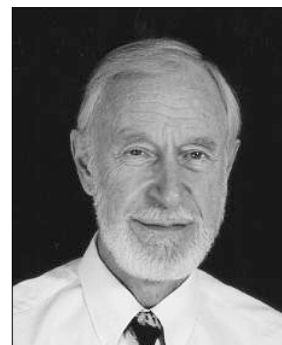


# BAPT ANNUAL CONFERENCE

## PRE-CONFERENCE WORKSHOP ON 'HELPING TEAMS BY USING TYPES'

Led by Dr Gordon Lawrence, CAPT.  
Report by GILL CLACK (ENFJ)  
Editor



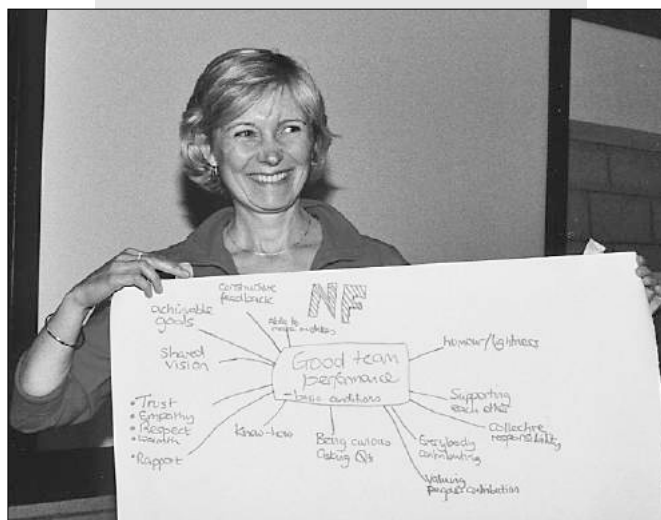
On a lovely Spring day in May forty delegates from around the country, plus overseas visitors from the Republic of Ireland and Australia, converged on BT's Conference Centre at Stone, Staffordshire, eagerly awaiting the first stage of BAPT's 2003 Annual Conference.

This was to be a Workshop on 'Helping teams by using types', and we were privileged to be led by Dr Gordon Lawrence, a Director of the Center for Application of Psychological Type (CAPT) in Gainesville, Florida. CAPT was founded in the 1970s by Isabel Myers and Mary McCaulley to promote research, education, and support services related to the theories of Jung and the MBTI® and, particularly, "to be concerned with constructive use of differences".<sup>1</sup> We knew that, given Gordon's experience of over 30 years using type and the MBTI® and working with Isabel Myers personally, he would impart a unique insight into this fascinating topic. We were not disappointed.

Gordon started by emphasizing that type differences were "interesting curiosities rather than something wrong with you" and an understanding of these provided an additional tool in our toolboxes to help us when working with teams. To help a team develop, through the use of type, he suggested we firstly needed to know how it currently functioned, recognising how type concepts could potentially help in the 'diagnosis'. We had to understand in

what *aspects* of team functioning to apply type tools and whether the conditions were right for such an intervention. We also needed to know the type distribution of the team and what that meant for intervention with type, the team composite type and what that meant; and also the team members' attitudes towards change. He then went on to suggest basic techniques for the initial explanation of type to team members, i.e. how to get them involved followed by some team building

viewed as a pyramid with an absence of trust at the foundation, followed by fear of conflict, lack of commitment, avoidance of accountability and inattention to results. The more positive side of this was that truly cohesive teams trusted one another, engaged in unfiltered conflict around ideas and issues, committed to decisions and plans of actions; held one another accountable for delivering against those plans and focused on the achievement of collective results.



Carol reports the NF view

activities that worked for different needs in the light of our assessment.

