

# BAPT 25<sup>TH</sup> ANNIVERSARY INTERNATIONAL CONFERENCE FROM THE PERSPECTIVE OF THE PROGRAMME CO-ORDINATOR

## SHEILA McALPINE (ISTJ)

*Sheila McAlpine is one of four partners of Quadriava. She has been working with type for nine years and uses it in coaching, facilitation and learning and development. Sheila is a very pragmatic person (no surprise!) and gets a lot of satisfaction from seeing people working, learning and developing independently following one of her interventions.*

Web site:  
[www.quadriva.com](http://www.quadriva.com).

Email:  
[sheila@quadriva.co.uk](mailto:sheila@quadriva.co.uk).

With less than two months to go, you might be wondering whether you should come to the Conference this year. Do it! There are many reasons why I believe this year will be exceptional, and I will describe the ones that appeal to me.

When I reflect on this, it's the learning, the new ways of thinking, hearing new perspectives from speakers who immerse themselves in Type – and from people who are newer to Type and have quickly seen its benefits and uses. You will see the articles from our opening speakers elsewhere in this edition. A great start to set the scene for the Conference – looking back with Jane Kise, looking forward with Rob Toomey and then finishing the day with Susan Nash in the here and now - how we can use Type to manage our energy and not our time.

For the following two days, there are three or four workshops for each time segment to choose from, offering sessions for all, for beginners to intermediate and advanced for those who have been working with Type for some time.

The website shows the programme and has synopses for each session. <http://www.bapt.org.uk/events/bapt-conference-29-31-may-2014/agenda>

Also on this link you will find that there are workshops on offer running both before and after the Conference from JCA, OPP, Team Focus, Dario Nardi and Susan Nash at the Type Academy – ALL offering discounts for their qualification workshops. In today's economic climate, who can resist a bargain like those offered by these suppliers?

The subject for the Conference is **Type Over Time** – and many of the speakers focus on this topic. A few examples: Carol Parkes will help NFPs to make time holes that work for them; Rob Brandenburg will share with us his study on midlife and Type – from both a male and female perspective; Katherine Hirsh and Sophia Ledingham will invite us to think about the plans for the rest of our life.

**Case studies** will be on offer too. René Bujard and Sarah Tickle present a case study of how Proctor and Gamble have used Type to drive engagement, inclusion and culture within a multi million pound organisation. Richard Stockill and Alice King from



*The Cutty Sark*

OPP will present their case study evaluating the impact of MBTI® – something that many of us are asked to demonstrate by clients. Deborah Fleming’s case study of global roll out of a learning programme for specialists to change behaviour and manage complexity will be fascinating to hear too. I heard Mary McGuinness (Type Australia) run a workshop 5 or so years ago, so I’m delighted that she is coming back to the UK with her case studies on Type development and individuation based on Jung, Elvis and JFK.

Having mentioned the Oscars and BAFTAs, I now find myself feeling bad for all of the great speakers I haven’t mentioned – and there are lots of them. See who you would like to hear speak by looking at the abstracts. There really is something for everyone. Around 40 speakers from all over the world – all in one place for a special weekend – it’s an opportunity to grab.



*View from the  
Greenwich  
Observatory  
towards the City of  
London*

*Imagine strolling up  
the hill to visit here  
after a day at the  
Conference*

For those who like to hear about recent **research**, there are presentations available on the Friday and Saturday offering information from across the world. Elizabeth Sheaffer from the US has conducted an 18 year study of pharmacy students’ personalities. What has brought about the change in the pharmacy practice: the personality of the students or the changes in the healthcare profession? Markey Read’s research spanned 10 years and focussed on leadership. She looks at how the traditional corporate leader doesn’t fit everyone and introduces how the unique Cast of Characters, that each of the 16 personality types uses, enables us to unlock our true personal power and overcome our potential pitfalls.

Other speakers draw us to **cultural differences** and our **spiritual side**. Susan Nash and Akbar Mohammedali will tell us about how they used Type to build teacher competencies in Muslim communities. Alex Volcansek will lead us to explore our spiritual experiences through mid-life, drawing on contemporary films (including Oscar and BAFTA winners). I also want to mention Claudia Stensvik who we have asked to come back to say more about **Type & Social Media**. My eyes were opened by her presentation at the last BAPT Conference – but wanted to hear more, so I’m delighted that she is coming back again.

Way back at the beginning of this article, I mentioned that there are a number of reasons why I think it’s worth coming to Conference. I have mentioned the Pre- and Post-Conference Workshops, and the speakers during the Conference itself. What I have not touched on is the venue. Whether you are visiting from overseas or elsewhere in the UK, I commend Greenwich to you as a place to visit. What is there to attract you to Greenwich? Here are a few of the “must sees”.

- The Royal Observatory, which created the Meridian Time Line. Interesting history and fabulous views
- The Cutty Sark tea clipper at the river side
- The Thames – with views across to the City and to the London Eye
- The Painted Hall at the University of Greenwich
- The Royal Maritime Museum
- Greenwich Market

And this is just what is within one square mile of the Conference venue. We will be putting information about the local attractions in the Conference packs for when you arrive.

# TOP TIPS FROM 20 YEARS OF TYPE

## JANE KISE (INFJ)



*Dr Jane Kise, a past president of Association for Psychological Type International, is a consultant and author of over 20 books. She works with schools to integrate type concepts into professional development, leadership and instruction; as an executive coach, focused on leadership development; and as an organisational consultant with expertise in team building and conflict resolution. Her latest book, published in 2013, is Unleashing the Positive Power of Differences: Polarity Thinking for Our Schools (Corwin/Sage Publications).*

Email: [jane@janekise.com](mailto:jane@janekise.com).

In a 1939 interview in the *New Statesman*, Winston Churchill advocated criticism of government, saying,

*Criticism may not be agreeable, but it is necessary. It fulfils the same function as pain in the human body; it calls attention to the development of an unhealthy state of things. If it is heeded in time, danger may be averted; if it is suppressed, a fatal distemper may develop.<sup>1</sup>*

Why bring up criticism as I strive to create an opening session for BAPT's 2014 Conference that is worthy of the organisation's 25<sup>th</sup> Anniversary? Because I think that it's time for the type community to start heeding its critics to avert dangers.

