characteristics are also valid for the personality profile, because the ESFJ is a person who is working well in an organised environment, with strict rules and norms, who makes decisions quickly and prefers clear deadlines for his tasks. On the other hand, the ESFJ is a person who needs harmony in his work environment and is always looking for his colleagues' approval and acceptance, this being an aspect that can contradict the strong critical spirit of the Monitor/Evaluators.

The Plant and Resource Investigator Roles (hereby assigned to the Vicepresident of Human Resources) are idea generating roles, both from their internal creativity (The Plant) and the outside environment (Resource Investigator). The Creativity is also an important characteristic of the INFJ, this being a complex and inovative thinking person, capable of proposing and imposing a general vision upon the team's activity. Despite these aspects, due to the fact that the INFJ is an introvert, he extracts his emotional energy from his interior world, being more preoccupied with his own thoughts and ideas than with the

interactions with other persons, an aspect which can damage his role as a Resource Investigator.

The Vicepresident of Communication is an ISTP, a profile usually assigned to reserved people, with a strong grasp of the reality, who prefer concrete and tangible evidence instead of theoretical ideas, need freedom in their activity instead of strict deadlines and constant supervision. This profile is partially compatible with both Belbin Team Roles because on one hand, the ISTP is always searching for new and innovative solutions for the problems that he is facing (thus explaining the correlation with the Plant role) but, on the other hand, this profile is ready for action, especially when a problem arises, aspects which are also characteristics of the Implementers.

In the case of the Vicepresident of External Relations, the INFP is making him a realistic individual, very attached to the values and principles which are guiding his life, who can have problems when these values are not respected in his work environment or when he is forced to work under strict deadlines. In this case, a significant contradiction can be seen between this profile and the role of Complete-finisher, which is specific to result oriented individuals, who wish to fulfill their task efficiently, in the given deadlines. Regarding the Coordinator role, a certain correlation exists, because the INFP is a leader who encourages creativity and individual participation, prefers democratic decisions, believes in the power of motivation and positive feedback, being capable of diplomacy when he has to criticize his subordinates.

In the case of the Vicepresident of External Volunteering Internships, there is also a partial correlation between the ISTP profile and the implementer role, because both of them prefer concrete and tangible things and are willing to act and implement their team-mates' ideas. A certain correlation also exists between the ISTP and the Specialist role, because, in both cases, there is a tendency to focus too much on one subject (the problem at hand for the ISTP and his professional domain for the Specialist).

Regarding the Vicepresident of International Corporate Internships, there is a strong correlation between the ESFJ profile and the Teamworker role, due to the fact that both of them show a strong disposition towards other individuals, wishing to be accepted and proved by them. In the same time, both the Teamworker and the ESFJ are against conflicts and critics, needing harmony in their work environment. Regarding the link between the ESFJ and the Implementer, as we discussed before in the case of the Vicepresident of Finance, the common characteristic is the practical spirit and their wish to fulfill their tasks in the given deadlines.

In the authors' opinion, the strong correlation between the MBTI profile and the Belbin team-role can be found in the case of the Vicepresident of Internal Volunteering Internships. The ESTJ is a practical, realistic individual, capable of implementing their team-mates' ideas and decisions, focusing on fulfilling their goals in the most efficient way, all of these being also characteristics of the Implementers. The critical spirit of the Monitor/Evaluators is also present, because the ESTJ has a clear set of logical standards, that he is systematically respecting and is expecting and imposing the same way of working upon his colleagues.

The president of AIESEC Craiova is an ENTP, which means he is an extrovert, creative and open individual, thus being partially connected to the Implementer role, through his disposition towards solving all the problems that might appear. Despite this, the ENTP is usually assigned to persons capable of creating and imposing a general vision, of helping and directing his team-mates in a positive way, and thus, we can see a significant contradiction with Monitor/Evaluator role.

5. CONCLUSIONS AND FUTURE DEVELOPMENTS

Regarding the personality profiles, AIESEC Craiova's management team is balanced, three of the four psychometric preferences pairs being equally distributed among the eight members of the team. On the other hand, correlating the behavioural profile with the job description, we can observe that the President (ENTP) and the Vicepresident of Internal Volunteering Internships (ESTJ) have the most optimal profiles, while the Vicepresident of Communication's profile (ISTP) is considered, in our opinion, the least preferred for his position.

Regarding the Belbin Team Roles, the studied team is characterised by the Implementers' practical spirit, who will put in practice the ideas generated by the two Plants, or brought from the external environment by the Resource Investigator. Moreover, the presence of the three Monitor-Evaluators will diminish the chances of major flaws, the Complete-Finisher will complement the Implementers' activity with his perfectionism and pragmatic character, while the Teamworker will ensure harmony in the team and will solve the conflicts that may appear. However, considering that the team is lacking a dominant Shaper could lead to demotivation and loss of focus. Moreover, confusions might appear regarding the team's leadership, considering the fact the Co-ordinator is one of the team-members and not the President himself.

Taking into account the fact that at the moment in which this research is being conducted, AIESEC Craiova's Executive Board is only starting their term and the fact that the two tests' results are based on the past experiences of the respondents, there is a great possibility that these tests might generate different results if they are applied in different moments. The main argument for this statement is the fact that at the beginning of the term, the team members have yet to have a relevant management experience and if the tests will be applied at the end of their term, the results will show the influence that a year long leadership experience might have had upon the persons involved in this study. Due to this fact, the authors want to further develop this research by testing the subjects at the end of their term in order to compare the two results and to identify and analyse the differences that might appear.

Besides these issues, we believe that another limit of our research is the fact that the analysed management team belongs to a non-profit organisation, which is working with student volunteers. As another further research direction, we are aiming to apply these two instruments to an experienced, professional top-management team.

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