



BAPT CONFERENCE 2011

The annual BAPT Conference for 2011 took place 4-6 March. The venue was once again Harben House near Milton Keynes. They have held their prices for the last few years and give us a preferential rate as returning customers. The facilities are ideal for us with well-equipped Conference room, as well as additional smaller rooms available for concurrent sessions. We have a dedicated coffee lounge for breaks adjoining the Conference rooms. The restaurant provides all meals buffet-style with an excellent selection of food to suit all tastes and diets. There is a comfortable bar lounge, gym facilities and free wireless Internet. The bedrooms are all en-suite and comfortable.

Friday 4th March, the Conference kicked off with a Pre-Conference Workshop. This was extremely well attended with 28 delegates. Twenty-one of these stayed on for the Conference proper, which had 42 delegates on the Saturday. This made a total of 49 people who attended at least part of the Conference. We were delighted to welcome Hile Rutledge, Chief Executive Officer of OKA (Otto Kroeger Associates), as guest presenter at our conference this year. Hile (INFP) is author of the *MBTI Introduction Workbook* and co-author with Otto Kroeger of the revised *Type Talk at Work*. He is an experienced organization development consultant, trainer and public speaker with a background in management, sales, adult education and leadership development. Hile has a BA in Humanities from Hampden-Sydney College and a Master of Science in Organization Development from the American University (AU/NTL). He resides with his wife and two sons in Falls Church, Virginia. The following is Christine Rigden's report of the Pre-Conference Workshop:



Finding Balance in a Complex World

BAPT Pre-Conference Workshop with Hile Rutledge Reported by Christine Rigden

The pre-conference workshops I've been to in the past have been totally absorbing and enjoyable, so I approached this one with anticipation. And it's always great to see so many familiar faces! When I sat down at a table, I found a pack containing notes and worksheets for the day, and an *'MBTI Introduction Workbook'* – a useful ongoing resource for practitioners.

After a brief introduction from Gwyneth, Hile asked us to give our name, what we do, and our Type: the Types he kept count of on the Type Table at the front.



Then, so he could get a feel for where we were coming from, we arranged ourselves on a line from 'new to type dynamics' at one end by the window, to 'expert and use it constantly' at the other end by the door. The majority of us there use and teach type, and a good many placed themselves towards the 'know about and use dynamics' end of the line.

Given that 'Type Dynamics' was the basis of the day's workshop, I was interested to see how he'd handle the situation where so many of us (it seemed) already knew the topic! The atmosphere was lively and expectant.

"E/I is about 'where do you keep your dominant?' Extraverts have their Dominant 'out on Main Street'.... One of our functions is our 'public persona' – the J/P axis tells us which one."

Hile started, for groundwork, with an overview of the preferences. I liked the way he started with the Functions, which are at the core, and then the Attitudes which shape them and this naturally led into the dynamics. We were reminded of the very important point – type was *never meant* to be about four static letters, but a dynamic balance between all four functions within us.

Then came a fascinating insight: Js are publicly 'closed' but privately 'open' – whereas Ps are publicly 'open' but privately 'closed'. That was a new way of saying it that captured everyone's attention. **'It isn't about 'neat' and 'messy', at all!'** All through the day, quotes and phrases leapt out at me – 'what a great way to put it!' I thought.

"T pushes for clarity at the expense of harmony. F pushes for harmony at the expense of clarity."

TJs are found more in leadership than FPs because (among other reasons) TJs are drawn to positions of power. FPs tend not to seek such positions, but when they find themselves in a leadership position, their style is more non-directive—the 'servant leader'.

"Introversion is only quiet on the *outside*."

There was such a lot of buzz during the break, as we continued to chat about what we were listening to as well as catching up with friends we hadn't seen for a while.

After the break, Hile went into the 'mechanics' of Type Dynamics, illustrating how it works, with a story about his ENTJ wife. Using the story, he explained how one can use the understanding of dynamics to help someone recover from a 'grip' experience.

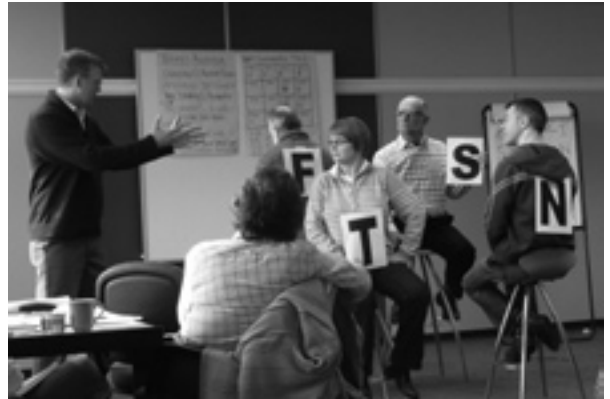
Hile introduced the illustration of a car to explain the relationship between a person's mental functions – the driver is 'the boss', the Dominant function; the front seat passenger the Auxiliary; the older child in the back seat is the Tertiary; and the youngest is the Fourth function who (in Type terms at least) causes more pain than joy in your life.

