

BAPT CONFERENCE 7-9 MARCH 2012

Report compiled by Nancy Silcox

Honorary Treasurer & Assistant Editor, 'TypeFace' (ENTJ)



The 23rd Annual BAPT Conference took place in London this year in response to our recent membership survey, as well as being mid-week rather than a weekend Conference. We met at Wallacespace in Covent Garden, which provided well-equipped and comfortable Conference rooms and healthy option breakfast, lunch and tea breaks - not just your ordinary packet of cookies with coffee, but on one occasion pick and mix retro-sweeties! And not just your ordinary Powerpoint projector and screen, but multiple, large, wide-screen LCD monitors connected straight to the laptop! Although this Conference was a bit more expensive than previous years, it did provide the opportunity for some members to attend who were not able in previous years due to family and work commitments, as well as the choice of coming to one, two or all three days. It was unfortunate that we were down on numbers, which meant a financial loss to BAPT, but each year provides for different 'preferences' in more ways than one! This year was again a chance to engage in networking, ongoing professional development and learning. Many were able to take advantage of the attractions of the Covent Garden area, whether restaurants, theatres, live shows, clubs, museums, or exclusive shopping.

If you were not able to attend this year, you missed excellent presentations from some very experienced Type Professionals from home and abroad, so hopefully, this Conference Report will give you a flavour of what you missed!

As is our custom, there was a full day Pre-Conference Workshop, this year presented by Angelina Bennet, BAPT President. Angelina is a Chartered Occupational Psychologist who uses the MBTI® and Psychological Type in her business which focuses on coaching, development and assessment. She is an Associate with OPP, qualifying people to become MBTI Practitioners. Her book, *The Shadows of Type—Psychological Type through Seven Levels of Development*, contains some of her work that recently earned her a Doctorate.

GETTING TO GRIPS WITH TYPE DYNAMICS – BAPT Pre-Conference workshop led by Angelina Bennet

Reported by Charles Worth

Taking Type a Step Further was the sub-title of Angelina's workshop, which set out to illustrate the added value of using type dynamics, and to deepen understanding of the dominant functions. After reminding ourselves how we work out type dynamics, identifying dominant, auxiliary, tertiary and inferior, we spent most of the day exploring together what each of the four functions looks and feels (and sounds) like in both extraverted and introverted modes. Angelina chose both an image and a song to illustrate all eight, and there was much sharing of experiences, stories and ideas as we travelled together using the map so creatively prepared for us.

As the car got into gear and started up the road – driven by reliable Dominant, with Auxiliary the helpful map-reading passenger, with moody teenager Tertiary and baby Inferior (either blissfully asleep or demanding total attention with ear-piercing yells) on the back seat – our first stop was **Extraverted Sensing**. Lightning is the image! Action, variety, freedom, live for today – meet the risk-takers, party animals, first-aiders. Good in a crisis, but may also *create* the crisis. One participant shared a story of a



friend going through a divorce, living in the present, wanting to get it sorted out quickly without waiting to think through the consequences, with the result being she didn't get a good deal. The song has to be 'The Who' singing '*Freedom tastes of reality.*'

An oak tree represents **Introverted Sensing** – stable and grounded. As we talked, a family member came vividly to mind: stable – a teacher in the same school all his career; loyal – still in touch with university friends and colleagues from years ago, as once you are his friend he will always stand by you; vivid recall of detail – you should visit an old building with him as he describes the architecture and compares it to others last seen years ago. Angelina drew our attention to the differences between Sensing when Extraverted or Introverted, which I hadn't stopped to think about before. They are considerable.

For **Extraverted iNtuition** life is a permanent brainstorm of ideas and possibilities. The appropriate image has to be – fireworks! This is the ideas person, always seeking change, lit up with the glow of future vision, enjoying randomness, into initiation more than maintenance. Light the blue touch paper and retire. A group of Extraverted iNtuitives during a training session cheerfully described themselves as 'Tangents R Us', and produced a baffling diagram to prove it. Angelina shared a story about her dominant, **Introverted iNtuition**, here represented by a swirling galaxy, incorporating everything into its dynamic motion. In her book she integrated three different theories: she had lots of other information, models, ideas she also wanted to incorporate, but had to accept that three was probably enough – throwing some of this material out really hurt. This is about patterns and connections, creating complex inner worlds, growing and implementing original ideas. The song? '*The Windmills of your Mind.*' "Like a circle in a spiral, like a wheel within a wheel, never ending or beginning, on an ever-spinning reel."



Extraverted Thinking is like a rapier – sharp, fast, clear, efficient. Life is a list of tasks to be achieved; it's about getting things done in the outside world. 'Achievement' and 'Results' are key words. A husband and wife, both Extraverted Thinkers, retired, and were disoriented until he wrote her a job description. Result = instant happiness. The song is of course Frank Sinatra singing '*My Way.*' (Arrogant, self-satisfied, insensitive, I scribbled on my paper as I listened. Note to self – 'Work on my inferior function urgently.')

Pursuing the Truth motivates **Introverted Thinking**, however long it takes. We heard about the couple trying to buy double-glazing for ten years – well, it's got to be right! Here is the pearl in the oyster. And spread-sheets, systems, categories, problem-solving, complexity, maths (why do Sudoku puzzles work?). What works and what doesn't

work, and why? One of the differences between extraverted and introverted thinking is speed: do it now, or take your time.