He then introduced us to Patrick Lencioni's book *The Five Dysfunctions of a Team*<sup>2</sup> which suggests that "Organizations fail to achieve teamwork because they unknowingly fall prey to five natural but dangerous ... dysfunctions". These dysfunctions, Lencioni has argued, were not separate issues but interrelated and susceptibility to even one of them could be lethal to the success of a team. They could be

In assessing whether the conditions were right to use type with a team, Gordon suggested that a practitioner needed to consider whether the team had a goal or on-going effort with which type could be linked, how s/he could judge the readiness of the team to use type, what questions could be asked or what data could be gathered about their readiness, what was his/her position of influence for intervention, what were the purposes and motives in this situation and how to set up the right conditions for introducing type.<sup>3</sup>

As we have been taught, Gordon again emphasized the value of all preferences in the workplace and gave us each a copy of his booklet *Descriptions of the Sixteen Types*<sup>4</sup> which focuses on core values rather than behaviours when describing the different preferences. He suggested that a practitioner might 'talk in type' to get the message across and engage the individuals with whom s/he was working

In exploring the impact of type differences within the team, Gordon suggested that consideration should be given to the main *assets* each individual brought to the work team and also the *blindspots*. Then an exploration could proceed to ways in which team members could bring out their best work, what kinds of tasks most energized them and what drained them and, finally, knowing the mix of types in the team how each could be more responsive to the needs of the team overall.

We then undertook two exercises, the first of which was in groups based on the functional pairs (NT, ST, NE, SF) and considered two questions: (1) What do we see as the *basic conditions* for good team performance? and (2) What

familiar to some members. This demonstrated the importance of all four mental functions in the process of coming to a decision. Firstly, it was important to gather the facts and assess the situation (Sensing perception), then to consider new possibilities using imagination (Intuitive perception), followed by logically analyzing the effects of acting on each possibility (Thinking judgment) and finally weighing the human consequences of acting on each possibility (Feeling judgment). He argued that any decision that did not take into account all four processes would be a flawed decision. Since we might neglect our least preferred process we each brought a natural bias to the zig-zag so had to be aware of this and make every effort to discipline ourselves to use all four processes when coming to a decision.

Finally, it was important to recognize that teams operated within organizations and these too had tendencies towards certain preferences. Gordon outlined how different combinations of attitude and perception might affect them. For example, IS organizations tended to take the approach of '*let's keep it ...*' which might dry up the organization narrowing leadership and productivity; IN wanted to '*let's look at it another way ...*' which might weaken the organizational effectiveness by irrelevant ideas and alternatives; ES took the '*let's get it done ...*' approach which might result in going around in circles, or staying in ruts without clear goals; whilst EN wanted the '*let's change it ...*' approach which could mean losing touch with practical limits and exhaust resources.

The whole day was most instructive, particularly to those of us who are not involved in team building in our work. Gordon's style was relaxed, informal and interactive so we all had a wonderful opportunity to draw on his considerable experience born of such a long association with type, CAPT and Isabel Myers herself. His pearls of

wisdom and wonderful anecdotes were an inspiration. Feedback from the 30 delegates who completed evaluation forms after the Workshop resulted in 97% rating the content as either 'Excellent' or 'Good' and only one person 'Average'. Comments included "*Can't wait for Gordon's contribution tomorrow!*", "*Extremely valuable - could do with some more meetings like this,*" "*Good to have someone who knows his stuff with no type bias. Useful exercises to take away and use,*" "*Thank you for such an enjoyable learning experience,*" "*Very good to have the opportunity to listen to one of the gurus,*" "*Really enjoyed hearing about realistic tips and techniques and doing the exercises*" and "*... the anecdotes and insights from Gordon's experience were very valuable.*" It seems, therefore, that a good time was had by all!



Gordon shares his experience

*strengths* did we have to contribute to team performance? The second exercise was in groups according to the attitudes and orientations (EJ, IJ, EP, IP) and focused on questions related to decision making style: (1) What is it like for you to make a decision? and (2) Describe the process, i.e. how does the decision come? As expected, the responses of the various groups differed along type lines! This gave us further insight into what might be expected when working with different groups and teams.