People asked questions and made comments throughout the day. Hile fielded, answered and smoothly integrated each contribution into the points he was working toward.

During the rest of the morning and into the afternoon, Hile returned to the analogy of a driver and passengers to explain the dynamics of several Types. Willing volunteers (four at a time) sat on stools at the front, with those representing Extraverted functions facing the rest of us, and those representing Introverted functions facing away from us. Hile's explanations and illustrations were always animated and insightful.

At one point after lunch, we broke into small groups of 2-3 similar Types to discuss our own hierarchies. Then we formed groups based on our Dominants, to think up exercises we could give another to help others develop that function.

To illustrate the differences between J and P behaviour, Hile had a group of J volunteers come in and discuss a question among themselves (with the P volunteers outside the room). Then the P group came in and discussed the same question among themselves. There was much laughter, as the obvious differences between the groups were highlighted! Our pack contained instructions for leading this 'fishbowl' exercise in our own workshops.



"I've never worked with a successful P who didn't have a good raft of J behaviours' ... whereas successful Js often don't bother with P behaviours."

"When we first begin to develop our 3rd and 4th functions, we are often surprised and try to shut them down – but we need to engage with them."

In another exercise, we were each assigned functions to represent, and in groups we discussed a story and evaluated it (using the 'decision-making worksheet' in our packs). Each of us was responsible for ensuring the assigned function was included in the discussion. It was most challenging for those assigned a function different from or (even opposite to) their dominant.

The underlying theme of all the work was the reminder that we each have all four functions active in our personalities, and their conscious development is beneficial. To some extent this development happens naturally, but it can be useful to work on it consciously too.

"We need to learn to trust that information from our 4th function *might* not be wrong!"

The day was so involving and well paced, that I was able to focus and stay engaged through the entire time – even through the infamous post-lunch dip! On top of all this, we took away so much to think about and use in our own Type work and personal development. An enriching day, I'm so glad I came!

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Friday night dinner was at 7pm and there was a warm atmosphere of greeting old friends, meeting new friends, some people talking over the days' events, some eagerly anticipating the rest of the weekend—"Type Talk" in general—one of the great benefits of the BAPT Conference.

At 8pm delegates gathered in the Conference Room and were welcomed warmly by Gwyneth Adams, Conference Organizer. After a few housekeeping items, she turned the evening session over to Nancy Silcox, BAPT Honorary Treasurer and Assistant Editor of *TypeFace*. Nancy (ENTJ) uses Type in her work in the Church and has administered the MBTI to groups of older Teens, employees in the office, parents, and to women at Women's Conferences. She is on the NAWC Speaker's List and one of her talks is an Introduction to Personality Types, entitled "What's Your Type?"





Artful Expressions of Type

Friday 4th March, 8pm with Nancy Silcox

Reported by Keron Beattie

Conference got off to a colourful start when Nancy Silcox encouraged us to express either our Type, or our non-preferred side, through art. Looking around the room I sensed I was not alone in remembering past struggles with paints, which for me always seem to end up a muddy colour. Recollections too of being told that I'd never make an artist.

Nancy helped whet our appetite with a series of slides showing Type doodles (How do you doodle?) and a series of beautiful photographs on the theme of trees. These were left displayed in sequence as we worked though the session, so together with the accompanying music, we were not short of inspiration. We were also invited to think about how each Type preference might tackle the theme of trees and Nancy shared with us "some she had prepared earlier".

Nancy's enthusiasm and a table piled high with paints, crayons, felt pens and other artefacts, which reminded me of a sweet shop with lots to tempt and try, made sure that early reticence gave way to some tentative exploration of the materials and also the brief. The general level of activity and noise in the room suggested that others were finding their artistic soul too.

As individual art began appearing on the walls it was clear that there were very different approaches to the broad brief as you might expect. Some were finely drawn and accurate, another had a story linking each of the 4 preferences in a clever and well thought-out way. On another wall someone had cleverly used the packaging from the paints to create part of her tree, which then spilled off the paper, not inhibited by such boundaries at all. Type differences, certainly, though it was not always easy to isolate the influence of just one preference as the impact of others was obviously there too.

It was a fun and thought provoking way to begin the weekend and we were able to enjoy the artworks into the following day, as they were left on display for everyone to think about and enjoy. Thank you Nancy.



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As usual, delegates congregated in the bar to continue discussions over a G&T or a glass of wine before retiring to their rooms.

Saturday morning, 5th March, fortified by a hearty breakfast (or not, as each delegate chose), everyone assembled at 9:30am for our plenary session to hear Hile Rutledge on the subject of **Finding Balance in a Complex World: A New Look at J-P**.