When we finally reached **Extraverted Feeling** the sun came out. This is the land of Harmony in the external world – mother energy, looking after, nurturing and helping people. This is where meeting others' needs is also a way of meeting one's own needs, as long as proper appreciation is shown, of course. Someone's sister, shocked at a casual attitude to not always remembering their mother's birthday, made a birthday calendar, presented with the words: "I've done something for you, so that you won't embarrass yourself," thus earning from the ungrateful recipient the nickname 'Interfereon.' These can be the gossips, the manipulators, the judges, however well-intentioned.

Who would have thought that the image for those calm and gentle **Introverted Feeling** types is a volcano? This is about congruence, seeking to live in harmony with your values. And if those values are about abuse of power, bullying or oppression then they can erupt and shatter the serene exterior. The song is '*I Ain't Movin.*' There are real differences between Extraverted and Introverted Feelers, seeing each other as 'interfering do-gooders' or 'get off your backside and do something.'

We concluded by looking at how dynamics can help: identify Best Fit Type; get the best out of team working; inform 360 degree feedback; type-development; better understand 'In the Grip' states. The next step is clear enough – read Angelina's book!



MAIN CONFERENCE

The Main Conference began on Thursday with a welcome from BAPT President, Angelina Bennet. Clare Howard was this year's Conference Director. She runs a Consultancy business with a focus on Type awareness for individuals and teams and, increasingly, Intercultural Communications. She is also the convener of London Type. You can email her on clare.howard@academy28.com. Clare appraised everyone of the timings, sessions and refreshments of the Conference (even mentioning *twitter*—#bapt2012—for the social networkers among us!) before introducing a **Speed Networking Activity**. The BAPT Wallacespace areas then became a hive of activity with people pairing off to introduce themselves and Clare vainly trying to be heard calling 'time to swap' when the buzzer was inadequate.



A short Coffee Break was welcome before we all reconvened in the main conference room to hear from one of our guest speakers, Danielle Poirier, from Canada. Danielle is a consultant and trainer who helped with the French Canadian version of the MBTI and delivered APT qualifying workshops across the country in both French and English. Her DVD, *The Magnificent 16*, with its trademark Type Mandala, is the result of 10 years of video interviews and has been presented at International Conferences as well as at the conferment of Isabel Myers' honorary degree, and won the APTi's Innovation Award in 2009.

TYPE, PSYCHE AND THE JOURNEY TO WHOLENESS - Keynote Session presented by Danielle Poirier

Reported by Nancy Silcox

In the last issue of *TypeFace*, Danielle wrote, "We are not just a type. Type is the vessel, wholeness is the journey. Jung called it individuation, the process of becoming an individual, one that he describes, not as a quest for perfection, but of one for wholeness." She believes that, "greater psychological awareness can help us not only improve our relationships, our team work and our family lives, but also our society." And so her presentation was like an introduction to depth psychology, moving through her material taking us deeper into Type, past the Ego and Psyche on a journey towards wholeness. Katherine Myers likened the difference between looking at Type Preferences and depth psychology to the difference between toe dipping and diving into the lake.

The Dominant, Auxiliary, Tertiary and Inferior are the forces that drive our journey, with our identity being perhaps 80% identified by our Dominant Function. We began with an exercise to complete the sentence, "I am ..." Ego is our conception of who we *are* and develops from first learning who we are not. Our persona, on the other hand, is how we adapt to the outside world and the environment that tells us what we *should* be doing. These are the conscious parts of our personality, but going deeper with depth psychology, we then had a look at the unconscious, from the tension of opposites, saturation, and compensation, to our inferior function and how individuation is achieved on our journey to wholeness. The analogy of an elephant being perceived differently by a group of blind people (trunk, foot, tail, etc.)



captures how we are all predisposed to see the world in a different way through our dominant function.

Danielle's Type Mandala helped with our mapping the psyche. She led the group to come up with a word that is the core of each preference and then in groups we discussed how this core is experienced through Extraversion or Introversion. We saw how the core of Sensing is pragmatism with its facts and reality which, in extraverted form is experiential and action oriented, while it looks like stability, certainty and groundedness in its introverted form. The Feeling values are extraverted with nurturing action and a quest to bring about harmony, but are introverted to produce authenticity, congruence and avoid conflict.

Looking into the unconscious, the 'I am not ...', we can be disillusioned to find we do not live up to our ego's conception of 'who I am'. We encoun-

ter the tension of opposites and only through facing and dealing with this tension do we come to resolution. This dialogue with the unknown and opposites can be stressful and only through exploration and acceptance will we become balanced and whole. Danielle introduced us to various ways of engaging with the unconscious, such as dreamwork, visualization and projective tools to dialogue with the inferior/unconscious. The excellent handout contains more material to expand upon, including one 'aha' moment for me—Feeling Vs Affect. With Feeling being, "the function that provides continuity in one's values, in what one finds important. It experiences life through a sliding scale that ranges from 'sacred' to 'evil'. Once the values have been established, they do not change, at least not very easily." And Affect being, "the emotional charge related to different experiences. Affect lives in the unconscious and is physiological. Your stomach is in knots, you have butterflies in your stomach, your chest is tight, etc. emotions are more volatile than values and changes several times in a day." Depth Psychology is a 'deep' subject and this was an intriguing taster.