Gordon then presented the Zig-Zag Process for Problem Solving already



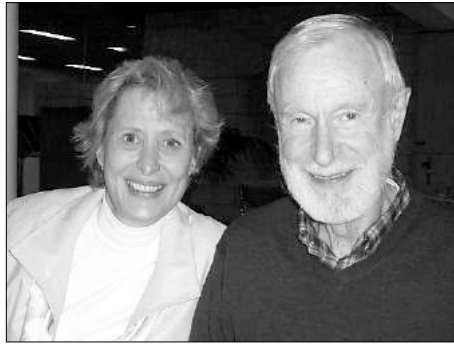
.... and his wife Carolyn came too!

## References:

- 1 Styron B. The Center for Applications of Psychological Type: a History. *Journal of Psychological Type* 2002, 61, 63.
- 2 Lencioni F. *The Five Dysfunctions of a Team: a Leadership Fable*. Jossey Bass, 2002.
- 3 Lawrence G. *People Types and Tiger Stripes*. CAPT, 1993.
- 4 Lawrence G. *Descriptions of the Sixteen Types*. CAPT, 1998.



Peter Malone



Carolyn and Gordon Lawrence



Jo Maddocks and John Cooper

## BAPT CONFERENCE REPORT 2003

Friday evening after dinner in the restaurant, the Conference began with a thought-provoking, as well as fun, look at movie clips with Peter Malone. Peter is a regular contributor to *Typeface*, the *US Bulletin of Psychological Type* and the Australian *Psychological Type Review* where he provides insight into the likely type preferences of characters in films.

We saw sections from such films as *'Billy Crystal'*, *'The Odd Couple'* and *'Thelma and Louise'*, to illustrate the traits that Briggs, Myers and Jung talked of, and identifying the underlying preferences easily. The best writers and producers unconsciously understand Type well, in order for their characters to be consistent and seem real. A little discussion and a lot of laughter punctuated the evening, which concluded with songs to suit the temperaments, like the NF song *'To Dream The Impossible Dream'*!



An audience of one



Doing the human type table



Gordon discusses motivation

Saturday morning Gordon Lawrence, our guest from the US, got straight into a practical exercise to illustrate motivation in learning something new and we sorted ourselves into a living human Type Table.

*No bottom to the well of Type - the deeper you go, the more you find in it*

We examined dominant mental processes as a key to motivation (e.g. energy for a 'J' comes with completion so that they can play!), aided by very clear and helpful handouts. Gordon provided these handouts with the intention that we could use or adapt them as appropriate in our own workshops or with clients, but asked that when we do, to cite the source. One especially excellent resource was Gordon's booklet, *Descriptions of the Sixteen Types*.

*We always interpret life experiences through the lenses of our own Type*

Motivation linked with flow in another exercise where we broke into Type-alike groups and discussed causes of emotional hijacking. It became apparent that emotional hijacking results from the exact opposite of what gives us 'flow'.

*Emotional Hijacking happens TO you - Flow comes FROM you*

We examined a type table of the delegates to find, not surprisingly, a predominance of iNtuitives among us, as well as a majority of NFs with 27 out of 51 falling into that temperament. INFP was by far the largest group among us with 16 present!

*We can all be divided into:  
Thinker-uppers, Worker-outers & Getter-doners!*

The four kinds of minds help us understand motivators. EXTRINSIC motivators are rewards and punishment, while INTRINSIC motivators are desires and values. These are the wellspring of motivation.

*Goals lead to Flow, but Prevention leads to Emotional Hijacking  
Goals differ for each Types, so it pays to understand the goals that motivate*

Gordon finished the session with some insightful reminiscing on Isabel Myers and her motivation for developing the MBTI®: that in working for global harmony, until we understand each other, there will always be war.

In writing this report, it was very tempting just to repeat the details from the pre-conference trailer - that underlying the behaviour descriptions are distinct patterns of interests, values and motivation embedded in the Types, and all the bullet points of the areas he touched upon and expanded. It is profound that you can read these words before and after the Conference with a totally different understanding, and it would take a book to explain how much more they convey after hearing Gordon Lawrence in person!