Jung's *Psychological Types* was translated into English over 100 years ago and the MBTI® held a year-long birthday party in 2013, yet even with all that history, last year brought a new wave of substantive attacks on the Jungian type framework and instruments we've all found so useful. My tip: If there's one thing I've learned in 20 years of working with psychological type, it's that passionate critics are key sources of wisdom.

Actually I learned this lesson before I knew about type. I started my career as a financial analyst for the United States' central bank. Picture me, with INFJ preferences, in a world of set procedures, detailed financial statements, and career advancement via a predetermined course of knowledge mastery. The colleagues with whom I have kept in touch do prefer Sensing - and the central bank environment rewarded them for their strengths.

How did I fare? Well, when you're 21 years old, you have a lot of energy available to succeed even when operating outside of your strengths. I developed a deep appreciation for using systematic methods to find bank fraud and deterio-

rating balance sheets. I learned to back up conclusions. And, the fact that I was involved in early research on new financial instruments now lends credibility to my work with mathematics educators.

My deepest learning, though, came while writing a speech for the bank's president to deliver to a multinational bank that had just about sunk itself by disregarding internal audit precautions. I was the junior employee on a speech committee of 10, included because of the writing skills that came with my English/business university majors. While I was the sole crafter of each version of the script, I was so low in rank that my opinions didn't count during the long, long revision meetings. I couldn't argue to retain a perfect turn of phrase or a single supporting detail. I could only make changes, saying, "Yes, sir" "No sir" "Right away, sir" (I was also the only female ... ).

Why was this assignment so fantastic? Dominant Introverted Intuitives such as myself tend to not bring our ideas into the world until we've polished them. At our best, we delve deep and wide to create excellence. But ... we can get a bit self-righteous, or defensive or, at our worst, rather arrogant after all that polish. Working on that speech committee *forced* me to listen, reflect, and conclude, "Dang, they have really good points. Time for another revision."

Think about it - I got a crash course in managing this "First go it alone" blind spot. Today, I crave input, albeit in a rather INFJ way - usually from one person at a time, via email. In contrast, when Susan Nash, who prefers ENFJ, and I were discussing how I developed a framework for one of my books, she laughed and said, "You do it one on one, I'd have done it with several crowds!"

In May, I'll be sharing my "Top 10 Tips from 20 Years of Type" at the BAPT Conference. The above story illustrates one of my tips, "Learn from your critics," and a bonus 11<sup>th</sup> tip: "Let's Practice What We Preach." The framework of type helps us use our strengths without getting stuck in them, so I'd

better be working to stay unstuck myself. When I'm honest about my strengths, such as going it alone, and corresponding struggles, those with whom I work are more open to exploring their own blind spots.

In workshops, I frequently start with my blind spots for the world around me that flow from preferring Introverted Intuition. I tell a story that highlights my ability to miss key features of reality, allowing others to laugh at my mistakes (you'll have to attend in May to hear an example since it's embarrassing to commit them to print!) I add a strategy I use to avoid similar mistakes in the future, and then get serious about the business or personal consequences of allowing type-related blind spots to continue unchecked. My honesty seems to make others more willing to consider patterns in what gets them into trouble.

What big lessons might you share from your journey as a type practitioner? If you heard my talk in Miami, know that my Top 10 will change. I'll have had almost a year to rethink it all - and I know that my current concerns about the state of our profession will prompt some of the changes.

Again, even though it's been 100 years since Jung published *Psychological Types* in English, and 70 years since work began on what became the MBTI®, serious and widely-accepted critique of our tools and theories abound. Psychologists routinely dismiss it as inaccurate; misuse of instruments leaves people feeling labeled; and companies think they've "done type" when the framework's power comes from ongoing use for improving effectiveness in so many ways.

And we haven't really listened to our critics. What if, 30 years ago, I hadn't listened to all the critiques of that presidential speech of paramount importance? I was forced to, and the lessons I learned from my critics made me a better writer.

Instead of defending ourselves - which I *couldn't* do but oh, so wanted to! - what might our community learn? Take for example the explosion of wrath against type theory prompted by Adam Grant (professor at Wharton, a prestigious business school) and his Huffington Post blogs, including "Goodbye to the MBTI" [http://www.huffingtonpost.com/adam-grant/goodbye-to-mbti-the-fad-t\\_b\\_3947014.html](http://www.huffingtonpost.com/adam-grant/goodbye-to-mbti-the-fad-t_b_3947014.html). I posted a blog on how most of them follow from misuse of Jungian type instruments, but consider how the critiques that prompted an outpouring of concurring comments could help us move forward as a community.

- We have research on "What" type is and does, but lack evidence of type development over a lifetime (something the Big Five instrument practitioners, of whom Grant is one, started collecting when the NEO-PI instrument was created) and of the effectiveness of using the theory. Compare, for example, the research on developing the emotional intelligence of leaders and its effect on Return On Investment (ROI) that Multi Health Systems supported. We're a community of practitioners; we haven't systematically gathered the data to support how effective we are. It's hurt us.
- We've ignored the psychological community's concerns with categorical data, even though Jung himself talked about how no one lives purely in one world or another. Yes,

we are talking *preferences*, not *categories*, but the consequences of widespread misinterpretation of our message should perhaps give us pause for thought! In a recent email, Katherine Hirsh pointed out to me that psychologists view dimensional data as more accurate than categorical - is it any wonder they dismiss us?

- Whether we like it or not, people want a diagnostic tool that accurately provides a four-letter code; the best type sorters correctly identify best-fit type about 70% of the time. Yes, they are designed to be used with interpretation. However, ask any group if they've taken one of the instruments. Then ask if they first heard about the theory, then saw results, and finally were helped in discovering their best-fit type. In Minnesota, I'd say about ¾ of any room have taken an instrument. Perhaps 40% of those were guided to best-fit type. And, perhaps 20% remember their four-letter code. Think about it - a huge percentage aren't aware of their best-fit type, which makes descriptions and exercises and tips read like horoscopes! That leaves room for a lot of dissatisfaction, even though that dissatisfaction comes from not following the "rules" of ethical use of type.

So what do we do? Let's stop doing more of the same and expecting different results. Let's listen to our critics and see if we can't learn from the past to forge a new future, one where the valuable framework of Jungian type is an essential part of how people think about who they are, how they lead, how they parent and teach, how they communicate, and how they might grow.

