



24th ANNUAL BAPT CONFERENCE

TYPE FOR LIFE
1-3 MARCH 2013

If you weren't there, you missed a fantastic conference! We were privileged to have as presenters four APTi (Association for Psychological Type International) Presidents—three past and one future: Jane Kise, Katherine Hirsh and Sharon Richmond, past Presidents, and Susan Nash, President Elect for 2014. BAPT President, Angelina Bennet was also a speaker, as was past President, Wynn Rees. With a line-up like that you couldn't come home without a treasure-store of experience and information.

The Conference weekend kicked off with a **Pre-Conference Workshop** facilitated by Sharon Richmond on '**Growing Leaders with Type**'. Sharon was APTi President for 2012. She is an executive coach and consultant who specialises in change management and leadership effectiveness. Sharon is Director of Cisco System's Global Change Leadership Center for Excellence and author of *Introduction to Type and Leadership* (<http://www.consultingsociety.com/sharon-l-richmond>). You can contact her at sharonrichmond1@gmail.com. This was a day of learning, reflection and development for formal or informal leaders, and included data, conversation, stories, interaction, reflection and concrete applications. Here is Sheila McAlpine's report on the day:

PRE-CONFERENCE WORKSHOP

with Sharon Richmond

GROWING LEADERS WITH TYPE or 'Mining for Gold'

Reported by Sheila McAlpine



This was a day that made my brain sing and shout – the former with ideas and reflections and the latter with exhaustion and the excitement of the ways I could incorporate the learning in my life. Hence the title: 'Mining for Gold'. Read on for the nuggets that I took away from this session.

We were invited to think about our best bosses – and our worst, as well as talk about our own views on what makes a good leader. You can imagine that such an experienced group delivered extensive ideas on all of these aspects and that, during the discussion, we soon found that our Type lenses were influencing how we saw our leadership world.

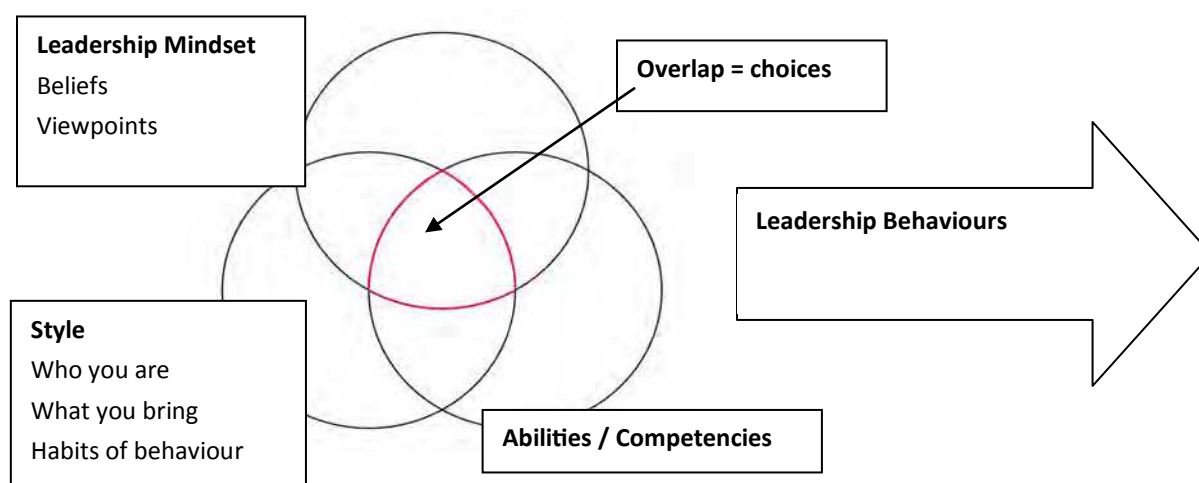
Sharon's work has led her to the conclusion that there are three, Type neutral, activities that effective leaders carry out. As a leader, we were encouraged to pick on one of these to focus on each day.

- | | |
|--------------------------|---|
| Set Direction: | Clarify for the organisation where it is going |
| Engage People: | Inspire others to work towards that direction |
| Enable Execution: | Mobilize the effective accomplishment of goals. |

With these points providing our overall focus, Sharon turned the spotlight onto our personal leadership in relation to a specific role. We were invited to think about what we were doing well; could do better; our gifts; our gaps. The context within which we examined our leadership was the model from Sharon's CPP book, *"Introduction to Type & Leadership"*. Our challenge was to extend the size of the overlapping circles (see diagram below) so that we would have more choice in our leadership behaviours. Questions included:

- How are you constrained by your Mindset – your beliefs and values?
- How are you constrained by your Style – your Type; life experiences?
- How are you constrained by your Abilities / Competencies?

This diagram is a simplified version of the one you will find in her book, but gives a flavour of the source of leadership behaviours:



It was clear that, although we all had knowledge of Type, we could still have a blind spot about how we approached our role as a leader. A simple exercise with £1 coins demonstrated this very clearly! In groups we were asked a number of questions such as, identify the largest category to which this coin belongs (Ti); together, describe how these coins could be used to better society (Fe); take the £1 coins and organise them (Te).

Using our function–attitudes to identify how we could develop, helped identify strategies we could all use in order to improve our effectiveness. With flipcharts around the walls, we were invited to give examples of how we used our dominant and auxiliary functions to be effective leaders. These provided us with the examples of others to provide us with models of how we could strengthen our third and fourth functions. Gold had been struck.

I have given my example as an ISTJ below. That is, for example, as a person with Introverted Sensing, what I need to develop in order to improve my leadership:



Dominant:	Si	Tell people what I notice; draw data from other sources
Auxiliary:	Te	Let people know that I want to understand how things are from their perspective; listen.
Third:	Fi	Consider how things will sit with people; ask questions about reasons.
Fourth:	Ne	Draw more on others and their ideas; think about what results will matter most

This was a day that led me to reflect on the strengths I bring as a leader, where my blind spots are, and what I can do to develop my inferior functions. It was also a day that reminded me of the richness of the other functions in how they lead. As a new member of the Board, I look forward to using these behaviours to help move us forward as an organisation.