After lunch we chose between three Concurrent Sessions:
 Grahame Morgan-Watson presenting *The Wise, the Fool and the Enneagram (Part 1)*
 Anne Watson presenting *Multi-Cultural Communications – Type Across Global Teams*
 Anne O-Sullivan presenting *What's New?*

THE WISE, THE FOOL AND THE ENNEAGRAM, Part 1 – Concurrent Session led by Grahame Morgan-Watson

Reported by Richard Adams

Grahame Morgan-Watson is a NLP Master Practitioner and the founder of *MetaMe*. He is a Certified Riso-Hudson Enneagram Teacher Hons, INLPTA NLP Trainer and INLPTA NLP Business Communications Trainer. He is also a Certified Consultant and Trainer: Words That Change Minds, LAB Profile, Graduate of the Feldenkrais Method®; Awareness through Movement Teacher and a Functional Integration Practitioner.

Graham introduced us to the basics of the Enneagram with a participatory exercise in mindfulness. This provided a useful starting point as he drew on the experiencing of an "instant centre" to make links between the evolution of the human brain and the Enneagram. The description of an evolved human as an "emotional animal with a thinking centre" gave (me, at any rate) a useful launching pad for understanding the foundation of the Enneagram approach. We were



taken from the basic structure of instinctive centre, emotional centre and thinking centre towards the nine types that this model of personality offers, and the ways in which each type exists within us – the type dynamics of the Enneagram, as it were. The self can be viewed as a constellation of roles, but often without a master – maturity is about finding the master [type] and putting it in charge. There are a variety of processes for discovering one's type – there are questionnaires, as in the MBTI, but the preferred method is in a discovery workshop process. In this, people can be assisted to work towards their type, with help to overcome areas of difficulty along the way.

There was no time, of course, in the introductory session to explore the details of how “therapy” or analogous processes might work to enable this growth to occur, but we were left with a clear picture of the starting point for understanding personal growth in Enneagram terms. A further potential in terms of understanding interactions with others was evident in the idea that to understand someone of a different type, one needs to visit that type within one's own constellation. Thus, links with the other, and an understanding of their type, can be used to improve relationships.

Many thanks to Grahame for a useful introduction.

MULTI-CULTURAL COMMUNICATIONS – TYPE ACROSS GLOBAL TEAMS –

Concurrent Session led by Anne Watson

All present in this session listened attentively as Anne shared her experiences in using Type in various cultures with the massive challenge of helping cross-cultural teams understand each other and improve communication. This included looking at how stereotypes, with resulting jargon and labeling, impact on how people work; using the MBTI to highlight differences between people so that they can adapt their approach; and using development tools such as the web-based *Worldmark Academy*. Anne is currently Global HR Director of Worldmark International Ltd., and illustrated clearly how often we are ‘united by difference’.



WHAT'S NEW? BACK TO BASICS – Concurrent Session led by Anne O'Sullivan

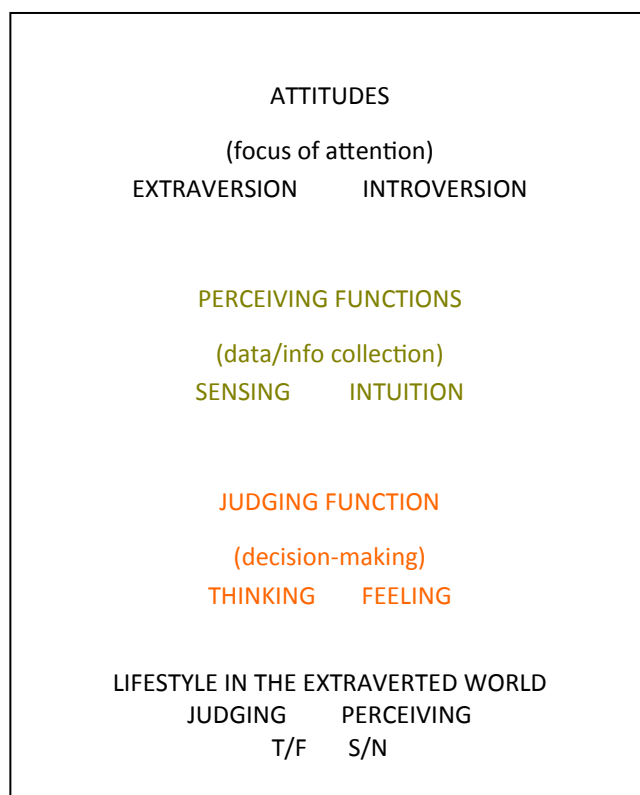
Reported by Sheila McAlpine (ESTJ)

Anne took us back to Jung's theory and helped us unpack how we got from Jung's 8 functions to Isabel's 16. Anne showed us the chart below which was a helpful reminder that Judging and Perceiving are not a dichotomy in their own right: Jung said that we perceive reality and we judge reality – the rational and the irrational. We all **collect** information and we all then do something with it (**decide**). Judging and Perceiving tell us which function takes us to the outer world—they are all about finding the hierarchy.



