Type for Change
Evolving people, organisations & concepts

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Temperament and Transitions
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a Keynote speaker at the 2017 BAPT conference

As we know, knowledge of Psychological Type can be invaluable in helping people to manage change in today's fast-paced business world by providing a framework for adapting approach and communication to appeal to different types. In this article, and in the plenary session, we will provide a brief overview of the Bill Bridges Transitions framework and then begin to explore how knowledge of Temperament can help make this process more successful.

Change versus Transition

Much of the work written on change focuses on the physical steps in the external change model. This change tends to be situational - it just happens. The internal psychological process we experience in order to come to terms with a new situation and change our behaviour Bill Bridges called a transition. Unlike the 'change wall", the work on transitions provides a path to guide the individual's journey through the internal psychological change. He describes a three-phase process (ending, neutral and new beginning zones) where people gradually mentally accept the details of the new situation and the changes that accompany it.

Temperament and Transition

Temperament can be defined as **Why** we do what we do: the pattern of needs values, talents and abilities that helps to drive our behaviour. Understanding each temperament's approach to change and positioning transitions to protect the self-esteem of all four temperaments is fundamental to making a successful transition. Below is some high-level information about each temperament's approach to change. In the plenary session, we will look in more detail at temperament and the steps in the transitions journey.

Temperaments and Approach to Change

Artisan/Improviser (SP)	Guardian/Stabilizer (SJ)
• **Want** something to do right away. • **Need** freedom, flexibility and a chance to demonstrate tactical competence as they maneuver and adapt. • **Share** practical information about the change and how it will benefit them • **Their talent** can be in troubleshooting problems as the change is being implemented.	• **Want** a chance to share their experiences about what has already been tried. • **Need** clear roles and expectations within the change process and a sense of belonging and identity throughout the change. • **Share** a step-by-step plan with details on how to implement the change. • **Their talent** can be in creating a clear, concrete process for Incremental change anchored by current realities.

Rational/Theorist (NT)	Idealist/Catalyst (NF)
• **Want** a vision and model for the change. • **Need** a sense of competence and task mastery with independence and opportunities to modify and improve the plan. • **Share** long-term and global benefits of the change and a clear rationale for the direction chosen. • **Their Talent** can be in analysing possible directions and options, conceptualising, and strategising around the change.	• **Want** alignment of the vision with their personal values. • **Need** a meaningful purpose for any change and knowledge of how the change will make things better for themselves and others. • **Share** general direction rather than specific steps for change with possibilities and opportunities for people to develop. • **Their Talent** can be in motivating team members and building bridges between disparate points of view during the change process.

Susan Nash was born in the UK, moved to the USA in 1987 and now divides her time between the US and UK. She applies type knowledge to businesses in a practical and relevant way, and trains people to be effective coaches and facilitators. Susan has written eight books, five of which are on personality type. She has five grandchildren and enjoys traveling. She founded the Type Academy which aims to encourage deeper learning in the type community, and owns the personality based consultancies Em-Power (UK) Ltd and Em-Power Inc.

The 2017 conference of the British Association for Psychological Type is 6 - 8 April. For the complete programme and registration, please visit

http://www.bapt.org.uk/events/2017-conference/programme