MAIN CONFERENCE

The Conference was held this year at the High Leigh Conference Centre <http://www.cct.org.uk/high-leigh/introduction> and was once again a residential weekend conference. The Conference Centre was well-equipped, the bedrooms comfortable and the food was good. Although there was free wireless, and spacious grounds to walk in, there was no gym, swimming pool, restaurant menu choice or in-room TV, and the lower delegate rate reflected this, with the weekend being very economical. Who has time to watch TV anyway, and in this age of laptops, I-pads and mobile phones, you can work, catch the news, email or Skype if you need to.



The Conference proper began with delegates gathering for dinner in our private dining room. There was a loud buzz in the air as friends reunited and met new members.

The Conference room was light and comfortable, if a little tight. There were large windows and glass patio doors on two sides, while the front of the room had screen and data projector as well as two flip-charts, which were well-used during the Conference.

Gwyneth Adams, Conference Chair, made the necessary housekeeping announcements, before BAPT President, Angelina Bennet, formally welcomed everyone to the Conference. Janet Parsons introduced our first

session Friday Evening with Susan Nash and Andy Cole presenting **'Walk This Way'**. Susan Nash is President-Elect for APTi and will assume that office in 2014. She is founder of EM-Power (UK) Ltd., and EM-Power, Inc., international consulting firms specializing in applying knowledge of Type and Temperament to increase business results. Susan is author of numerous books, including *Let's Split the Difference*; *Turning Team Performance Inside Out*; *Dating, Mating and Relating*; and *Contextual Coaching*.

Email her at susan.nash@em-power.com or check out her website at www.em-power.com.

Susan Nash and Andy Cole presenting

WALK THIS WAY

Reported by Nancy Silcox



Susan began with an exercise to get us thinking about our strengths. There were four flip-chart pages with a selection of 'Stressors' written on them around the room, and we were invited to go stand by the chart that spoke to us, and discuss why with those who gathered, although some would go to the wrong chart because of different reasons, culture, parenting, etc. After some group feedback, we identified which chart used which Interaction Style.



Interaction Styles, as defined by Linda Berens (www.lindaberens.com), are "four energy patterns that influence aspects of how we make meaning of verbal and non-verbal communications." During this session, we explored these four Interaction Styles, with a particular emphasis on physical body movement. The Interaction Styles are:

Get Things Going – ENFP, ESFP, ESFJ & ENTP – with an urgent need to involve others, and they are stressed by being excluded or not appreciated.

In Charge – ESTJ, ENTJ, ENFJ & ESTP – with an urgent need to accomplish things, and stressed by chaos.

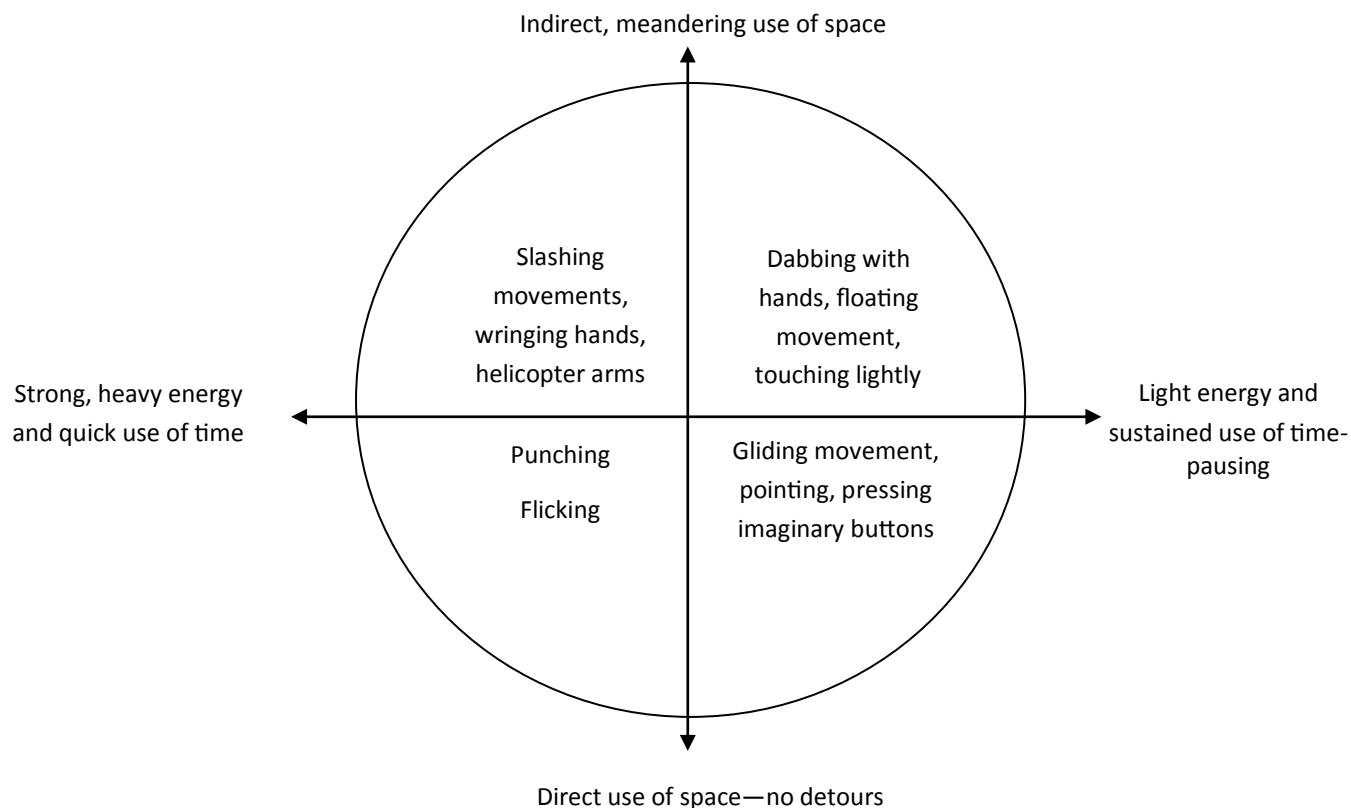
Chart The Course – ISTJ, INTJ, ISTP & INFJ – with a need to see progress toward a desired result, and stressed by being under-resourced.