Gwyneth once again gave a welcome to Hile, after running through the obligatory safety and conference announcements, including the Presentation of a gift to Gill Clack for editing and producing *TypeFace* for 10 years, bringing it from a very basic newsletter to a professional magazine of International repute!

Finding Balance in a Complex World: A New Look at J-P

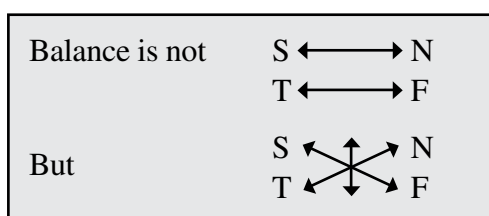
Plenary Session with Hile Rutledge

Reported by Nancy Silcox

Hile began the morning with a 'Fish Bowl' exercise. Having ascertained the preferences of ten delegates beforehand, five with a Judging Preference, and five with a Perceiving Preference, he sent them all out of the room while he briefed the rest of the delegates to look for characteristics of preference displayed in the way they handled the task, which was to discuss East/West Clothing Styles. The first five invited back in had a preference for Judging, and as we might have expected,



did as they were told, working toward closure and an answer, making declarative statements. These five then joined the audience and the five who preferred Perceiving entered and were given their task (same). One chose to stand, not sit, and they began discussing umbrellas and rain, before zooming in on Poland (one of them was here from Poland). They then began defining East and West before turning to draw the audience in, just as Hile had warned they might! This was a very powerful start to looking at how our J/P Preference influences our daily lives and how to get the balance for effectiveness as well as satisfaction.



“Balance is not some middle space between the ends of each scale” but rather how our perception and judgment are communicating and working together in both the introverted and extraverted world. Balance is about not doing too much of one at the expense of the other.

Hile did a ‘Basics Review’ on perception and judgment; on Type Dynamics, particularly the Dominant and Auxiliary functions; and on how we bounce back and forth and use one mainly in the outer world and one in our inner

world. This brought an ‘aha’ moment for me, when Hile expanded the thought of using your J or P, in or out, to being public and private. Therefore if you prefer Judging, your public areas are organized and tidy, but your private areas might be chaotic! Tidy, to them, is when you can’t see it anymore! This answered a conundrum for me—I absolutely prefer J but my desk is very untidy, while I can be paranoid about the lounge room being tidy, and get annoyed with shoes and newspapers being left lying around. It can look inconsistent, and public/private can be different to different people, e.g. your purse may be public to one, but private to another person. It’s not always about ‘tidy’. For example, in cooking Js tend to clean up as they go, while Ps clean up afterwards—both clean up.

Several case studies illustrated that there are only two ways of being imbalanced: Too J or too P. Too much P=indecisive, never finish anything, and too much J=hasty decisions based on too little data. This lively session was punctuated by exercises, group discussions and even a Tea Break.

Look at how many times a day you say 'Yes' or 'No', by words or by actions, and either inner or outer world. And Ps, even if they say 'Yes', will qualify it!

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After lunch there were two sets of Concurrent Sessions with a Tea Break in between:

The first choice was between Alan Howard presenting **MBTI Type and Decision-Making in Senior Managers—Which Types Make The Best Management Decisions?** Alan Howard (ENTP), from Scotland, is a Chartered Occupational Psychologist and Health Professions' Council (HPC) Registered Psychologist with around 20 years' consultancy experience gained in the UK, Northern Europe and Middle East. He is a director of Quest Assessments Limited, creators of the *Scenarios* tools published by Saville and Holdsworth Ltd. and which have been used with over 70 nationalities worldwide. He is currently researching international similarities and differences in managerial decision-making.



And Julia McGuinness (INFJ) presenting **Type And Spirituality: Making the Connection.** Julia McGuinness is a writer, counsellor and MBTI Trainer. At her private counselling practice, *Creative Connections*, she mainly sees clients through Employee Assistance Programmes. She has presented the MBTI in a variety of settings from medical centres to retreat houses. Her book *Growing Spiritually with the Myers-Briggs Model* was published by SPCK in 2009. She lives in Cheshire with her husband and three black cats.

The second choice was between Thor Odegaard presenting **The Conscious, Unconscious and the Use of Psychological Defence Mechanisms (PDM).** Thor Odegaard (ENTJ) is a psychologist, specialising in organization psychology, and a member of the Norwegian Psychological Association since 1983. He is one of the creators of the Jungian Type Index (JTI) and has been the author/co-author of five booklets: *Understanding Jungian Type*, *The Team Compass*, *Leader Types* and *Coaching and Type* (Ringstad and Odegaard). Thor is the manager of Optimas, which has distributors in five European countries for the JTI.