Anne gave an example that I related to, about how we discuss feedback with someone about which function we see extraverted. If someone said, “I am sure I am INF but I don't know about the J or the P”, our discussion will be around whether their intuition or their Feeling will be extraverted, not about their preference for Judging or Perceiving.

An interesting discussion followed around how to draw out someone's preference for Extraversion or Introversion without using one of the Functions. A number of examples were given where someone's preference could be misinterpreted: An INTP, for example, who is ready to talk to people in her drive for facts and information, an ESTJ who dislikes parties and an INTJ who loves parties.



The conclusion we reached was that the Extraversion and Introversion dichotomy is not people-oriented – it is “outer world”. The example was given of an ENTP in a restaurant, who has to sit where he can see other people, and can’t concentrate on his partner unless he can see “the world”. Anne, also with a preference of ENTP, explained how she had felt exhausted after a day’s training, but did not want to sit in her room alone, so she chose to go to the dining room with a book, eating alone, but with others around her.

The session finished by looking at the inferior function and whether it should be developed. Anne believes that, whilst we may believe we are doing or saying something with our developed inferior function, in likelihood, we are using our dominant function and then responding in the opposite attitude (Extraverted or Introverted). For example, an ENTP’s inferior is Intraverted Sensing. She is likely to be using her Sensing in an Extraverted attitude – not her true inferior. Anne has a great way of referring to this: It’s the 4th function if used consciously or the Inferior function if used unconsciously!

After the Tea Break we had to make another difficult choice between three Concurrent Sessions:

Grahame Morgan-Watson presenting part 2 of *The Wise, the Fool and the Enneagram*

Norbert Riethof presenting *Type and Leadership Development*

Robina Chatham presenting *Demystifying the Behaviour of Others Through an Understanding of Archetypes*



THE WISE, THE FOOL AND THE ENNEAGRAM, Part 2 – Concurrent Session led by Grahame Morgan-Watson



With over thirty years of business management and customer service experience, Grahame offers practical Enneagram and NLP business applications and personal coaching, with his combination of enhanced training, entrepreneurial know-how and a passion for developing human potential. This session carried on from before Tea Break using the key components of the Riso-Hudson Approach and the Levels of Development as a model for mapping the dynamics of personality through the Enneagram. After exploring the instinctual motivations, fears and desires as expressed in the Enneagram and how this manifests as the nine personality types in Human nature, people often say, “So what?” Exploring the reluctance to being ‘typed’ (The reluctance can actually be the real trap!) takes one on a journey of discovering Type as a means to waking up, to personal growth, and perhaps spiritual enlightenment, but even these may matter little to people trying to eke out a living or improve relationships. This session introduced some practical applications with experiential exercises to help both with personal development as well as offering methods to use with clients and others practitioners.

TYPE AND LEADERSHIP DEVELOPMENT – Concurrent Session led by Norbert Riethof

Reported by Nancy Silcox

Another of our presenters from overseas, Norbert Riethof, is from Prague in the Czech Republic, where he runs coaching courses in the Academy of Coaching Excellence. He began by saying that if you want to lead others you have to start with yourself. He showed us a Type Table of leaders’ Types and then we went immediately into an exercise discussing a person in leadership in our lives who had a powerful impact upon us - what was it they did that we liked so much, and how did this make us feel about ourselves? We found that effective leaders were enabling and inspired in us self-confidence, as they listened to and accepted us. The essence of leadership is *giving*—giving knowledge, power, confidence, inspiration, challenge. The most difficult challenges facing today’s leaders include casting a clear and consistent vision on to the younger generation and keeping up with the changes in technology. Norbert took us through the five critical leadership qualities for the future, which were casting the vision, managing change, working in strong teams, true delegation and managing priorities.

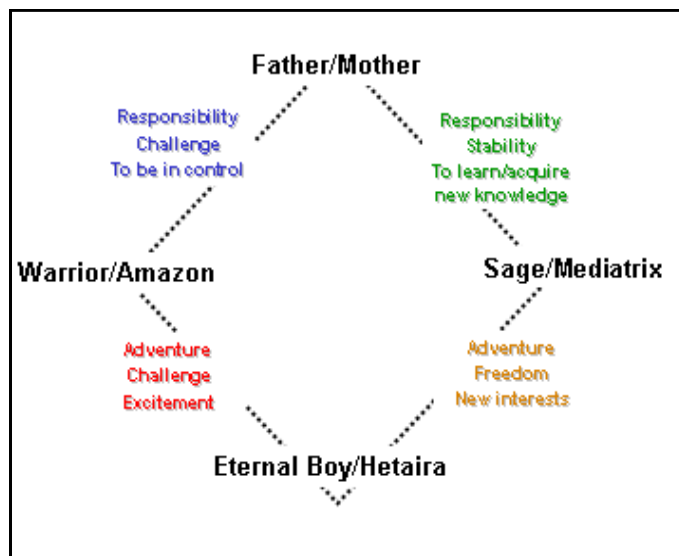


We looked at how these leadership qualities related to Type Dynamics, with Extraverted Sensing and Extraverted iNtuition being especially helpful. Another exercise illustrated this as we gave a title to a photo on the screen. Leadership competencies development was aptly illustrated by an ISTJ case study. Coaching is about awareness and responsibility and our first and natural approach may not be appropriate. There was opportunity for group discussion—is it better to focus on developing your strengths or balancing your non-preferred functions? Research indicates that for happiness and fulfillment we need to work 80% in our dominant function, but to be successful leaders we need to flex our style to connect with our team so that they follow our lead. Don't try to change your team members, but to understand them so that they too can work in their dominant function. Leadership does not come from your Type but from your *effective use* of Type. Type provides an understandable and non-threatening language for people to discuss differences, interpersonal issues, even conflicts. Through team analysis, self-discovery and self-awareness you can train top management teams to use new skills to improve cooperation and effectiveness.