Behind The Scenes – INFP, ISFP, ISFJ, ISTP—with a need to integrate for the best possible result, and stressed by lack of sufficient input and time to consider.



Susan showed a very powerful silent video clip of how the different Interaction Styles look as consumers in a shop, before introducing a colleague, Andy Cole, who uses the Laban Movement Analysis in his consulting (http://cole-face.com/?page_id=76). This is a system for interpreting movement, noticing use of space, weight, time and flow. You can study a person's kinesphere, that area our bodies are moving within, and by combining the Laban Movement Analysis with the Interaction Styles, we can learn how to effectively 'read' a person and can come alongside, more effectively understand, communicate and motivate them.

Susan then got down to the nitty gritty and we looked at a chart that summarized the gestures and movement styles that can be observed:



We are not always aware of our own gestures and movements and so sometimes it is helpful to ask someone who knows you well, which of these patterns they observe.

We broke into our Interaction Styles and had some team discussion on how we could best interact with other styles. The feedback was interesting to see if the other styles agreed whether our ideas on how to interact would actually engage or enrage them!

We finished with a video, which illustrated the four styles entering a meeting. Although this session was great fun, it also held profound elements that will surely enhance our understanding of, and interaction with, others. The videos used in this session can be purchased from Susan Nash, email susan.nash@em-power.com.



Following Susan's session, Friday night ended with many delegates heading for the lounge (walking this way and that way?!) for Type Talk over a drink in the lounge before a good night's sleep.

Saturday morning began with a good breakfast before we got straight into an animated session brought to us by Sharon Richmond after Angelina welcomed any Conference delegates who had joined us on Saturday.

Sharon Richmond presenting
CHANGING HOW WE CHANGE...

**Changing it Up:
 Living (Well) in Turbulent Times**

Reported by Allen Duncan



Challenging Attitudes to Imposed Change

Fun is an emotion seldom associated with imposed change. Sharon Richmond's conference workshop explored some of the biological reasons underpinning our apprehensions, and shared how to feel more positive about it, maybe even finding it fun! There are many potential benefits of change, imposed or otherwise:

- *Bonding opportunities, "*We're in it together.*"
- *Expression of our creativity
- *New choices and opportunities

Nature and Nurture

Although neuroscience provides some evidence that we are "*pre-wired*" to experience change in certain ways, Sharon showed that this does not deny us a choice over how we individually react. We *can* change our perceptions, and by using the various Type lenses, gain unique insights into how we can all *live well* through change.

The "Wired" Brain

Evolution, it seems, has left us with a social brain that is both sensitive to dangers and prone to bias, categorising people and events as belonging to either a "*like me*" in-group or a "*not like me*" out-group. This categorisation comes with an unconscious emotional response originating in the brain's Amygdala and transmitted to the Pre-Frontal Cortex. So hard-wired is the response that precedes meaningful cognitive analysis.

These reactions have evolved over time to protect us from socially painful situations (*embarrassment, unfairness, etc*). This basic brain chemistry also results in an openness to learning when we feel safe, and the opposite when faced with a perceived "*not like me*" threat. Feeling safe is a prerequisite for embracing change, but the "*not like me*" nature of change may pre-dispose us to fear. A bit of a Catch-22? Well, no, Sharon showed that other forces can be more powerful than this initial response, when we are mindful of them that is.



Choice and our Attitudes to Change

One way to improve our cognitive control is to become *aware* of our intrinsic biases and re-frame them positively. *Choosing* to see individual differences as positives, or choosing to identify with the future goals helps us recategorise from the "*out-group*" to the "*in-group*". As a consequence we can also be more open to learning from, engaging with, and bonding with others throughout the change process.



This re-framing or re-aligning process can also be physiological. Sharon highlighted that neuroplasticity (*the ability of the brain to revive and change itself in response to new learning*) can even be influenced both through exercise (*for example, the Felding-Kries Method*) and skills practice (*Dario Nardi's recent work adds to existing evidence that new neural pathways can be created in this way.*) Perhaps the old adage about "*walking a mile in someone else's shoes*" has real resonance here.

So mindsets *are* mutable and therefore we do have a choice. This was powerfully explored in an exercise where a memory was stated in two contrasting ways: first as a "*victim*" (*others were to blame*) and then with a "*responsibility*" mindset

(*I own my part and actions.*) There was a clear difference in the emotions and attitudes aroused between the two perspectives. It seems we can prevent the Amygdala from triggering that “danger” and “out-group” response by choosing to see things differently.

The Role of Type in Successful Change

Sharon’s presentation reminded us of the powerful tools that we already have at our finger-tips to make successful change happen, singling-out the influence of Temperament core needs, the reactions that our Function-Attitudes offer, and the contributions Interaction Styles can make in change.

Reflective exercises in Temperament preference groupings (*Improviser, Stabiliser, Theorist, Catalyst*) and the eight Function-Attitudes, highlighted that different core needs require skilfully designed and inclusive change processes, and the payoff is the sharing of important perspectives and contributions that would otherwise be missing or expressed negatively. Real strengths and insights exist within the diversity of Type but only if they are *mindfully* encouraged and supported in the change process.