Key to such a future is the concept of *mastery*, not settling for good or even excellent but constantly striving to improve our game. Robert Greene's book<sup>2</sup> by the same name has challenged me to think constantly about what I need to do to improve my skills and knowledge. Join me in May to explore the other 9 tips from my 20 years with type theory, including how to make the most of exercises, what it means to focus and then synthesize, how to avoid "the curse of knowledge," and how to have a great time while helping others improve their sense of meaning and purpose, their relationships, their capacity for hope - in short, their lives!

#### References:

<sup>1</sup> Retrieved February 28, 2014 from <http://www.newstatesman.com/archive/2013/12/british-people-would-rather-go-down-fighting>.

<sup>2</sup> Greene, R (2012) *Mastery*. London: Profile Books Ltd.

# THE FUTURE OF TYPE

## ROB TOOMEY (ENTP)



*Rob has spent nine years focused on the practical application of personality type – developing three innovative on-line programs and working directly with more than 10,000 people. Clients range from academic institutions, to non-profits, to multinational corporations. Previously, Rob was an attorney in Boston. He received a BA from Trinity College in Hartford, CT, and a JD from Boston University School of Law. Based in Sarasota, FL, Rob is fortunate to work extensively in the UK and Europe, with more than 20 trips over the last four years (he even has an Oyster card).*

[www.type-coach.com](http://www.type-coach.com).

Email: [rob@type-coach.com](mailto:rob@type-coach.com).

The year is 2034. Electric hover scooters carrying students and faculty zip by the dorm room window of Catherine Clark in her final year of study at Oxford. At the moment, the whole left wall of her room is displaying a video entitled “Module 44: Making the Most of Graduation and the Months Ahead.” The program has just summarized some of the emotions and developmental experiences she is likely to experience in this next phase of her life and has provided practical tips – based on her personality. The information comes from multi-year, ongoing surveys of prior graduating classes, which are also sorted by personality. As the overview video wraps up, Catherine will watch brief video interviews of recent Oxford graduates who share her personality preferences as they provide advice on navigating graduation and the months that follow.

Personality-based learning has been an integral part of Catherine’s education. With the help of her advisor and access to the insights of those of like-type who have gone before, Catherine has developed her natural cognitive strengths and balanced herself by tackling out-of-preference activities. Her academic career feels in alignment with who she is as a person and she is poised to move into a professional life that fully leverages her natural abilities and interests. She will have ongoing access to personality-based resources as she experiences different phases of her career and life development. Reaching across the desk to grab a glass of water before she continues, we briefly see her personality displayed on the screen ... wait a moment, what *do* we see? Is the whole program outlined above:

- 1) Based on the Big Five Model?
- 2) Based on her DISC® score?
- 3) Based on Catherine’s best-fit type?

### ***Here in 2014 ... do WE have any control over what Catherine will see?***

Over the past few decades, personality type principles have increasingly seeped into the mainstream consciousness through media and technology. This process has created two interesting and separate communities:

Group A: the millions of people going online and seeking out information about personality type – Susan Cain’s TED talk<sup>1</sup> alone has garnered 7.6 million views (and that’s just about Introversion!). Each week it seems there is a new portrait of the 16 types sorted by everything from *Star Wars* to Harry Potter characters. Mainstream awareness and fluency is at an all-time high and Jungian typology resonates for this audience.

Group B: the detractors of traditional psychological instruments whose legions of supporters include scientists, academics, psychologists, as well as best-selling authors like Adam Grant<sup>2</sup> and Malcolm Gladwell<sup>3</sup>. They actively seek a departure from instruments like the MBTI® and, importantly, make no distinction between that instrument and the underlying model. Even former champions are asking themselves tough questions.<sup>4</sup>

There are widely divergent paths that await us in the future if one of these groups captures the hearts and minds of educators, researchers, politicians, the media etc. Two powerful forces are converging: the increased appetite and fluency in the mainstream for insights based on Jungian type and the growing visibility of research-backed alternatives and detractors.

### **A Dystopian Glance into the Future**

Let’s imagine that the Big Five gathers more momentum over the next two decades through growing research on the neurology of the human brain and correlation studies related to agreeabil-

ity, conscientiousness, openness, etc. As an increasing number of studies and books associated with the Big Five model come out, is it far-fetched to imagine that corporations and career counseling offices eventually move away from Jungian type toward the more heavily-researched Big Five model? In this scenario, Big 5 terminology becomes the primary language to describe human psychology while the Jungian model is mentioned only as historical artefact. Global type organizations gradually dwindle in membership as those who might otherwise gravitate to our universe instead choose the approach supported by research and embraced by the scientific and psychological communities. As it already stands, the percentage of the leaders in the psychological type community under age 50 is very low. What explains the shortage of people from the younger generations joining our organizations?

components of Jungian type emerges, and provides a true biological foundation and explanation of the preferences.

Our work in the type community filters into mainstream education so that teachers are not only aware of type principles but have the ability to engage and develop the different preferences in the course of their students' learning.

Parents proactively engage with their children to cultivate the child's natural preferences and work to put them on a course for life that is consistent with their type. Imagine relationships where romantic partners see that the fundamental differences with their spouse are natural and positive (instead of spending the first 40 years trying to change them!).



### A More Optimistic View

Imagine instead ... over the next two decades, Jungian type becomes the common, neutral language used around the world to describe basic psychological differences. The current mainstream dialogue about Introversion is *dramatically expanded* to include discussion and application of the other dimensions of type. Extensive brain-scan research showing the neurological

Organizations realize the critical importance of cognitive diversity in creating effective teams, achieving results, and work to actively create cultures that embrace a wide range of styles and personalities. These organizations allow for people to leverage their natural gifts to the fullest extent in their professional lives.

## HOW Do We Make It Happen?

Assuming the more optimistic view appeals to you, what can we do now to make it happen? This will be the focus of my session in May - working with attendees to draft a "road map" for such a future.