DEMYSTIFYING THE BEHAVIOUR OF OTHERS THROUGH AN UNDERSTANDING OF ARCHETYPES – Concurrent Session led by Robina Chatham

Reported by Isabel Chaney



Dr Robina Chatham's session was both lively and thought provoking. Archetypes have been described as inner guides that exist in the unconscious and are universally found amongst people throughout history and cultures. Robina began by explaining that one way to understand behaviour is by looking at archetypes, understanding those we live by ourselves, and knowing about the archetypes that others live by, and then trying to understand the differences. She told us that the archetypes she uses in her model on the male side are Father, Sage, Eternal Boy, and Warrior; on the female side Mother, Mediatrix, Hetaira and Amazon. Although we didn't complete it in the workshop there is a questionnaire that can be taken which will identify the archetypes each of us tends to live by. As Robina talked through the model, she explained that women can live by male archetypes and vice versa. It was interesting to note that when asked how men react when they discover they live by a female archetype, she said they don't seem to mind at all.

We split into groups to discuss what would typify each archetype in terms of practical everyday things such as the cars or clothes they would buy. Robina then illustrated the characteristic of the archetypes by clips from the film *Independence Day*, which was a clear and amusing way to help in understanding the archetype approach.

Dr. Robina Chatham is a chartered engineer, former IT Director, visiting Fellow at Cranfield School of Management and a published author. For more information about Robina and her work visit her website at www.chatham.uk.com.



BAPT ANNUAL GENERAL MEETING

The day's proceedings finished with the AGM in the main Conference Room. Angelina welcomed everyone and gave a short President's Report on the year gone by. *TypeFace* is now produced in-house, with the majority of people now receiving it as a PDF document, reducing BAPT expenses greatly. Those who wish to can still receive a printed copy by keeping their membership fee at £65. Membership fees went down to £45 to reflect our lower operating costs, as well as a bid to attract new members. With internet access to so much 'free' stuff we need to show people the value of being a member of BAPT. We are working hard on marketing BAPT using Social Networking sites such as Facebook and Linked In, and the eNewsletter is very successful, having nearly twice as many signed up for it than we have members! We believe our role, as an umbrella to connect the Type Community, provide resources and as a centre for communication/networking, is a valuable offering and these things cost money, like the new website we are working on. We urge you to consider your membership fee money well spent to provide a service for others as well as benefit to yourselves.



There followed much animated discussion and we welcome your feedback as readers of this magazine and members of APT, whether British or overseas. How can we grow our organisation? How can we market ourselves and make people aware of BAPT and its role? What would you like to see changed or offered? Is our Conference something we should continue and if so, should it

be mid-week in London again or revert to a residential weekend?

The AGM ended with Nancy Silcox's Treasurer's report showing that we are still continuing to eat into our disposable income and with the Conference making a considerable loss this year, and also the expenses of getting our new website up and running, we do need to look at new ways of increasing both membership and income urgently. If you would like a copy of the end of year financial statement, please email Nancy at nancysilcox@hotmail.com

Many retired to the bar following the AGM, where we continued animated discussions over a drink. Unfortunately Elvis did not materialize to entertain us, but we happily entertained ourselves before a group moved on to dine out at a nearby restaurant in Covent Garden.



Friday began with a welcome to the delegates who had not been able to join us for the Pre-Conference Workshop on Wednesday or the first Conference day on Thursday. Conference Director, Clare Howard gave a brief review of the Conference so far and laid out the day's programmes before introducing our first speaker. We then had a chance to hear from another of our overseas guest speakers, this time from the United States. Gary Williams has a counseling and consulting practice in Birmingham, Alabama. He has served as President of the Alabama Mental Health Counselor's Association and the Alabama APT.



THE HERO'S JOURNEY: THE JOURNEY TO HOGWARTS, OZ AND WONDERLAND: EMBRACING OUR OWN MONOMYTHS – Keynote Session by Gary Williams

Reported by Anna Crollick

Gary Williams' keynote presentation on the second day of the Conference was an engaging and entertaining exploration of Joseph Campbell's notion of Monomyths, also known as 'The Hero's Journey'. Gary claims that stories such as *Harry Potter*, *Wizard of Oz* and *Alice in Wonderland* are so popular and enduring because they resonate with a core aspect of ourselves: our own inner Hero's journey. With humour and creativity he demonstrated how these stories are actually all the same, in that they follow the same stages and progression; and we identify with these stories so strongly because they mirror our own losses, difficulties, trials, failures, challenges and ultimate successes. These monomyths represent an aspect of ourselves that we recognise in our collective unconscious and can be useful to explore explicitly in coaching and therapeutic settings. Gary encourages that the suffering we all face through our own tumultuous Hero's Journey is necessary and ultimately positive as through this pain comes profound learning.