So, it seems, although biologically hard-wired to react cautiously to some kinds of change, we *can* choose to “live well” through it. Mindfully embracing, even celebrating change, might just mean we don’t just survive, but *thrive* through change. Just as well, given we are always in the midst of it.



After lunch we had a choice of two concurrent sessions: *Type and Faith* or *Using Type to Inspire Active Learning*.

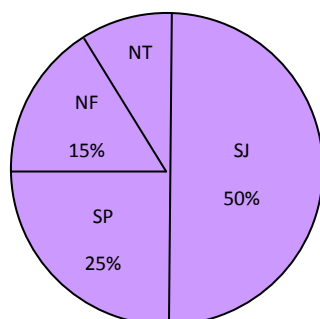
Leslie Francis was unable to be here, so we missed his presence, but Christine Rigden, who is familiar with his work, stepped into the breach and led a session about Type and Faith, reported here by Janet Parsons. Christine is a Career Coach and MBTI® Practitioner. Her business, **Insights for Change** (www.insightsforchange.co.uk), helps people apply type understanding to life, self-image, relationships and spirituality. Contact her on email: Christine@insightsforchange.co.uk.

Christine Rigden presenting

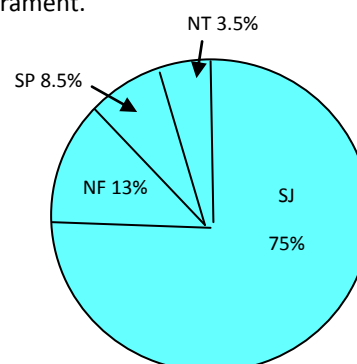
TYPE AND FAITH

Reported by Janet Parsons

We were all extremely grateful to Christine for stepping in for Leslie Francis at very short notice. As a fellow member of the Network for Psychological Type & Christian Faith, Christine gave us an overview of Leslie’s work as Vicar, Theologian and Academic, in particular his research with a wide range of congregations based on temperament.



UK population in general Fig.1



Typical Evangelical Anglican congregation Fig.2 (ii)

Christine outlined the temperament spread in the UK population as a whole where SJs are predominant (Fig.1), compared with the church where Guardians represent perhaps three-quarters of a typical congregation. This is the temperament that makes the rules and operates them and there is a lot of scope in churches for “the things that they do”. There is little evidence of SPs (0% in a sample of Anglo Catholic congregations in central England (ii)), hardly surprising as “What do you do in church? Sit still and listen!” Christine then raised the question, “How can we find a place for Improvisers (Artisans) if the gospel is for everyone?” Some SPs though are looking for a place to be and one role might be as a street angel or street pastor.

Given that temperaments are about our core needs, there is a relatively small spread of NFs in the church with their search for connectedness with God and to people and a smaller sliver of NTs ever seeking “what’s true”. Their presence would depend on the particular church as they need to be free to argue and wrestle with issues of faith, and this may upset people and disrupt harmony. A more evangelical church would be likely to have a higher proportion of Ns because of their desire for change and a charismatic church would perhaps be NFJ.(i)

Interestingly the clergy profile is different, with 30/40% preferring iNtuition, compared with 16.5% of the congregation (Fig.2) though higher in an Anglo Catholic congregation (ii). Individuals type examples show:

INFJ is more of a team type vicar

ESTP would be out of place in the clergy

ESFP reported by a few clergy but they are aware of feeling different

Moving on to the saints, research regarding possible preferences indicates:

SP	St Francis	in the moment, in touch with the senses, outdoors and animals, not concerned with “stuff”
SJ	St Ignatius	review of the day, spiritual exercises
NT	St Dominic	searching for truth, high value on intellectual curiosity and accuracy
NF	St Teresa	tendency to a mystical spirituality

We concluded with a discussion about Jung, whom Christine suggested does not fall within everyone’s definition of a Christian, whereas Isabel Myers would. But whatever one’s beliefs, Christine emphasised that the Spirit can reach us through our least developed functions because our guard is down. This led to a discussion of type as the internal structure of how we are built, with gifts given and skills developed. Clearly Type has “something to do with spirituality, sociology and psychology” and therefore, in terms of faith, is a valuable framework for seeing the patterns of *how* people are different. Christine left us with new insights, though with more questions, a desire to delve deeper, and above all, with much to reflect on in our own individual spiritual journeys.

- I. Sandra Krebs Hirsch: *Type & Spirituality* gives a more detailed insight into what spirituality means to different types.
- II. Andrew Village, Leslie J. Francis and Charlotte Craig: *Church Tradition and Psychological Type Preferences among Anglicans in England*, 2008



Esther Fuller presenting

USING TYPE TO INSPIRE ACTIVE LEARNING

Reported by Nancy Silcox



This session was held in the main meeting room and was led by Esther Fuller, who has worked as a teacher in Scotland for fifteen years. She is an MBTI® practitioner who recognizes the significant impact that Psychological Type can have when used by teachers. She is particularly interested in using Type knowledge to reduce curriculum, environmental, social and emotional barriers to learning.

Esther began by talking about designing your curriculum for excellence, taking account of all Types in the classroom and developing the whole child by including tasks that are right for each Type. This makes them feel safe (SJ), included (NF), confident (SJ) and competent (NT).

After an exercise where we were asked to fill in a personal timeline of experiences that helped or hindered our Type development, we looked at Type in the classroom and the needs of each preference. Esther showed a graph of the four capacities—successful learners, confident individuals, responsible citizens and effective contributors and which attributes and capabilities came naturally to each. She then gave the seven principles of curriculum design, which are: challenge and enjoyment, breadth, progression, depth, personalisation and choice, coherence, and relevance. She related this to Bloom's Taxonomy to show how we all move from memorizing to understanding, on to applying, then

analyzing and evaluation, to finally creating, when our learning styles are supported. The four cognitive determinants need to be taken into account to achieve effective learning for all: coherence, complexity, legibility and mystery.