And Gil Parsons presenting **Introduction to MBTI® Step III and its Application Particularly to Coaching.** Gil Parsons, a Lead Trainer with OPP Ltd, is a Chartered Occupational Psychologist, and has worked in both the public and private sector. She has extensive experience in the field of assessment and has used psychometric instruments for research, recruitment and assessment, self-development, career guidance and team building. Gil has a Diploma in Business Coaching from the University of Warwick Business School, an MBA and an MSc in Occupational Psychology. She is a member of the British Psychological Society and the Chartered Institute of Personnel and Development.

During the morning Tea Break in the Refreshment Lounge, Przemek Duchniewicz talked the gathered group through his Poster Display.



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MBTI® Type and Decision Making in Senior Managers: Which Types Make the Best Management Decisions?

5th March, 1:30-3:00pm with Alan Howard

Reported by Robert Stead

In this session, Alan addressed decision-making by managers, and the use of the *Scenarios* tool to coach to better decisions. It is difficult to verbalize complex experience gained from circumstances over time but, using hypothetical situations, all Types can learn principles to develop sound executive judgment.

Do Senior Managers Always get it Right?

Their decisions have a disproportionately large effect on others. Alan Howard asked 50 senior managers to complete the MBTI® Step 1 and the *Scenarios* Editions decisions-making test. Table 1 shows the types of decisions that the test measures. Previous studies have found that more emotionally stable individuals make better decisions. The *Scenarios* Editions test assumes that there are better and worse decisions, and it measures individual decision-making and not team decision making. It is based on the assumption that decisions are made as a result of the intellect, training and experiences of the individual.

Which decisions are we talking about?

Included	Not included
<p>Typical decisions, common in many organisations</p> <ul style="list-style-type: none"> • Leadership & Management within the organisation • Taking decisions on problems • Tackling tough issues • Prioritising resources • Resolving conflict • Motivating the workforce • Dealing with change • Managing external relations 	<p>Specialised or commercial decisions, decisions specific to one organisation</p> <ul style="list-style-type: none"> • Legal and contractual issues • Business investments • Commercial deals and negotiation • Technical or scientific issues

Table 1

Conference Delegates engaged in several of the examples illustrating the kind of decision that the *Scenarios* Editions test measures. Here is one example:

You work as a Human Resources Manager. A lot of your time is focused on recruitment, pay issues and staff retention. You have been approached by an employee who is insisting on a pay rise. She claims that she is not being paid the market rate for her skills, and for the job she does. She is threatening to leave. You have checked her file, and her pay cannot be increased without breaking existing pay policy.

Rate the following six responses using the scale below:

Undesirable			Desirable		
HIGHLY UNDESIRABLE	UNDESIRABLE	SLIGHTLY UNDESIRABLE	SLIGHTLY DESIRABLE	DESIRABLE	HIGHLY DESIRABLE
-3	-2	-1	+1	+2	+3
a major negative action in this scenario	a reasonably negative action in this scenario	a small negative action in this scenario	a small positive action in this scenario	a reasonably positive action in this scenario	a major positive action in this scenario

1. Ask her to speak to her line manager about the issue
2. Emphasise that the company really values her skills, but a pay increase is not possible under present policy
3. Challenge her on market rates – point out that she is getting a fair deal
4. Email her the company's pay policy
5. Do nothing – reluctantly take the chance that she may just leave
6. Initiate a review of existing pay policy

The correct answers for the Scenarios Editions test were derived from senior executives of FTSE100 companies. This establishes the best and worse decisions for any one scenario based on their research.

Do some types possess better judgment than other types? The answer is no, there is no statistically significant difference, and all types are equally able to develop executive level judgment. Table 2 reports the finding of the study.

All types can develop good decision-making ability and the good news is that the ability to make good decisions can be learned through the application of intellect, training and experience. This can be supported through coaching using knowledge of Type and the results of the Scenarios Editions test.

No statistically significant differences!

MBTI Preference	Executive Scenarios Mean Score	Executive Scenarios Mean Score	MBTI Preference
E	60	61	I
S	61	60	N
T	59	64	F
J	61	59	P

All Types may be equally able to develop executive level judgement

Table 2

Type and Spirituality: Making the Connection

5th March, 1:30-3:00pm with Julia McGuinness

Reported by Christine Rigden

Julia introduced herself and the topic, and mentioned that although she would be using terms familiar to Christians, folk were invited to adapt the language to suit their own spirituality. The tone of the session was relaxed, peaceful, and meditative.

She started with a story illustrating the contrasting experiences of Introverted iNtuition (Ni) and Extraverted Sensing (Se), and then read a poem (*The Journey*, by Mary Oliver). She read it twice – poems need that! We discussed the different perspectives one might have from each function.