Here are some initial ideas:

- 1) **Appeal to younger generations.** We know younger audiences want engaging, fast-paced learning that delivers immediate insights and results. What if we take the resonance and value we know Jungian type *can* provide and deliver it to global audiences through practical, research-based, interactive, scalable formats?
- 2) **Get scientific.** We need a proliferation of data that correlates type principles with interesting research currently being conducted in all fields. Let's run thousands of people involved in studies on aging, ADD, Asperger's, Alzheimer's, diabetes, and dozens of other topics through the process of determining their best-fit type and examine the data for correlations. Type experts intuitively sense where certain patterns are likely to emerge, (and preliminary research supports it) but we need a LOT more wide-scale research to get the world's attention. Having research that correlates with best-fit type pushes our community into the spotlight.
- 3) **Measure impact.** We need to provide practical, specific advice that people can implement immediately and find valuable. THEN we need to measure the return on investment so that we have clear answers to anyone who asks "Why are we doing this?" Within education we need research-based, results-driven studies to improve learning methods in the light of applying basic type principles.
- 4) **Get scalable.** Achieving most of these suggestions is difficult when limited by the constraints of debriefing an instrument one person at a time. To gather large amounts of data, we need to use scalable online methods that accurately determine best-fit type.
- 5) **Make type learning an ongoing experience.** TypeCoach recently completed a survey of several hundred universities in the US and more than 90% utilize traditional personality instruments like the MBTI®. Students currently receive an introduction to the 4 preferences and how they scored. We need to expand that conversation so that participants "touch" type principles multiple times. Online learning as pre-work, a session focused on application, and online follow-up resources will engage the learner repeatedly and allow them to truly incorporate the insights of type into their lives.
- 6) **Change the language.** It is my belief that we can explain type principles in a simpler manner. Focusing on things that learners can do differently immediately is likely to be more beneficial than outlining the hierarchy of functions. How can we convey the main insights of type in a language that can be shared among friends at the pub?
- 7) **It's not about the instrument.** Most of our detractors have

just had a bad experience with the MBTI®. If they had properly been introduced to the principles of type and seen the value it can deliver, we would probably not hear negative things from them. Regardless of how principles of type are introduced, whether through the traditional MBTI®, a sibling assessment, or an interactive new online approach, we need the participant to receive valuable insights they can use immediately. Each time we focus solely on providing assessment results, we risk creating another detractor from the *model* who had a bad experience with an *instrument*.

It is my belief that the community of type professionals is facing a potential crisis of relevance. Many of the basic principles of type are available to the casual web surfer. However, the real insights and value remains in the hands of the professionals who have studied and used the model for years. We need to connect our knowledge to those who seek it by moving away from emphasizing an assessment and instead emphasizing what people can do differently with the information. We do this by presenting our insights in engaging, interactive and action-oriented formats, by ensuring the experience of learning about type is ongoing, by using simpler language, by connecting our insights to data and research, by collaborating with others in our community to share best-practices, and by speaking up so that our valuable perspective is heard by as many people as possible.

I hope to work with you in May to ensure that, in 2034, Catherine Clarke hears what we in the type community have to say.

## References:

- 1 Susan Cain's TED talk can be found here: [http://www.ted.com/talks/susan\\_cain\\_the\\_power\\_of\\_introverts.html](http://www.ted.com/talks/susan_cain_the_power_of_introverts.html)
- 2 Adam Grant's "Goodbye to MBTI" can be found here: [http://www.huffingtonpost.com/adam-grant/goodbye-to-mbti-the-fad-t\\_b\\_3947014.html](http://www.huffingtonpost.com/adam-grant/goodbye-to-mbti-the-fad-t_b_3947014.html)
- 3 Malcolm Gladwell's position on the MBTI® is laid out in this New Yorker article: [http://www.newyorker.com/archive/2004/09/20/040920fa\\_fact\\_gladwell](http://www.newyorker.com/archive/2004/09/20/040920fa_fact_gladwell)
- 4 A thought provoking article entitled "The Flynn Effect and MBTI" regarding the applicability of MBTI® to younger generations can be found here: <https://medium.com/the-exofiles/79e8e54a6196>

TypeCoach offers 3 online programs to support the type practitioner:



### Verifier



Used as pre-work to a coaching or training session, *Verifier* is a 20 minute video and animation learning experience that guides the user to their best-fit type.

### Type-to-Type



Ideal for teams following a training session, *Type-to-Type* provides advice for interacting with others based on the combination of types (ENFP with INTJ, etc.).

### Coaching



*Coaching* provides 5 videos and animations for each type focused on maximizing one's career potential given one's natural strengths and potential challenge areas.

- We explain the basics so you can spend more time on *application*
- We provide multiple learning moments with pre and post program resources

## Feedback from Practitioners

"This was really terrific. I particularly loved the integration of drawings – it was a great way to hold my attention. Most of today's younger folks are said to have a shorter attention span and a more visual style, so I think this would be a wonderful choice."

"I liked the concept of balance that this approach promotes. By listing the top five strengths and challenges, as well as the ten actions for gaining balance, this approach gives the user key areas for growth and development to focus on. Additionally the five page report is a great tangible resource for the user's future reference."

"This was a treat – clear explanations, delightful cartoons and animation, and easy-to-navigate process. I will certainly recommend this to others. Congratulations on an excellent product."

## Representative Clients



Please contact Rob Toomey ([rob@type-coach.com](mailto:rob@type-coach.com)) to try these programs and to learn more about international partnership opportunities.



# MANAGE YOUR ENERGY – NOT YOUR TIME SOME TYPE INSIGHTS

## SUSAN M NASH (ENFJ)



*Susan M Nash, who is the President of APT International (APTi) for 2014, is co-author of the Teamwork from the Inside Out Field Book, Turning Team Performance Inside Out (1999), Dating, Mating and Relating (2000), Let's Split the Difference (2009) and Contextual Coaching (2011). She is also author of The Type Trilogy Card Set and Complete Guide. She is founder of EM-Power (UK) Ltd., and EM-Power, Inc. international consulting firms specialising in applying knowledge of type and temperament to increase business results. Born in the UK she graduated from the University of Birmingham with a First Class Honours Degree and moved to the USA in 1987. She has worked with over 20,000 individuals globally introducing them to psychological type as a tool to improve communication, raise leadership effectiveness and improve team results.*

[www.em-poweruk.com](http://www.em-poweruk.com).  
[www.type-academy.co.uk](http://www.type-academy.co.uk).