In Type groups we were given the task of designing our optimal learning environment, which illustrated beautifully the different needs of different Types.

I loved her concluding slide of a teacher addressing his class of a monkey, elephant, goldfish, seal, dog, etc., saying, "For a fair selection, everybody has to take the same exam. Please climb that tree." And Albert Einstein's quotation below the cartoon was, "If you judge a fish by its ability to climb a tree, it will spend its entire life believing it's stupid."



There was a short tea break before delegates gathered once again for a plenary session brought to us by Jane Kise, reported on here by Nancy Silcox. Dr. Jane Kise is a Past-President of APTi and a faculty member of the Centre for Applications of Psychological Type. She works as a Management Consultant and Executive Coach, but devotes most of her time to helping schools integrate Type concepts into professional development, leadership and instruction. Jane has authored over 20 books, including *Differentiated Coaching: A Framework for Helping Teachers Change*; *LifeKeys*; *Work It Out*; and her most recent book, *Intentional Leadership*.

Jane Kise presenting

LEVERAGING THE ENERGY OF DIFFERENCES THROUGH POLARITY MANAGEMENT

Reported by Nancy Silcox

An exercise in breathing illustrated the idea of *'and'* rather than *'either/or'*. Polarity is opposites, but not always a matter of right vs. wrong; winner vs. loser, etc. The definition allows for interdependent pairs for which *'and'* thinking is required. Type preference dichotomies are polarities and we need to leverage, or use, both.

The trick is recognizing and working with polarities:

- *See it
- *Map it
- *Transform it

This is channelling the energy of both sides into moving forward toward a greater purpose. Approach it, not as a problem to be solved, but as a polarity to be managed.



We looked at some common polarities such as tradition and change, and a current dispute in the U.S. involving teacher accountability, where if one side *'wins'*, everyone loses.

Everyone has a *'confirmation bias'*—we commonly seek out evidence that supports our own bias. In order to leverage, we need to:

- *Identify the real issues
- *Find out what each side values
- *Listen to and hear their fears
- *Look out for warning signs of going to extremes.

A key is:

"if it has been debated for centuries, it is not a problem to be solved, but a polarity to be managed."

The Z-Model aids leveraging polarity, that is, using your S, N, T and F lenses deliberately and consciously. With BAPT as an example, we engaged in an exercise at our four tables, each one focusing on one of polarities of appeal vs. depth, that is, The Positives of Depth; The Positives of Appeal; The Negatives of Depth; the Negatives of Appeal. And then after feedback was shared with the group, we were asked to summarize with an image!

Polarity management changes either/or arguments into deep conversations that *'unlock'* the way forward with *'and'*.



ANNUAL GENERAL MEETING



The AGM began after the **Raffle**, proceeds of which went to BAPT towards Conference expenses. There were some excellent prizes ranging from wine and chocolates to books donated by presenters. Susan Nash even left which of her books to the winner's choice. Thank you to everyone who donated prizes for this year's raffle.

Angelina brought the **A.G.M.** to order and gave her President's Report for the last year. It has been a year of continuing improvements, with our new website now enabling members to use PayPal to renew membership and pay for Conference on-line. Last year's Conference, although an excellent programme and venue, lost BAPT a considerable amount of money, and so we have returned this year to a residential and weekend Conference, while the 2014 Conference will be combined with EuroAPT in London, so we look forward to hearing more about next year in due course.

We presently have 116+ members in BAPT and hope that our new Marketing Co-ordinator on the Board can increase this. Nancy pointed out that rather than 'How can we get more members' being our focus, if we put our energy and resources into advancing the aims of BAPT, such as being a resource and centre for the promotion of good and ethical use of Psychological Type, then people will be drawn to BAPT—"If you build it, they will come" thinking. As Nancy gave her Treasurer's Report, she also encouraged people to view the membership fee as a donation to a valuable cause or charity, rather than worrying about what you 'get' for your money—we all 'get' to be a part of a wonderful vision and force for good. In order to fulfil our aims of serving the Type community, we need a certain amount of money. The finances, despite lowering our subs, are sufficient for the present expenses of BAPT.

A vote of thanks was passed to the Board Members, Conference Organisers and *TypeFace* team, as well as Bill Davies and J.C.A., who host our 'Office' and Library. A gift was given to Gwyneth & Richard Adams for their work on the Conference, and to Wynn Rees, Isabel Chaney and Nancy Silcox, who had served on the Board for their maximum time and were stepping down this year. Elections resulted in a new Board Secretary—Janet Parsons; a dedicated Conference Organiser—Sheila McAlpine and a new Marketing Co-ordinator with responsibilities also for the Website and E-Newsletter—Sue Nash (not the Susan Nash of EM-Power!). No Treasurer came forward, but after meeting with Nancy over dinner, Christine Rigden agreed to try out the position and was co-opted for the role.



The AGM was brought to a close for dinner, although many discussions carried on over dinner at which OPP kindly sponsored the wine, which went back to the Conference room to be enjoyed and finished off at the 3 in 1 Session.



FOCUSSING ON THE FUTURE

Focusing on the **'Future of BAPT'**, our **'Open Space'** style gathering facilitated by **Sheila McAlpine**. Here animated discussions continued over flipcharts, mapping such questions as "How can we draw people into BAPT?" and "How can BAPT provide for those looking for Appeal/Depth?"—carrying on from aspects of Jane Kise's session on Leveraging Polarity. This was an enjoyable, educational and beneficial session to end the day, although, true to the Type community, many moved on to the Lounge after the session, where the bar was still open, to continue 'Type-Talk' and networking into the wee hours!



SUNDAY 3rd MARCH

We were very sorry not to have Gil Parsons join us, due to a bereavement in her family. Her session on **Type and Conflict** will hopefully be a future conference option. Her Plenary session was replaced by *Intentional Leadership* with Jane Kise.