The next exercise was an interesting look into our own experiences and how they helped us connect with God, ourselves, the environment, or other people. Julia gave us a form where we could list selected spiritual experiences we've had and the nature of the connection we associated with each. We then considered these experiences and which functions might have been operative within us during each experience. The group were well engaged and energised by this exploration. For example, seeing a particularly beautiful sunset (Sensing) could be a connection with the environment or with God, or even with the people with you at the time (involving Feeling as well).



Julia handed out summary sheets for iNtuitive (yellow) and Sensing (green) spirituality. The colours being the ones used in Bruce Duncan's book, *'Pray Your Way'*. Each page listed points under "Seeks a connection that:" and "Modes of expression:" which further helped us explore the experiences we had listed previously. There was also a useful note of what spiritual gift that function gives us, and the spiritual path it leads us along. Quite a bit of discussion occurred around individual experience of these aspects of Intuitive and Sensing spirituality.

Sensing Spiritual Gift: Simplicity Spiritual Path: Service	Intuition Spiritual Gift: Wisdom Spiritual Path: Awareness
Thinking Spiritual Gift: Justice Spiritual Path: Knowledge	Feeling Spiritual Gift: Joy & Love Spiritual Path: Devotion

Julia then gave us the sheets for Thinking (blue) and Feeling (red) spirituality, which set off a whole new round of discussion. She made the point that the integration of Thinking and Feeling has more bearing on personal maturity than the others.



During the last 10 min, we were given circles and assorted paints and crayons, in order to express where we were in relation to our use of the different functions in our spiritual journey – our 'spiritual mandala'. It was an opportunity to be a bit creative, and to express ourselves in a way other than words.

To finish, Julia read the poem *'Living Off Centre'* by Glyn Brangwen – once more a thought-provoking poem, which forged its own connections for each in this room full of mainly iNtuitives.

Thank you, Julia, for a nourishing session!

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The Conscious, Unconscious and the Use of Psychological Defence Mechanisms (PDM)

5th March, 3:30-5:00pm with Thor Odegaard

Reported by Alan Hodgson

Thor Ødegård was our “man in black” for our last session on Saturday afternoon; not with a guitar or indeed an American Southern accent but as an ambassador for the unconscious – from Norway as it happens. Amongst his achievements Thor, along with Hallvard Ringstad, developed the Jungian Type Index. They now market the JTI through their company Optimas with apparent success in fourteen languages.

When I know someone’s Type in advance I often find that it’s too easy to adduce evidence that supports the Type predictions. I certainly found it very easy in Thor’s case. Drawing on an impressively diverse range of sources from Wilhelm Reich to contemporary neurophysiology, Thor built for us a wide-ranging theoretical system linking Type Preferences to defence mechanisms via the operation of the unconscious. As regards empirical support, he emphasised that his model is a work in progress. Thor’s Type is ENTJ.

Thor began by setting out the power and influence of the unconscious. Importantly, he proposed that we consider thinking of the unconscious physiologically as well as psychologically. In particular, he focussed attention on the neurophysiology of the limbic system. Here, in the “old brain” that we share with our evolutionary forebears, very large amounts of data are processed at great speed without our conscious awareness [10 million bits per second vs. 10 to 60 bits per second in conscious processes].



Among the powers we find in the limbic system is the capacity to help us to remember events that lead to strong emotions. Thus, as well as initiating fear and/or anger in response to a threat, the limbic system also ensures that we can recall the threat. We can say that in conscious memory you “use it or lose it”, whereas in the unconscious memory this is not so.

Thor cited research which is consistent with the hypothesis that certain hormones, including dopamine, that are released in a threat response, also support the consolidation of memory. We thus have in the limbic system an amazingly fast processing system which also holds onto vital data.

Interestingly, the limbic system plays a crucial role in making decisions: removing the link between the cortex and the limbic system appears to cause people great difficulty in making decisions. Thor then developed the first of his hypotheses linking limbic system functioning and Type. This hypothesis is based on the distinction between high and low responders in terms of dopamine release. Thus high responders produce more dopamine than low responders and need less of a stimulus to respond. Given the range and subtlety of verbal and non-verbal stimuli involved in inter-personal communication, could it be that being a high or low responder corresponds to the preference for Feeling or Thinking?

Thor then turned to anxiety – “the driving force toward the abyss of darkness” and how we defend or attempt to defend ourselves from it. Noting that a “high stress situation can force us over the edge and into the shadow”, he set out the diverse defence mechanisms – both physiological and psychological that we deploy. Here I will focus on his hypothesis that each of the four functions is naturally aligned to one of four specific psychological defence mechanisms.