Using film clips to illustrate the key 12 stages of the journey, Williams took the audience on a whistle stop tour of our most loved heroes' trials and tribulations. He demonstrated why an essential ingredient for these universally successful films was that the audience care about and empathise with the hero by posing us the challenge to think about our favourite and most-hated characters. It was clear to see that type consistency or difference between our own type and our chosen characters was intricately connected to aspects of who we are, what we want to be and what we think we are not. This was just one of the interesting taster exercises that Williams peppered throughout his talk.



Essentially the stages of the cinematic hero's journey start in the characters' ordinary world when they are faced with a problem or challenge, and the hero is required to go on an adventure. This is usually refused at first by the hero. In the *Wizard of Oz* for example, Dorothy's challenge is to rescue Toto, which she sets out to do until Mr Marvel tells her Aunt M is ill, so she goes home. This aspect of the journey is matched in the therapeutic equivalent model as the gradual awakening of awareness to a problem which then reaches a point of resistance to change, due to fear. Several people are encountered on the Hero's Journey: the mentor—think Professor Marvel or Glenda the Good Witch; sidekicks or allies—think the Lion, Tin Man and Scarecrow. These are a collection of helpers, or "auxiliaries". In the therapeutic equivalent model these are the counsellor or coach and creation of a support system.

At some point a gateway is always crossed and there is a transition point into the adventure. For Dorothy in the *Wizard of Oz*, an astoundingly clear line is drawn between her ordinary world and the world of her adventure in the form of the twister which literally



throws everything she knows up in the air. Then there is the dramatic switch from black and white into vibrant colours making the transition extremely obvious. In counselling or coaching, the client might be encouraged to think explicitly about what thresholds or gateways they have crossed in their lives and to think about important transitions. Next along the Journey are the tests, challenges and obstacles to be overcome; the setbacks and failures and the ultimate ordeal, or final battle. The end of the Journey is where the hero has survived, faced and overcome their fears, and gained their reward. The final stage is the Hero's return to the 'ordinary world' they knew before but with the new insights and profound learning. What was needed to be learned has been acquired and assimilated into our sense of self.

Gary Williams took us through this journey with charisma and humour. The audience had lots of laughs along the way and took away examples of how this information could be used in their professional practice. Explicitly using the notion of Joseph Campbell's stages to put a client's presenting issues into the context of a transitional journey, affords us an interesting, exciting and positive way of helping someone through their current obstacles. It gives the practitioner the opportunity to work creatively with their client; to find a parallel hero that connects with their situation; enables a shift in the client's perspective and an engagement into thinking positively about their difficulties, challenges and even failures that all become an essential part of their ultimate success.

After lunch together in the Wallacespace restaurant, we again had our choices of Concurrent Sessions:

John Lloyd presenting *Psychological Type and the Quest for Wisdom and Maturity*

Alan Hodgson presenting *Deming, Cooperation in the Workplace, and the MBTI*

PSYCHOLOGICAL TYPE AND THE QUEST FOR WISDOM AND MATURITY – Concurrent Session led by John Lloyd

Reported by Gill Clack

John started the session by giving the audience a flavour of his background as a research scientist. When he first encountered the MBTI[®] instrument he found it a revelation, but struggled to reconcile the theory behind psychological type with his traditional experimental approach.

He reminded us that, as far as an individual's development is concerned, authors have observed that type development in mid-life and beyond often includes an awakening interest in exercising one's less preferred functions. John believes that we do need to develop all eight function/attitudes as early in life as possible - to become, as he terms it, type ambidextrous. How does this relate to the quest for wisdom and maturity?

The concept of wisdom has its roots in the ancient Jewish scriptures, being concerned with behaviour and not just intelligence. Maturity is seen as the practical outworking of self-knowledge and good judgment, taking us beyond essentially childish patterns of behaviour.

John explained that he has been examining the concept of self-control, i.e. the mastery of one's self in relation to the quest for wisdom and maturity. Type can help in this regard since it provides insight into oneself and others.

Understanding type does not, of itself, necessarily lead to wisdom and maturity. Life often needs the deployment of one's non-preferences: all types can be seen to have strengths but also weaknesses. Certainly we should not use our own preferences as an excuse for bad behaviour, but the call to maturity goes beyond that. Type preferences can drive our behaviour but we need also to train ourselves to use our non-preferences as well.

Unlike trait theory, the type approach is always affirming of an individual's qualities. This, in turn, can lead to development of both our preferences and non-preferences. Being type-aware does not, however, necessarily guarantee good type development – it is, of course, often difficult to develop one's non-preferences.



What are the incentives to become functionally ambidextrous, i.e. to develop one's polar opposites? He likened it to the value of becoming bi-lingual in a country such as Belgium, and suggested that maybe we should spend less time emphasising the affirmation of one's type preferences and move on to the challenges of one's non-preferences? His view was that we should all strive to become functionally ambidextrous, i.e. to become comfortable and competent with all eight function/attitudes.

After John's presentation, the delegates present debated the arguments in his thesis. Reference was also made to the new MBTI[®] Step III instrument that looks at an individual's type deficit/disability.