Jane Kise presenting

INTENTIONAL LEADERSHIP

**12 Lenses for Focussing Your Strengths,
Managing Your Weaknesses,
and Achieving Your Purpose**

Reported by Nick Evans



Jane Kise is a leading generator and disseminator of ideas within the Type community, especially within education. She has won the Isabel Briggs Myers' Award for Outstanding Research in the Field of Psychological Type and has published more than 20 books. Her current focus is on leadership and I attended this workshop curious to discover what she means by 'Intentional Leadership' and whether this new work could provide a useful framework for coaching.

In introducing this workshop, Jane pointed out that the current emphasis is on strength-based coaching but that leaders should also be aware of their weaknesses. Intentional leaders, she says, recognise their strengths but also recognise that these strengths come with blind spots. Other leaders can have great strengths, skills and motivation, and a clear picture of their business goals and how to accomplish them. These leaders, however, are also intentional about identifying and solving problems as best they can in the light of this valuable self-knowledge.

This explanation was followed by a very interesting exercise. Having asked us to think individually about a specific leadership role, from the past, present or future, Jane gave each of us a series of cards. Each card named one of 40 leadership priorities, for example, 'Accountability', 'Collaboration' and 'Discovery'. Our task was to sort these cards to identify our top 10 priorities in ensuring success within this particular role. By so doing, we were also able to evaluate which components of leadership we tend to emphasise and which we may overlook.

The priorities represented by the cards are closely tied to the 12 Lenses for Leadership framework, these lenses coming from Jane's extensive review of research on the essential tasks and attitudes of successful leaders, and how these tasks and attitudes relate to type preferences and various aspects of emotional intelligence. This exercise raises a number of issues and discussion points and would undoubtedly provide a useful starting point for coaching leaders or potential leaders.

The title of this workshop mirrors the title of Jane Kise's latest book, which has just been published. Given the inevitable time constraints of the Conference programme, the book provides a valuable and indeed necessary expansion and consolidation of the ideas and activities that she presented. Nevertheless, this workshop managed to stand alone in providing a fast paced but stimulating and enjoyable introduction for practitioners wanting to apply a well researched type based approach to leadership coaching.



After a coffee break we had a choice of two concurrent sessions: *What Type of Mars Are You?* or *Group Dynamics*.

Wynn Rees presenting

WHAT TYPE OF MARS ARE YOU?

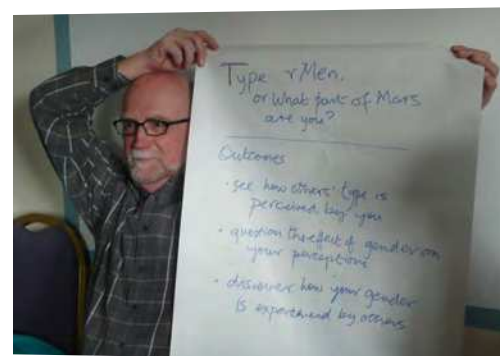
Reported by Christine Rigden

Ten of us fitted with reasonable comfort into the small side room for Wynn's session, with the stated objective of exploring how gender affects our type perceptions of each other. We had three men (one F and two T) and seven women (five F and two T) which are broadly consistent with accepted UK distribution statistics.

We had two questions to discuss: What can we say about expressing our Judging function (T or F) in our different contexts? And what do we observe of others' responses to that expression?

The men left to have their discussion in a separate room, and we re-combined after 30 minutes to feed back for another quarter hour.

We women found we had widely varied experiences. One of our group who has a preference for T happened to have experienced an all-girls' school, and in that con-



text found that T behaviours were fully supported. She has subsequently learned during her adult life that she needs to moderate her T-preference-based behaviours in order to be more accepted among Feeling (particularly FJ) women.

Those of us with an Introverted Feeling preference (FP types) resisted the idea that F was mainly about Harmony with others, but that it was true for FJ types. We found that being used to T environments, whether upbringing or work, meant T logic and some behaviours came more easily to some F types, but didn't necessarily make it easy to be 'tough'.

From the men's group, there was also varied experience. One TJ found confrontation came naturally to him, whereas an FP participant described adopting coping strategies when

working in a T environment. It was also proposed in their discussion that T men were less likely to attend a men's group than F men – that perhaps they feel the need for more affirmation when they prefer Feeling. "While T men 'know' where they are and don't think that they need support" said another participant. I personally wondered, hearing that, if it is actually more true of Introverted men with a T preference (the speaker being ISTJ), rather than all T men? I know several Extraverts who value men's groups, particularly in Christian circles. And what are pubs and football clubs, often, but men's groups?

It seems from the feedback after the groups came back together, that all found it a lively, enjoyable and interesting discussion.

Wynn Rees is a Past-President of BAPT and an MBTI® Practitioner. He has run his own Coaching and Facilitation services consultancy (www.wynnreesconsulting.com) following a career in Organisational Development in local government. Contact him on wynn@wynnreesconsulting.com



Angelina Bennet presenting GROUP DYNAMICS

Reported by Anne Marsden

After coffee on Sunday morning Angelina Bennet helpfully brought us back to some basic but often overlooked type lenses, that of type dynamics or function-attitudes with a very helpful handout. She reminded us that the P or J attitude determined which function was extraverted or introverted. As an example of why it matters, she told of two brothers, one INFP and the other INFJ. The FP needed to be true to himself and tried to get away from conflict whereas the FJ would stay and fix it. She gave us some striking phrases to help us distinguish the differences:-

- Se:** living in the moment;
- Si:** storing information.
- Ne:** exciting brainstorming, but waste some of it;
- Ni:** get an idea, grow it, connect it and make it happen
- Fi:** true to inner self and values;
- Fe:** reaching out to help others do things, organise people.
- Te:** quick to get it done, tick the box;
- Ti:** get it right, however long it takes.