Following Plutchik, *et al*, 1979*, Thor identified four general defence mechanisms and four specific defence mechanisms. The general defence mechanisms are denial, repression, projection and reaction formation. The specific defence mechanisms are compensation, regression, intellectualization and displacement. These specific defence mechanisms align with the functions as follows:

The Specific Psychological Defence Mechanisms

• **S - Compensation**; intensive effort to correct or to find a satisfactory substitute for a real or imagined deficiency. –*Sensors* use compensation, because they are preoccupied with their experience that has saved them many a time. When the pressure increases, they are of the opinion that they have not done enough, and they compensate by doing more of what they already do, and it can be perceived as fussy apparent concentration on the task. This binds the fear, because they are dealing with the matter.

• **N - Regression**. When they experience the burden of challenges, they return to more childish patterns of behavior and needs satisfaction. –The *iNtuitive* has many ideas that may pop up, just like in the child. When the idea is rejected, they can be childish, and become sour. They use regression, fleeing from a difficult situation. This helps them to escape from the rejection. They are usually not very long in this kind of state. New ideas come to the surface, and they are at it with renewed optimism.

• **T - Intellectualization**. The unconscious control of emotions, and impulses. An excessive reliance on having to explain the experiences and situations in a rational way. –The *Thinker* uses intellectualization to bind anxiety by explaining everything from a case-wise perspective. By opposition, keeping the control by explaining how it all fits together. They can say: “You should hear ... That’s the way it really happened.”

• **F - Displacement**. The release of stored feelings (usually anger) to objects, animals or humans that the individual perceives as less dangerous than those that originally aroused feeling. –The *Feeler* uses displacement to bind the anxiety by being angry at something, or what they perceive as less dangerous. The chief complains of the employee, the man yells at their spouse, the spouse jaws at the child and the child takes the cat by the tail.

It’s suggested that each Type will be likely to use the defence mechanisms in order of the dominance of their functions e.g. ISTJ 1. Compensation 2. Intellectualisation 3. Regression 4. Displacement

Thor’s theory is that a defence mechanism will be used more effectively if it is aligned with the dominant function and least effectively if it is aligned with the inferior [compensation and displacement respectively in the ISTJ example]. Thus the use of a defence mechanism with the appropriate dominant function may barely be noticed. By contrast, when a defence mechanism is used together with the inferior function in its “in the grip form”, it will appear ineffective.

As one who was much influenced by the 60s revolt against mechanistic and reductionist psychology, I remain sceptical about the psychological value of looking for neurophysiological entities and processes that happen to co-relate with human behaviour and experience. Clearly this pursuit attracts much attention and money nowadays. Perhaps it’s just that we’re in yet another flowing phase of brain localisation theory which will ebb away before too long. For my money, I’ll make do with Thor’s ideas about defence mechanisms and type dynamics as a fruitful source of some interesting and possibly testable hypotheses.

* Plutchik, R., Kellerman, H. & Conte, H R. A structural theory of ego defenses and emotions. In: Izard, C (Ed.). *Emotions in personality and psychopathology*. New York: Plenum Press, 1979.

Introduction to MBTI® Step III and its Application Particularly to Coaching

5th March, 3:30-5:00pm with Gil Parsons

Reported by Nancy Silcox

Step III was developed out of concepts in Isabel Myers' research looking at why people with the same Types have differences in success, and gives an indication of how effectively you are using your Type at any particular time in your life. The instrument is very complex and the scoring is done by computer in the U.S. Isabel Myers did all her complex calculations in her head!



The tool is jointly owned by CAPT, who own the Report, and CPP, who own the Questions. Allen Hammer and Naomi Quenk took Isabel Myers' work forward into Step III, which:

>Must be interpreted in the context of Step I and is enhanced by understanding Step II.

>Step III indicates how effectively one is using perception and judgment and may suggest ways to change by generating statements relevant to the specific responses, so one person may receive perhaps only 17 statements, while another may be given 43! Clients may or may not be ready to acknowledge or agree with the reality of the statements that come out of the report—their defence mechanisms may click in.

>A Coaching or Counselling background is required to train in Step III, as it needs to be used in a coaching relationship.

Gil gave us an exercise to do in pairs, examining a recent poor decision and we were to analyze whether it resulted from using faulty data (poor use of P) or faulty judgement on adequate data (poor use of J). Overuse or underuse of Perceiving or Judgment are both ineffective use of a preference, so Step III is helpful to indicate if the way you are using your J or P is sufficient to meet the demands that you face in your life.

The Step III statements are not meant to measure your use of preferences, but to trigger an individual journey to balance, development and maturity—that is, the ability to use the appropriate preference appropriately at the appropriate time. This session gave us much to ponder—a very complex and effective tool if used appropriately.