Email:

[susan.nash@em-power.com](mailto:susan.nash@em-power.com).

### MANAGING ENERGY

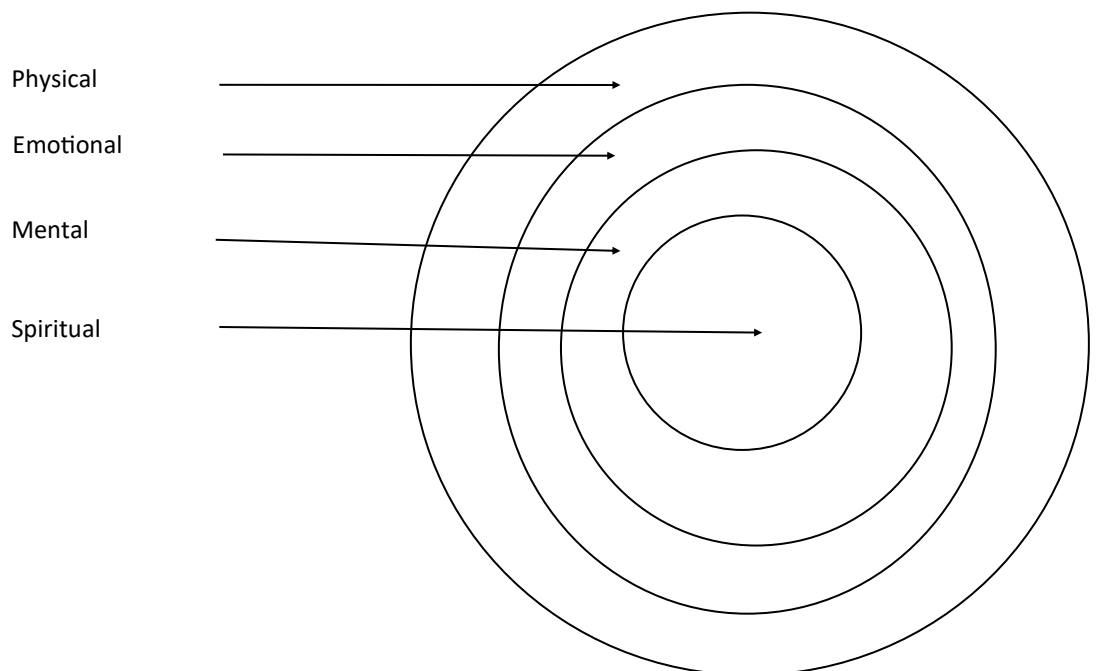
Organizations today demand more from their staff than ever before. Team members are faced with a volume of information, unclear boundaries between work and home, and a To Do List with many Urgent deadlines. When faced with these challenges, many individuals either work more and more hours, give up, or attend a time management program hoping for a miracle. None of these options tends to work because time is finite.

There is an increasing body of research, however, which focuses on the importance of managing energy, which is a renewable resource. Energy is defined in this context as the capacity to do work. By establishing simple rituals to influence and nurture the various types of energy, individuals and organizations can achieve more sustainable productivity and higher performance levels. This work originated from Tony Schwartz was described in two *Harvard Business Review* articles, "Manage Your Energy, Not Your Time" (Schwartz and McCarthy, 2007) and "The

Making of a Corporate Athlete" (Loehr and Schwartz, 2001). The premise is relatively straightforward – manage your energy, not your time. However, as with many rituals, common sense is often not common practice.

- Four levels of energy are defined by this research:
- Physical Energy: the foundation of all other energy – our body.
- Emotional Energy: the internal climate that supports our performance.
- Mental Energy: the cognitive functions that guide our focus and where traditional training in improving business performance is based.
- Spiritual Energy: our essence which derives from living our core values and achieving a sense of purpose.

This has been described in the form of a pyramid, however I think concentric circles might prove more accurate.



The premise of this research is that by instituting simple rituals in our daily lives we can renew our energy, tap our strengths, and retain a positive outlook on life and work. Here are some examples:

Energy	Ritual
Physical Energy	Incorporate breaks every 90-120 minutes Manage your food intake to control ups and downs in blood sugar level
Emotional Energy	Reframe negative situations to reduce adrenalin responses Play "Winner Tapes"
Mental Energy	Prioritize more effectively – watch that Urgency Habit! "Chunk" your time – do similar tasks together
Spiritual Energy	List your core values Make sure you do one thing you find satisfying every day

**MANAGING ENERGY AND TYPE**

After one specific session that I ran for a Global Leadership team in a retail organization, I began to realize that there might be some creative ways to use knowledge of type and temperament in building our energy levels.

**Spiritual Energy and Temperament**

Temperament is defined as the pattern of core needs, values, talents and behaviors that underlies our way of acting and being in the world. Understanding Temperament can provide a short cut to identifying what tasks and activities will meet our core needs and therefore nurture our spiritual energy. Eve Delunas’s work on temperament and stress games documented in *Survival Games Personalities Play* (1992) demonstrates how our spiritual energy can be negatively affected when our core needs are not met.



**Mental Energy and Cognitive Processes**

Our Cognitive Processes, as defined by Carl Jung, represent the natural ways that we gather information and make decisions. Although we can potentially use all four information gathering functions (Extraverted Sensing, Introverted Sensing, Extraverted Intuiting and Introverted Intuiting) and all four decision making processes (Extraverted Thinking, Introverted Thinking, Extraverted Feeling and Introverted Feeling), when we do work in which we are able to use our primary information gathering and decision making functions, we tend to use less energy and are more effective because these are easiest for us to access. Conversely if we use functions that are in our Shadow side (as described by John Beebe), we may feel mentally inadequate, or experience negativity or strain.

**Emotional and Physical Energy and Interaction Styles**

Interaction Style is a pattern of physical energy, pace, movement and outward behaviors correlated with mental aims, beliefs and innate talents that underlie the ways in which we engage with others to achieve our goals. Knowledge of Interaction Styles can help us to understand the innate blueprint of our

physical and emotional energy.

Below is an overview of how I apply this knowledge in building more sustainable energy for myself. My type preferences are for ENFJ.