Angelina showed us different ways of seeing the team type and we discussed what it feels like when we are quite different to the majority. We looked at a coloured chart known as the Diversity Index (created by Danielle Poirier, see <http://www.rebeleagle.com/index.html>) on which you put the extraverted dominant functions on the outer circle and the introverted dominants on the inner

circle. In this way you can see what is visible and obvious, and what is under the surface and needs to be brought out and made explicit.

A team can then look at potential areas of conflict and complementarity: Ne sees Ni as ... but needs them for ... and vice versa. She divided us up into our dominant function-attitudes to record how we both see and need the other so we could see all 8 function-attitudes. I find it so reassuring to work with 'someone like me' especially when I respect their competence!

Angelina is a Chartered Occupational Psychologist and specialized in developing individuals through personality work. She has her own business, I Potential Ltd. (www.ipotential.co.uk), as well as working as an Associate with OPP, qualifying people to become MBTI® Practitioners. She is author of *The Shadows of Type - Psychological Type through Seven Levels of Development*. Contact her on Angelina@ipotential.co.uk.



A quick break while delegates moved to their next choice of concurrent sessions: *Exploring Your Style from the Outside In or Social Media*.

Katherine and Elizabeth Hirsh presenting EXPLORING YOUR STYLE FROM THE OUTSIDE IN

Reported by Jonathan Perrott

Katherine and Elizabeth have been using Psychological Type in coaching, management consulting, education and personal, professional and faculty development for over twenty years. They are co-authors of *Introduction to Type and Reintegration*; *Introduction to Type and Decision Making*; and co-authors with Sandra Hirsh of *MBTI® Team-building Program: Leader's Resource Guide* and *Introduction to Type and Teambuilding*.

With guidance from Elizabeth and Katherine, we played 'type detective' to discover what the places where we live, work and play, as well as the people, places and things present, can tell us about ourselves.

Who is present and has been encouraging you to be yourself and live your values? How does this illustrate how you engage with Thinking and Feeling? Responses included:



"There is a space in my life for my grandfather whom I never knew."

"I am wearing this top in honour of my grandmother who was so supportive."



What do the objects and their arrangement in your home say about you and what you find pleasing? What alterations might help you experience Sensing and Intuition more richly?

"I wear colourful shirts – it seems to invite people to join in."

"I am wearing shoes I inherited – they are comfortable and I feel grounded."

"I like to have objects in view."

"I am more comfortable when things are put away – I have an internal catalogue."

Where do you feel most alive and comfortable? How might this give you new insights into the Extraversion/Introversion balance in your life?

"I like to be with family and friends with shared values - in small groups or big groups in small doses."

"I enjoy being in the company of people whose views I don't share."

"My studio, my shed, my cave ..."

"I am messy and he is tidy."

"I am not attached to stuff in the house, but bits of the wood outside."

"When I am drifting along in my narrowboat, I am detached from normal life, my brain empties, but I make sure I have plenty of books and portable painting kits."

When do you feel your best: morning or afternoon? Winter or Summer? How do these patterns illuminate the Judging and Perceiving in the world?

"I work better in the summer."

"When I visit my son in Australia, I get all out of sync with the seasons."

What changes could you make to your environment to bring greater congruency between you at your core and the spaces where you live?

"I am giving books away, setting them free – I feel lighter."

"We have a big house with lots of objects linked to family and memories – downsize? Spouse - I just want to keep things that are useful."

"I plan to go to foreign lands and swim with the sharks, i.e. hang out with people whose values I don't share as long as they're authentic."

Reading this at home you might like to come up with your own answers



Claudia Stensvik presenting

SOCIAL MEDIA

Reported by Nancy Silcox



This was a fascinating session. For those of us who are not 'up to speed' with Facebook, Twitter, Linked In and the like, it was a revelation to see the power and impact that these electronic tools have all over the world. Claudia showed us statistics and video clips that illustrate the power Social Media have over business' success, marketing and image. With 50% of the world population under 30, your brand is not what YOU say it is—it is what THEY say it is. Social Media is a revolutionary way to find or be found.

Used properly, the various platforms can sell your business. But you need honesty and transparency; there is no hiding, there are no secrets. If your customers or consumers disagree, they can destroy or sink your business. Whether you work for a company, run your own consultancy or just want to see BAPT grow and be heard of, Social Media can be a powerful tool.

Claudia works to help businesses find their purpose for existing and communicate that through marketing, including Social Media. We only had time to look briefly at the 'how it works' but some important principles were shared that will help us as we go on to explore, experiment and begin to use Social Media effectively.

*How to react to negative posts—listen, show empathy and act on them if appropriate; or say you are sorry and ignore them if you feel they are in error. Realize the power of turning the dragon from attacking to protecting!

*Don't use *everything*—this waters down your impact and is less effective.

*Use your messages to link to your website or blog rather than using a personal LinkedIn or Facebook for business, create a company page and recommend, endorse or 'like' it. On YouTube, use subtitles when possible and use 'how to', which are key words that people use to search.

*On Twitter, use no more than 2 #keyword tags in one message and always follow up a conversation.

There is a Social Media etiquette!

*If our reasons are to share interests and add value then we have seen that if you 'share your passion', followers will naturally appear"!



Claudia ended with one big tip—use hootsuite, a free tool that monitors your digital footprint. Use the 'stream' function to add Social Networks; use the 'publish' function to schedule tweets, posts, etc.; and use the 'analytics' function to see what people are saying about you, which of your links are being accessed, etc.

Claudia's handouts were helpful: *'Your Business & Social Media'*, a grid to link business objectives and Social Media strategies to achieve desired result by analyzing purpose, objectives and goals, and targeting audiences; *'6 Steps to Create a Business Facebook Page'*; *'6 Steps to Create a LinkedIn Company Page'*; and *'11 Ways to Master Your Social Media'*.