Development scales

Acceptance	Group sociality
Application	Harmony
Appreciation	Indecisiveness
<i>Cynicism</i>	Logic
<i>Defensiveness</i>	Planning
Dependence	Relatedness
Enjoyment	<i>Resistance</i>
Evidence of failure	Self focus
Faith	Shyness
Flexibility	Spontaneity
Freedom of expression	<i>Stubbornness</i>
Friendship	Warmth
Grievance	Worry

Subscale of confidence

Subscale of strain

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After a short break it was time for the Annual General Meeting of BAPT, the British Association for Psychological Type. We held the raffle first so that non-BAPT delegates could leave. There were 20 present at the AGM, and we progressed through the agenda, approving the minutes of the last AGM; Treasurer's Report and approval of the Annual Accounts; electing/re-electing Board Members; etc. Significantly, Wynn Rees has stepped down as President after his two-year stint, and Angelina Bennet is the new President of BAPT. But the main matter of discussion arose from the President's Report. Wynn Rees presented a PowerPoint presentation and handed out a document entitled '*Renewing BAPT*'. BAPT has been declining steadily in numbers and resulting decreased finances bring us to a crossroads to the future. Several issues arose, including the cost of *TypeFace* and print vs.

electronic delivery; more of a web-based presence; marketing BAPT to attract new members and whether a reduced membership fee might contribute to this. There was animated discussion and the BAPT Board is continuing to discuss and examine the possibilities and alternatives. If you haven't already seen the renewing BAPT document, and the response/feedback sheet, please request your copy as soon as possible (wynn@wynnreesconsulting.com with 'BAPT Renewal' in the subject line) so that you can participate in and contribute to our direction for the future of BAPT. Discussions had to be curtailed due to time restraints, although they continued unofficially in the bar before dinner, during dinner and in the bar after dinner!



Sunday morning began after breakfast at 9am with **Type Dynamics Make for Dynamic Teams** presented by another guest from America, Katherine Hirsh. Katherine (INTP) is well known to us as she has been at our BAPT Conference for the past three years and presented a number of topics and sessions. She is a principal of Hirsh Works, LLC, a writing, education leadership and management consultancy. She is author and co-author of a number of publications including *Introduction to Type and Decision Making*, the *MBTI Decision Making Style Report*, *Introduction to Type and Teams* and the *MBTI Teambuilding Program: Leader's Resource Guide*. Katherine has been involved in University teaching, faculty development/coaching and MBTI training for the last 20 years. She has a Doctorate in Experimental Psychology from York University, a Master's Degree in Educational Psychology and Counselling from University of Wisconsin-Milwaukee, and has taught at Cambridge University, Cardiff University, Macalester College, Minnesota, and the University of Minnesota-Twin Cities. She has consulted with clients locally, nationally and internationally. Katherine is a regular contributor to *TypeFace* and a frequent workshop facilitator and keynote speaker around the globe. She has helped in the organization and running of several APTi Conferences and is currently APTi President.





Type Dynamics Make for Dynamic Teams

6th March 9am Presented by Katherine Hirsh

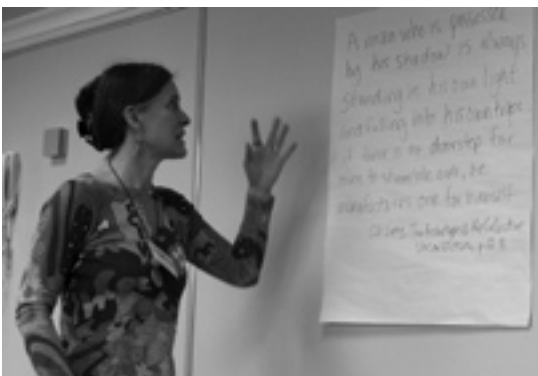
Reported by Nancy Silcox

As is often her style, Katherine fills her session with thought-provoking exercises. This allows for learning through several senses and imbeds the learning in deeper. The first exercise was to ascertain whether your environment supports your dominant function. Each table was handed a page listing possible actions in a team environment. Each individual thought of a team they work with and from the dish of coloured paperclips, chose one for each action that team would support. Questions were centred around one of the four functions, such as for Dominant T—would my team support me if I establish a logical framework? Share my Scepticism? See conflict as an opportunity to improve things? Some people's chains were much shorter than others, depending not only on their team environment, but on their personal dominant. After a period of time we debriefed around the tables and then Katherine moved the questions and the paperclips to the next table, so that each time the tables addressed a different dominant function, and the colours of the paperclips changed. At the end of the exercise, as we saw the different lengths of each of our coloured chains, it gave much food for thought when we considered our teams in this way and mused on how we could adapt our styles to achieve more effective teams.