Type Lens/Energy	Ideas to Build Energy
<p><b>Catalyst (NF)/ Spiritual Energy</b></p>	<p>My best-fit temperament is Catalyst. Catalysts are driven by the need to have purpose and meaning in their lives and to be special. A key facet for Catalysts is to maintain a strong network of relationships. Based on these core needs, here are two ideas that I have implemented to nurture my Spiritual Energy;</p> <ul style="list-style-type: none"> <li>• Plan quality time with someone with whom I have a significant relationship at least once a week. (friends, family, partner).</li> <li>• Plan at least 10% of my work to be focused on my passion – sharing type knowledge with others.</li> </ul>
<p><b>Cognitive Processes/ Mental Energy</b></p>	<p>My dominant function is Extraverted Feeling: I enjoy building bridges with others, I understand how to manage a group to meet others’ needs and I want interactions to be harmonious. My auxiliary function is Introverted Intuiting: this means that I am at ease integrating data to create new mental models, concepts and methodologies. My demonic function is Extraverted Thinking which means that when I have to undertake detailed systematic, cause-effect planning, I can feel stressed and inadequate. Based on this knowledge, here are three ideas I have implemented to protect and build my mental energy:</p> <ul style="list-style-type: none"> <li>• Facilitate learning (either through coaching or training) at least one day per week. If there is a conflict in the room, do not take it personally (activate my Inferior Introverted Thinking to analyze the cause and reframe the situation)</li> <li>• Make sure 10% of my work involves some type of writing – course design, books, newsletters, or articles to meet Ni needs.</li> <li>• Recognize that when I have to organize logistics that this will drain my energy and do not to berate myself because I feel exhausted and I am relatively incompetent at it.</li> </ul>
<p><b>Interaction Style/ Emotional/Physiological Energy</b></p>	<p>My best-fit Interaction Style is In-Charge. The In-Charge Interaction Style is driven to make quick decisions to get an achievable result. This style tends to move at a fast-pace with determined energy. Based on this understanding, here are four simple ideas that I have implemented to harness my In-Charge physical and emotional energy:</p> <ul style="list-style-type: none"> <li>• Recognize that everything does not need to be accomplished NOW!</li> <li>• Consciously build in time delays in responding to requests to enable thinking time.</li> <li>• Be aware of, and manage, the need to do something all the time.</li> <li>• Incorporate passive relaxation techniques to recuperate between energy bursts.</li> </ul>

By customizing an energy management plan in this way, I have been able to honor my strengths and manage my energy by utilizing my innate preferences and managing potential blind spots associated with my temperament, type and Interaction Style.

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*Linda V Berens (INTP) has over 35 years of using type and teaching others to use it. She has consistently been on the leading edge of type theory, applications, and user-friendly materials. Linda conducted MBTI® certification workshops from 1992 through 2008 and is known internationally for her breakthrough work that delivers elegant simplicity underneath complex human systems. She is currently Past President of the Association for Psychological Type International and has been active in APTi since 1980 as a leader and conference presenter. She was the 2011 winner of the APTI Award for Innovation in Theory and Applications of Psychological Type. She provides certification in the Berens CORE Approach as well as advanced training and meta-coaching for type professionals to help them with their work with type in many arenas. She also works directly with organizations to facilitate teamwork, leadership development and culture change. Her latest project is contributing to the innovative Matrix Insights leadership and team development software.*

You can read more about her and her work at [www.lindaberens.com](http://www.lindaberens.com) or contact her at [Linda@lindaberens.com](mailto:Linda@lindaberens.com)

# THE TIME FOR TYPE IS NOW!

## LINDA V. BERENS, Ph.D. (INTP)

The theme of the Conference, “Time for Type” struck me as such a relevant theme for what we face in the world today that I immediately submitted a proposal for a plenary session, which was accepted. Then my life conditions changed and I am not able to attend the Conference. I am pleased that BAPT has chosen to publish this article so I can share these thoughts with you. I would love to hear from you about your response to them. I am truly sorry I will not be at the Conference.

### Then ...

In the beginning, the time for type to be ‘born’ was in the 1920s when great thinkers like Carl Jung, Eduard Spränger, and Ernst Kretschmer were identifying individual differences. Systems thinking was also born then so the patterns and dynamics were holistic in nature. Then in the 1940s and 1950s the time was ripe for developing the MBTI® instrument even though mainstream psychology wasn’t interested in Jung’s theory or in a holistic view of personality. They were interested in traits that could be measured quantitatively. We didn’t have ways of looking at holistic patterns using the available measurement methods, so the MBTI® dichotomies were created to help identify the whole pattern. This was in synch with the way people tended to think about things as either/or so achieved widespread acceptance. This way of thinking was in parts, not wholes, so the parts got treated as if they were types instead of indicators of a type pattern.

In 1975 I was introduced to temperament theory by David Keirsey in a psychopathology class. He was presenting a systems view of personality that he had developed integrating the works of many great thinkers, primarily, Ernst Kretschmer. To summarize Kretschmer, there are four patterns of dysfunctional behavior and these are the same patterns for when people are functional. Keirsey didn’t relate these to the MBTI® instrument until in a later class. He had

made the link when introduced to Isabel Myers’ new instrument and descriptions by David Saunders before the first MBTI® manual was produced. Type was woven into the Masters in Counseling and we students found it so fascinating that we spread the word everywhere. Then in 1978, *Please Understand Me*, was self-published and it went viral long before the internet would have made that possible. The time was right for looking at individual differences and people were hungry for being understood and having a language for understanding those differences.

Along with temperament and the 16 types, the time for type was in the 1980s as we moved into the beginning of what John Beebe called the age of consciousness. We all wanted to be understood and become self-aware. The type movement was born. We saw the rapid increase in type-talk groups and the growth of APTi in the United States and sister organizations in other countries. In those days, APT was the main place to get type information and to come together to explore, develop, and share knowledge. There were only a few books and those not readily available. The MBTI® Qualifying Programs were developed and organizations started using type for teamwork and leadership development. In the 1990s we saw a rapid increase in publications and by 2000 we also saw other instruments besides the MBTI® instrument emerge. With the internet we also have seen discussion groups and knowledge sharing by lay people as the trend to know oneself continued. Now there are many sources of type information and many of them are not as accurate as we might like. And some organizations are not wanting to use the MBTI® tool or other ways to get at type because they have ‘been there, done that.’