We ran out of time to look at Type and who uses which Social Media and how, but there have been studies done and they found that ENFs are most likely to use Social Media. I can understand that!



The lunch break gave us some time to digest our wonderful smorgasbord of Type diet so far before we gathered once again in the Conference room for our last session with Susan Nash, reported here by Louise Lloyd:

Susan Nash presenting TEACHING TYPE TO ALL TYPES

Reported by Louise Lloyd

During Susan's presentation she told us that she had once been described as the Acronym Queen of North Carolina and she certainly used this skill to great effect in her presentation whilst also, with great style and panache, role modelling her own TEACH process during the session.

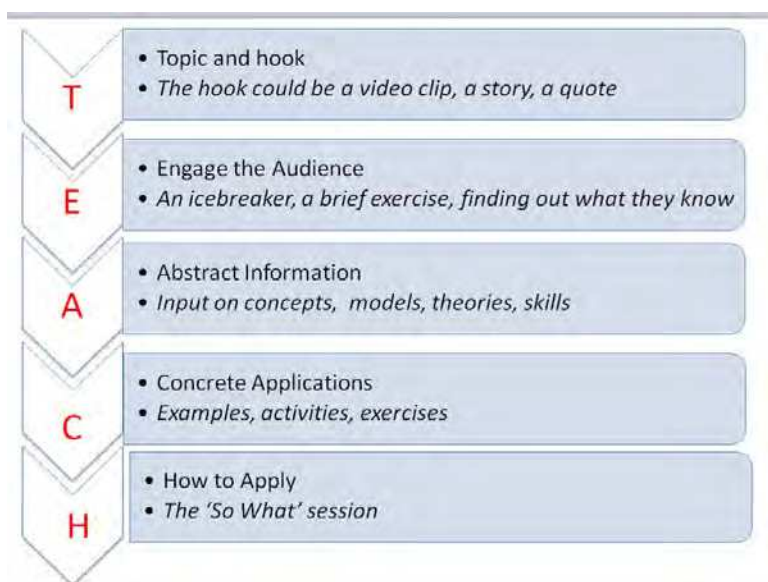
After hooking us into her theme with a short video clip of a boring and ineffective high school teacher (I think I remember him from my own schooldays) she introduced us to the 3 Ds of:

- Designing an Effective Session
- Driving Audience Involvement, and
- Delivering an Effective Message

and quickly got us working in pairs to think about what contributed to these three areas based on our own actual experience. She summarised our contributions by concluding that, in order to teach Type effectively we needed to combine delivering our knowledge with strong facilitation skills – we needed to manage the task as well as managing the group process. To make sure we were able to clearly differentiate between these aspects we used a card sort exercise in small groups. As an aside, Susan explained that she is a great fan of card sort exercises as they have something in them to appeal to all Temperaments:

- **Improvisers (SP)** find them aesthetically pleasing, and enjoy the fact they can keep moving them
- **Stabilisers (SJ)** like the structure they give to the discussion, and welcome the right/wrong answer aspect
- **Theorists (NT)** enjoy categorising the ideas they represent and
- **Catalysts (NF)** are happy because they are discussing things in a group

(Practical Tip of the Day for practitioners - when using card sort exercises number the cards so that when they are in numerically sequential order they are actually mixed up. This helps you run check none are missing and distribute the cards quickly at the beginning of the exercise.)

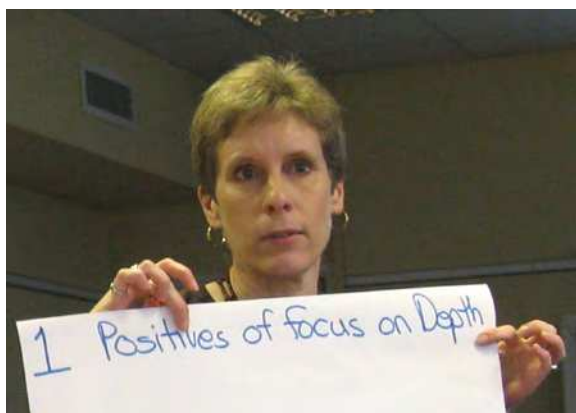


We used this model to both think about and practise sessions to illustrate explaining the E/I attitudes; and adapting our approach to meet the needs of both the 8 cognitive functions and the 4 temperaments.

Susan explained that her current approach to teaching Type no longer starts with explaining the dichotomies. She now starts with the 4 Temperaments, using only the descriptors and not referring to the dichotomy letters at all. She explained that the discipline of using the names seems to reduce the tension in the group and make the point implicitly that they are all positive. She then goes on to the Interaction Styles, (which she had demonstrated earlier on the opening day of the Conference) and then finishes with Functions and Attitudes, using just one word to capture the essence of each cognitive function (in the A section). She then split us into function-alike groups in order to ask each group what would help them learn best to illustrate how she fleshed out this session for the C section.

During the course of this highly entertaining and informative session we learnt a theoretical model to apply to designing our training sessions, experienced how Susan actually applied this model to the various sections of her session and undertook numerous

exercises and activities to help us understand in detail how to make sure our sessions met the needs of all Types. All this was liberally interspersed with useful practical tips from Susan's own experience. We left exhausted but much better equipped to ensure our training of Type would be accessible to all Types.



Sadly, all good things must come to an end, and so did the Conference, but if this report has whetted your appetite, why not consider attending the APTi Conference in Miami <http://www.aptiinternational.org/conference/register-now> and combine it with a holiday this summer 10-14 July 2013. Otherwise, keep an eye out for workshops, seminars and other events on our website <http://bapt.org.uk>, and hopefully we'll see you at Conference 2014.



With special thanks to our photographers: Allen Duncan, Christine Rigden, Janet Parsons, Nancy Silcox, Nick Evans and Tim Marsden.