Gordon (and here I will repeat from the literature) has been developing practical uses of the MBTI® since the early 1970s, helped organize the first ever APT Conference and the founding of APT, besides writing the first "Type" book after the Manual was published. He has been instrumental in developing training for practitioners and using Type in research, teaching and consulting. What a wonderful privilege to have him address us and have the opportunity to get to know him and his wife personally.



Chatting Type over coffee



David addresses the AGM



Evening in the bar

Saturday afternoon was the occasion of the Annual General Meeting of BAPT. With 30 people present, David Stilwell brought the meeting to order and touched on the various topics such as Conference venue, BAPT Website, BAPT Librarian (John Cooper volunteered), *Typeface* and BAPT membership, as well as overseeing the re-election of Board members and going through the Annual Report and Accounts. A new logo should help give BAPT a fresh look in the future.

Saturday evening the planned session of "Trivial Pursuits" unfortunately could not be pursued, due to technical difficulties, so we enjoyed the bar and a free evening.



Shaking shoulders - experience



Panel of experts



Dinner



Group work

Sunday morning began with John Cooper and Jo Maddocks from JCA exploring the link between Emotional Intelligence and Psychological Type. This was a lively session of exercises and discussion. John Cooper Associates operate a Psychometric

Resource Centre with a “Heinekin Factor”, that is, the MBTI® refreshes the parts others cannot reach!! One of their basic premises is that Effectiveness=Potential minus Interference, or E=P-I, with P being gifts of our MBTI® Type, and Interference being life experiences which inhibit our development.

A very effective exercise involved walking around a space experiencing emotions. In order to manage our emotions intelligently we need to recognize and think about them. We looked at various models to help us use emotions effectively, such as the 4 Life Positions (e.g. I’m OK, you’re OK), intra and inter-personal awareness and management, and the Feeling/Thinking/Behaviour triangle with an exercise to experience the six classic defence mechanisms. This session gave us a lot to consider and left me once again wishing I had reviewed Daniel Goleman’s book *Emotional Intelligence* before coming to the Conference. For those who had not read the book at all, I believe they missed a lot of valuable points and tools embedded in both Gordon Lawrence’s and John Cooper’s presentations.



All the way from Australia



Type talk over meals



Dinner



Delegates responding

The last session of the Conference was a Q&A session with a panel of experts composed of Gordon Lawrence, John Cooper and Rowan Bayne. After being given a short time to come up with some questions, Alan Hodgson moderated the discussion of such questions as:

- Isn’t Step II ‘behaviour’ rather than preference? (Possibly)
- Can you use the MMTIC with immature adults? (No - not appropriate or helpful)
- Archetypes and EI work together? (need prep or an expert on Archetypes to respond adequately, but an avenue to better management of emotions can be through your favourite archetype)
- How to get MBTI® in mainstream psychology (good quality published research)

For fuller answers perhaps keep an eye out for our *Ask BAPT!* column in *Typeface*. (Or come to the Conference!)

And so, after a full weekend of presentations and social and networking occasions, we left with much to ponder, as well as use and share in our personal and professional use of Psychological Type.

*You can confirm your dominant because when N & T quarrel who wins?! Gordon Lawrence*

Sally Carr’s book on *Finding Your Fit*, includes tips like try acting like an ‘S’ one day and then an ‘N’ the next day to see which is most comfortable.

*Reported Type is a starting place. The MBTI® is designed for ‘naïve’ eyes - not a lot of point in taking it more than once unless taken at work and then at home, or if you took it during a time of crisis.*

Gordon Lawrence

*It takes work and still to use emotions constructively. Schools don’t teach this and are producing emotional cripples.*

Gordon Lawrence

*I borrow Betsy’s “Gravy trays” - iNtuities throw everything into the tray like sausages bobbing around in the gravy. John Cooper*

#### BAPT CONFERENCE 2003 - POSTSCRIPT

Thanks again must go to the generous support from our sponsors this year, namely John Cooper Associates, Steve Myers and The Test Agency.

The winner of the raffle prize of a course on ‘Emotional Intelligence: Qualifying Workshop in Individual and Team Effectiveness’ was Val Goldberg of Guildford, Surrey.