### Now ...

Has type outlived its usefulness? How is NOW different than those other ‘nows’? What is going on in the world that makes type even more important now? And what needs to be different now

from before? There are some major transformational shifts in levels of consciousness emerging in the world today. More and more people see the interrelatedness of everything and recognize what Einstein said years ago that we can't solve problems from the same consciousness that created those problems.

The fast paced world has become even more complex with more ambiguity. The leadership research shows that agility is key. Type can help develop this agility when it is introduced in a way that fosters it and there are developmental tools and practices to make it stick. We need workers who are more self-authoring and self-regulating, which requires significant self-awareness. We need people who can take multiple perspectives and hold them in their awareness to make complex decisions. Type CAN help do this. Let's look at how.

**Complexity**

We are human complex systems, yet we yearn for simple answers and explanations. In a TED talk called: "Puppies! Now that I've got your attention: complexity theory,"<sup>1</sup> Nicolas Persony gives an elegant explanation of complexity and a compelling reason for us to embrace complexity theory. I paraphrase him here:

Complex does not mean complicated. Something complicated comprises many small parts, all different, and each

of them has its own precise role in the machinery. A complex system is made of many, many similar interacting parts, with simple individual rules and emergent properties that result from these interactions. Therefore the whole is greater than the sum of its parts and the behavior of the system cannot be predicted by any one of the parts. It is all about finding the simple rules that explain the complex patterns.

So how do we recognize some of the simple rules operating within our human meaning making and behavior? Different lenses give us some simple rules that different groupings of the 16 types have in common. These rules help us know some key information about ourselves and others.

Temperament theory gives us the Essential Motivator<sup>2</sup> lens that gives us a very powerful rule about 'why' we do what we do:

Different people are driven by one of four different sets of psychological needs. They must get these needs met or feel psychologically 'dead'. Meeting these needs makes them feel alive. Not meeting them is stress producing. Thus we have talents to help us get them met and are driven to exercise these talents.

	Improviser	Stabilizer	Theorist	Catalyst
Need	Freedom to act...Now Make an impact	Sense of Responsibility Place to make a contribution	Knowledge and competency Mastery	Sense of deep meaning and purpose Unique identity
Talents	Tactics	Logistics	Strategy	Diplomacy
Type Codes	_ S _ P	_ S _ J	_ NT _	_ NF _
<i>Type codes are matches of patterns, but when you know the mental processes they stand for you can see how the different processes are best suited to meet the needs of the temperament.</i>				

The Interaction Styles lens also points to a simple rule about 'how' we interact with others:

Different people are driven by one of four different psycho-physiological drives and meeting these drives is satis-

fying. Not meeting them is stress producing, therefore we have talents that help us get them met. Using these talents energizes us.

	Chart-the-Course	In-Charge	Get-Things-Going	Behind-the-Scenes
Drive and Aim of the drive	Anticipate Get a desired result	Accomplish Get an achievable result	Involve and be involved Get an embraced result	Integrate Get the best result possible
Talents	Thinking ahead	Steering	Motivating	Synthesizing
Type Codes	ISTJ ISTP INTJ INFJ	ESTJ ESTP ENTJ ENFJ	ESFJ ESFP ENTP ENFP	ISFJ ISFP INTP INFP
<i>Type codes are matches of patterns, but when you know the pattern of mental processes they stand for you can see how the different processes used in this way are best suited to meet the drives of the Interaction Style as well as how Introversion and Extraversion play out.</i>				

Theme Name	Leading Role Be heroic by...	Supporting Role Help out by...	Type code and dynamics	Interaction Style and Temperament
Analyzer Operator	<b>Analyzing</b> to get to the essence of something and find the leverage point	<b>Noticing</b> opportunities in the present context to make things better	ISTP Ti,Se,Ni,Fe (Te,Si,Ne,Fi)	Chart-the-Course Improviser
Promoter Executor	<b>Noticing</b> opportunities in the present context to make things happen	<b>Analyzing</b> to get to the find the leverage point to make things happen	ESTP Se,Ti,Fe,Ni (Si,Te,Fi,Ne)	In-Charge Improviser
Composer Producer	<b>Valuing</b> different options to see what is most important and what fits	<b>Noticing</b> opportunities in the present context to create a better result	ISFP Fi,Se,Ni,Te (Fe,Si,Ne,Ti)	Behind-the-Scenes Improviser
Motivator Presenter	<b>Noticing</b> what will move people to action in the present moment	<b>Valuing</b> different options to see what is most important and of value	ESFP Se,Fi,Te,Ni (Si,Fe,Ti,Ne)	Get-Things-Going Improviser
Planner Inspector	<b>Reviewing</b> to see what matches and to stabilize with a predictable standard.	<b>Segmenting</b> to bring order and make things match objective criteria	ISTJ Si,Te,Fi,Ne (Se,Fi,Te,Ni)	Chart-the-Course Stabilizer
Implementer Supervisor	<b>Segmenting</b> to bring order, measure, and construct for progress	<b>Reviewing</b> to stabilize with a predictable standard to check against	ESTJ Te,Si,Ne,Fi (Ti,Se,Ni,Fe)	In-Charge Stabilizer
Protector Supporter	<b>Reviewing</b> to see what matches and to stabilize with a predictable standard	<b>Connecting</b> with others and considering what others want to support	ISFJ Si,Fe,Ti,Ne (Se,Fi,Te,Ni)	Behind-the-Scenes Stabilizer
Facilitator Caretaker	<b>Connecting</b> with others considering what they want to build relationships	<b>Reviewing</b> to attend to what has been done in the past and will work for now	ESFJ Fe,Si,Te,Ne (Fi,Se,Ti,Ni)	Get-Things-Going Stabilizer
Conceptualizer Director	<b>Foreseeing</b> something new that will transform with a meta perspective	<b>Segmenting</b> to bring order and construct for progress so vision is implemented	INTJ Ni,Te,Fi,Se (Ne,Ti,Fe,Si)	Chart-the-Course Theorist
Strategist Mobilizer	<b>Segmenting</b> to bring order and construct for progress so strategy is implemented	<b>Foreseeing</b> ways to make the vision happen and results are obtained	ENTJ Te,Ni,Se,Fi (Ti,Ne,Se,Fe)	In-Charge Theorist
Designer Theorizer	<b>Analyzing</b> to find the essence and leverage point for an elegant design	<b>Interpreting</b> to see how emerging patterns improve the framework	INTP Ti,Ne,Si,Fe (Te,Ni,Se,Fi)	Behind-the-Scenes Theorist
Explorer Inventor	<b>Interpreting</b> and exploring emerging patterns linking to other contexts	<b>Analyzing</b> to find consistency and gain leverage with a framework	ENTP Ne,Ti,Fe,Si (Ni,Te,Fi,Se)	Get-Things-Going Theorist
Foreseer Developer	<b>Foreseeing</b> and envisioning helpful transformations	<b>Connecting</b> with others and considering what others need to develop potential	INFJ Ni,Fe,Ti,Se (Ne,Fi,Te,Si)	Chart-the-Course Catalyst
Envisioner Mentor	<b>Connecting</b> with others and facilitating nurturing relationships	<b>Foreseeing</b> and envisioning helpful transformations to develop potential in others	ENFJ Fe,Ni,Se,Ti (Ti,Ne,Si,Te)	In-Charge Catalyst
Harmonizer Clarifier	<b>Valuing</b> to see what is truly important and what is congruent	<b>Interpreting</b> to see what isn't being said by exploring emerging patterns	INFP Fi,Ne,Si,Te (Fe,Ni,Se,Ti)	Behind-the-Scenes Catalyst
Discoverer Advocate	<b>Interpreting</b> and exploring emerging patterns linking to discover meaning	<b>Valuing</b> different positions to see what is most worth promoting and supporting	ENFP Ne,Fi,Te,Si (Ni,Fe,Ti,Se)	Get-Things-Going Catalyst