DEMING, COOPERATION IN THE WORKPLACE, AND THE MBTI – Concurrent Session led by Alan Hodgson

Reported by Claudia Stensvik

Alan talked about Deming's book *Out of Crises*, which changed the way businesses 'thought' about making things. His session looked more specifically at cooperation, individual performance and how organisational effectiveness can help us come up with useful fresh approaches to organisational performance. This was to clarify in what type of organisational context the MBTI® might be most effectively deployed. Other psychometric approaches seem to promote the notion that individual performance is the key to organisational success, while mutual acceptance and understanding, which lie at the heart of the MBTI approach, find a natural fit where collaboration is the priority.

Prior to Deming the business strategy would look like this:

Reduce input costs → Lower unit cost → Increase profit → ROI → Stay in Business

The Deming Chain Reaction (new thinking- late 70's):

→ Improve quality (as a result of) → Improved productivity → Decrease costs → Reduce prices → Increase market → Stay in Business → Provide jobs and more jobs + ROI

Alan continued talking about Deming's theory of profound knowledge as a management philosophy arising out of systems theory. Deming believed profound knowledge generally comes from outside the system and is only useful if it is invited and received with an eagerness to learn and improve. A system cannot understand itself without help from outside the system.

Profound Knowledge is made up of four interrelated components:

- Appreciation of a system
- Theory of knowledge
- The psychology of change
- Knowledge about variation



The four components cannot be separated, as they make up systems. Deming's theory of profound knowledge presents a universal knowledge of organisation and by clearly defining quality and applying the knowledge of this concept, organisations can increase productivity and profit. From this theory of profound knowledge come Deming's 14 points of management, which include such advice as Point 2—"Adopt a new philosophy. We are in a new economic age. Western management must awaken to the challenge ..."



There was a Tea Break, giving some time to digest and discuss what had just been presented before again a choice must be made:
Danielle Poirier presenting *The Magnificent 16*

Susan Nash presenting *Influencing across Organisational Boundaries*

THE MAGNIFICENT 16 – Concurrent Session led by Danielle Poirier

Report by Norbert Riethof

Danielle's session was one of the last two sessions at the Conference, and it was quite symbolic because Danielle had also started the Conference with her keynote speech on Thursday morning. I had already seen Danielle presenting on the relationship between Type and different tastes in music at the APTi Conference in San Francisco in 2011 and found it very interesting, so was very happy to sit in on another presentation from her.



She started with positioning her presentation – she wanted to share with us the results of her work with Type over the last few decades – culminating in a DVD she had produced describing the basic principles of Jungian Typology and also each of the 16 Types, i.e. The Magnificent 16. The DVD consists of video clips of interviews, with representatives from all the 16 types, and an explanation of Type Theory. Even the menus for each Type are designed in a way that would suit the different personality preferences. Danielle promised to show us video clips for all Types present in the current audience.

We began with a basic explanation of Type methodology – and especially interesting was how she had transformed the Type Table into a Mandala. This grouped all Thinking types (types with dominant thinking function) under blue colour, all Feeling types under red, all Sensing under yellow and all iNtuitive types under

green, which gave more clarity to the explanation of Type and was also a useful visual aid.

Danielle showed us illustrations of the different Types – first was ENTP, then ISFJ, ENTJ and ESFP. We had only one representative for ESFP in the room and other Type practitioners mentioned this was the first time an ESFP had participated in one of these Type conferences. Afterwards we watched the INFPs, who were shown as very authentic, soft people. Danielle mentioned she had shown this video clip to psychologists from APA who had commented that these people were, in fact, depressed. We laughed because they did not seem depressed to us at all – just being INFPs! Also, one INFP in the room said he could relate very much to the stories on the DVD and what the INFPs were saying were not, in fact, sad for him – they were just real.

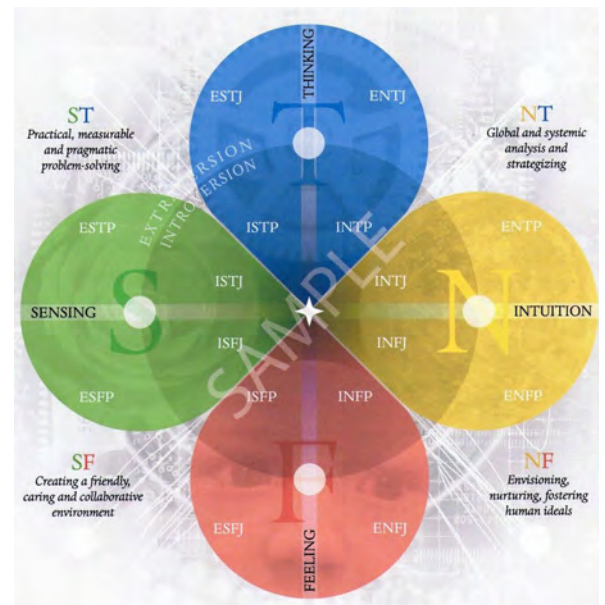
We moved on to ISFPs and Danielle suggested that ISFPs had the most subjective experience of life – they were also the only ones who mentioned the word “happiness” in the interviews, on some 32 occasions. Their priority really was to make other people happy. Then in an almost complete opposite we had INTJ next. They look for theories, patterns and try to find meaning. We watched an INTJ physicist who was very passionate about explaining Type – combining all theories and stretching our minds.