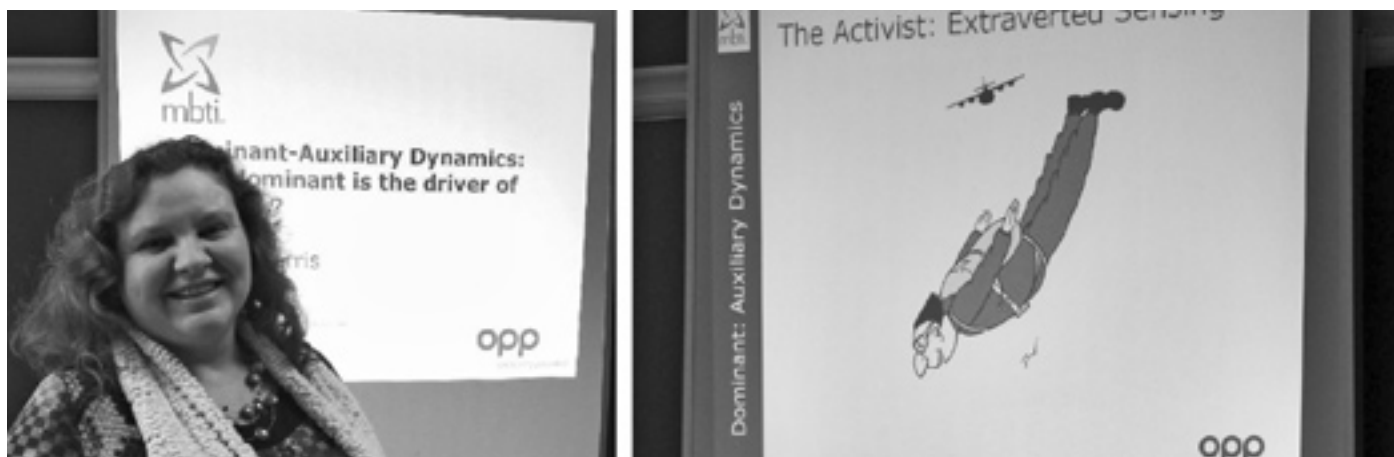
The second exercise was Mapping Your Dynamic Balance, to look at how your Inferior Function might help to release you from the 'Grip'. We were each given a sheet of paper containing a mandala on which to map our dynamic balance around the quarters, moving from:

1. Effective use of your Dominant Functions
2. Overuse of your Dominant
3. In the Grip use of your fourth Function
4. Conscious use of your fourth

This exercise was helpful in bringing to our conscious awareness the signs to look out for as well as a practical way out of stressful situations.



Finally, around the walls were quotes from Jung with words highlighted that emphasized the principles just illustrated. While I (ENTJ) prefer a more lecture-based learning structure, Katherine's self-discovery techniques can be very effective, particularly for the Ps among us!



After yet another tasty lunch, twenty people reconvened for our final session presented by Leanne Harris of OPP:

Dominant and Auxiliary Function Dynamics: How Dominant is the Driver of Your Car?

Sunday 6th March, 1:30pm Presented by Leanne Harris

Reported by Nancy Silcox

Leanne's presentation focussed on how the Dominant and Auxiliary Functions relate to and communicate with each other. Using the car analogy, the Dominant is the driver and the Auxiliary is a passenger. To be effective the Auxiliary needs to be reading the map and spotting the landmarks. Does the driver give adequate information to the navigator to allow them to assist? Does the driver listen to and heed the information supplied by the Auxiliary?

We looked at balancing by using E/I, and supplying J/P.
Leanne showed slides personifying the imbalances, e.g.:
All E and no I is like a hollow person
All I and no E is like an invisible man
All J and no P is like a horse with blinkers
All P and no J is like a boat without a rudder

Too much Dominant is like wearing coloured glasses—you miss signposts and take wrong turnings!

I felt that the slides were a bit biased and portrayed Introverts as uncertain and as if they didn't know where they were going, but the handout effectively went through Dominant/Auxiliary dynamics in both the I and E. We were then given an exercise to make our Dominant and Auxiliary into people, give them a name, draw them and then share your characters at your table. Leanne led a debrief around the room and drew out some helpful tips. The Auxiliary can be a servant and/or a helper. For Extraverts, the Auxiliary is often a backroom worker, while for Introverts, it may be the gatekeeper, the secretary who decides if you get to see the boss in his office, or perhaps a better analogy would be the pilot who lets the co-pilot drive. Good communication is what we strive for.

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We have had a good look at Dynamics of Type all through this Conference and will take away new principles and ideas to draw upon and use; many things to ponder, develop and expand; and valuable connections and avenues of progressing confidently into the future. The coffee breaks were always buzzing with people continuing their learning by talking through or mulling over what had just been presented, as well as networking and making friends or deepening acquaintances. There was an interactive poster display filling one wall of the coffee area. The Book Exchange, and delegate leaflet and display area always drew a group of delegates to that area. And so, it was hard to say goodbye at the end of the Conference. I am sorry if you weren't able to attend the Conference, but hopefully this compilation of reports will give you a taste of what was on offer, and you will determine not to miss out next year!