Looking at the 16 personality types in terms of the dominant and auxiliary can give us a sense of some simple rules that drives 'what' we think about and our behavior. This is especially powerful when we consider the functions in their attitudes and the roles those functions play. We are driven to gather certain kinds of information and make certain kinds of decisions so seek out opportunities to be heroic with the dominant and helpful using our auxiliary. In the table on the previous page notice that how the cognitive processes<sup>3</sup> are engaged is 'ruled' by the whole, including the Temperament and Interaction Style.

Once we know these patterns and these rules, we can easily identify the emergent properties of the personality system and understand 'why' someone does what they do, 'how' they are driven to interact and 'what' kinds of things they will most likely think about. Once this is understood, it is easier to know what to do to empower them to get their needs met and to foster their development. If we don't pay attention to these rules and only look at one of the lenses or the single dichotomies, we miss very important information.

### Agility

Human agility is one of the foundations of the maturity needed to manage complexity and ambiguity. Technically, agility usually refers to flexibility and quick response. However, in recent years, it has expanded in meaning. According to the ChangeWise website<sup>4</sup>, "Agility is acting with purpose and flexibility, collaborating with disparate stakeholders, developing creative solutions to complex problems, continually learning and changing." So how can we use type to develop this kind of agility? In my view, this is the most powerful reason for using type and its effectiveness depends on the simplicity on the other side of complexity. The ways we present type need to be memorable and easy to use as a language so as to help people follow the rules of their own complex system.

In early stages of development we are fused with our own ways of thinking, interacting, and being motivated. As we mature we can start to see that there are points of view other than ours and see these as 'either/or' ways of looking at things, still hanging on to our own perspective as being better. Often development gets stuck at this point. Later, we can start to see that there is value in the other views and see them as 'both/and.' For some of us development stops there but, for a few, development continues to the point where we learn to integrate the opposites. This is the level of development needed for leadership and even for coping in today's complex world.

Introducing type only with dichotomies parallels the earlier stages of development and often it gets left there. This level of development does not allow handling complexity and ambiguity so, in today's world, it leaves many at a disadvantage and does not help get at the root causes of problems and creative solutions. Dichotomies are useful, but not when they are used to reduce complex behavior to a 'type' (as in saying intuitor instead of an intuiting preference). In the end that makes type complicated. For type to help foster development, there are a few things we can do differently than what has been traditionally done with type.

- Introduce both the introverted and extraverted varieties of the dichotomies as processes that we all engage in, not as either one or the other. We do use them simultaneously or in rapidly occurring brain activities patterns<sup>5</sup>. They are not necessarily opposites.
- Use polarity management practices and other activities to help people see the positive aspects of the other side of the polarities and move to integration.
- Recognize that all of the lenses have holistic themes and dichotomous processes.
- Balance dichotomies with information about the simple 'rules' of the holistic patterns of Essential Motivators (aka temperament), Interaction Styles, and Whole Type.
- Use the whole pattern 'rules' to foster perspective shifting and then activities that require integration of these perspectives for the best outcomes.

Following these suggestions are ways we can set the stage for expanded levels of development to emerge. The same approaches used in the early days of type won't work. Reports get put in filing cabinets and not looked at so we need living tools like software that can be accessed at the moment of need. We need practices and tools that help us practice and develop our capacities to take perspectives, and be more agile in how we respond to very complex problems. The world is in a major transformational shift and having ways of understanding and working with differences is crucial. Let's be a part of it and have type play its role in making the shift a positive one.

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<sup>1</sup> Perony, Nicolas. TEDxZurich 2013

[http://www.ted.com/talks/nicolas\\_perony\\_puppies\\_now\\_that\\_i\\_ve\\_got\\_your\\_attention\\_complexity\\_theory.html](http://www.ted.com/talks/nicolas_perony_puppies_now_that_i_ve_got_your_attention_complexity_theory.html) Sourced March 1, 2014.

<sup>2</sup> Essential Motivators is the name I currently give to the temperament patterns to distinguish the needs based approach to temperament from Keirsey's approach and also to help give clear meaning the kind of information the lens brings.

<sup>3</sup> Cognitive Processes words and definitions are based on definitions in *Understanding Yourself and Others, An Introduction to the Personality Type Code*, Linda V. Berens and Dario Nardi, 2004, Radiance House and *8 Keys to Self-Leadership*, Dario Nardi, 2005, Radiance House.

<sup>4</sup> Sourced from <http://www.changewise.biz/> March 3, 2014. Changewise is the consulting organization of Bill Joiner, Author of *Leadership Agility*.

<sup>5</sup> Information presented by Dario Nardi in his Neuroscience of Personality Certification Training.

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