Danielle asked us if there were any remaining types in the room that we had not seen illustrated and we came up with INTP, INFJ and ENFJ. She suggested we start with INFJ and end up with ENFJ. I was especially interested in INTPs because that is my type and, I have to say, the people being interviewed resonated with me very much, especially in their desire to get to the essence of things.

We watched ENFJ with Otto Kroeger, one of the Type gurus, representing this preference. ENFJs are very aware of people around them and they can create a pleasant, collaborative atmosphere. Danielle said: “I have to *show* you ENFP” – so, as the last clip, we watched these unusual, original people who hate routine tasks and are full of intuitive ideas. I have an ENFP colleague so, again, I could relate to this very well.

The Magnificent 16 DVD contains Danielle's compilation multi-media gallery of Type Portraits, and uses paintings, animation, music, and interviews in which people tell how Type shapes their approach to life in order to enable the viewer to inhabit just for a moment another person's world - to experience the world from within another's perspective that will enable them to know the richness of differences. Before she closed the session, Danielle also pointed out several other important features on the DVD – such as TREELOGY, SEEDS OF WISDOM and more complementary materials about Type that are available there.

I was very pleased to see all this work from Danielle and grateful that somebody had made the effort to summarize knowledge about the different personality types in such a concise and attractive manner.



INFLUENCING ACROSS ORGANISATIONAL BOUNDARIES – Concurrent Session led by Susan Nash



Another world traveller, **Susan Nash** divides her time between the UK and the USA as an organisational development consultant. Her session entitled **Influencing across organisational boundaries** illustrated how, in today's complex, fast-changing business world influencing others where there is no reporting relationship is a required competency. Psychological type principles can provide a rich and comprehensive framework for this process. This can be achieved by understanding what drives different individuals (Temperament), knowing how to build rapport (Interaction Styles) and adapting the information you provide to different types and influencing decisions by suggesting different criteria (the Jungian functions). In this interactive session, Susan explored the Interaction Styles energy framework and how this could be used to build rapport. The session began with each individual identifying, from four sets of statements, which set best expressed his/her natural energy in engaging with others. These statements were then matched with each of the four Interaction Styles energies, which are In-Charge, Chart-the-Course, Get-Things-Going and

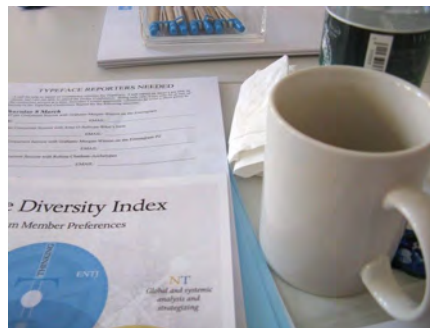
Behind-the-Scenes. By using a card sort framework, the Interaction Style energies were explored in more detail by the group examining the energy, pace, movement, communication style, drive, stressor and types of decisions associated with each Interaction Style pattern.

Below is a simple overview of each Interaction Style

IN-CHARGE	CHART-THE-COURSE
<p>Like to move quickly toward a goal.</p> <p>Believe that it is worth taking a risk to decide now; corrections can be made later.</p> <p>Tend to appear quick moving, confident, and determined.</p> <p>Have a fast-paced tone of voice and energy.</p> <p>Tend to have a straightforward communication style</p>	<p>Like to think ahead and identify the goal.</p> <p>Believe that it is worth taking the time to look forward to envision what might happen.</p> <p>Tend to appear calm, intense, and focused.</p> <p>Have a measured tone of voice and energy.</p> <p>Tend to have a formal communication style.</p>
GET-THINGS-GOING	BEHIND-THE-SCENES
<p>Like to facilitate involvement from the group.</p> <p>Believe that it is worth the time spent to engage others.</p> <p>Tend to appear expressive, upbeat, and casual.</p> <p>Have an enthusiastic tone of voice and energy.</p> <p>Tend to have a persuasive communication style.</p>	<p>Like to invest in inclusion of many inputs.</p> <p>Believe that multiple points of view can be reconciled.</p> <p>Tend to appear approachable, friendly, and patient.</p> <p>Have a gentle tone of voice and energy.</p> <p>Tend to have an unassuming communication style.</p>

Susan then explored the links between the Interaction Styles energy and Psychological Type, and Van Laban's theory of movement, by demonstrating how the way the body moves tends to correlate with certain Interaction Styles. By examining the strong or light use of the body, a quick or sustained use of time and a direct or indirect use of space, it is easy to see how certain styles could connect or disconnect with each other. Finally, the group identified techniques and ideas to flex their energy pace and movement in order to build a more effective personal connection.

For more information on Interaction Styles, please refer to *Introduction to Interaction Styles 2.0* (by Linda V Berens) or *Contextual Coaching* (by Susan Nash).



Some delegates were able to extend their Type Talk by getting together over dinner, while others took the opportunity to enjoy the rest of the weekend in London and Covent Garden. We hope you have enjoyed hearing a little about this year's Conference. We are grateful to the various people who reported on the different sessions, and for the photographs from Nancy Silcox and Gill Clack.

Keep an eye out for advance news of the next BAPT Conference, hopefully in March 2013. In the meantime, have a look on the BAPT website www.bapt.org.uk for other opportunities to gather for networking and to continue adding to your knowledge and use of Type.

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