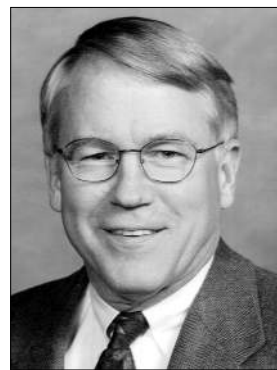


BAPT ANNUAL CONFERENCE

PRE-CONFERENCE WORKSHOP ON 'EXPLORING TYPE, TIME MANAGEMENT AND WORK STYLE'

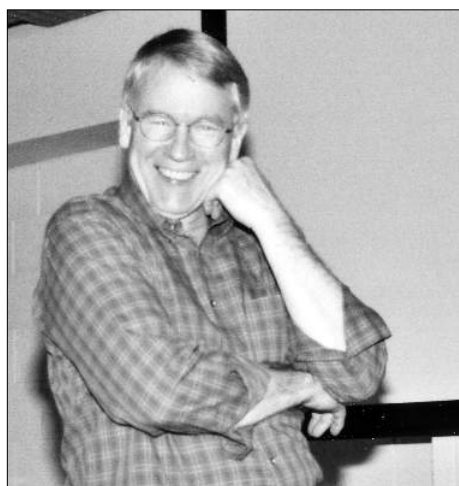
Led by Dr Larry Demarest (INTJ)

Report by GILL CLACK (ENFJ), Editor



As in 2003 on a Spring day in May nearly 30 delegates from around the country, plus overseas visitors from France and the United States, arrived at BT's Yarnfield Conference Centre near Stone in Staffordshire, to participate in the first stage of BAPT's 2004 Annual Conference.

This was a Pre-Conference Workshop on '*Exploring type, time management and work style*', and was led by Larry



Demarest from Minneapolis, Minnesota, a training and organizational development consultant and a member of the faculties of the Center for Applications of Psychological Type (CAPT) and the APT Qualifying Program. He is the author of the books *Looking at type in the workplace*¹ and *Out of time: How the 16 types manage time*², both published by CAPT, so we were looking forward to learning a great deal from an expert in this field. This we most certainly did!

Larry reminded us that psychological type illuminated much of everyday life,

including the world of work. The aim of the day was, therefore, to explore some of the connections between type and time management and work style, including the ways in which people with the various preferences:

- handled the timing, specificity, and flexibility of planning
- involved others in their work (when, why, and how much)
- experienced motivation
- used daily calendars, planners and organizers
- typically managed their time, got pulled off track, and got themselves back on

We started by filling in a questionnaire that invited us to outline how we usually approached our work that we then revisited at the end of the day.

Then, in turn, we outlined what particular aspect of time management and work style was important to us and what, therefore, we hoped to get out of the day.

Time management systems and techniques, Larry suggested, were intended to help us to: decide what was important; stay focused on what was important; get and stay

organized, and work efficiently. The phrase *good time management* usually referred to using a particular set of tools and techniques, e.g. a 'to-do' list, written goals, and a calendar or planner. The attractiveness of these tools would vary according to type preference. In this case the focus was more on outcome than process. Larry suggested that classic time management was very much a J affair but that, even so, other preferences still came into play, e.g. Js liked lists; Ts liked to prioritize; Is didn't like interruptions, etc. Overall, however, time management's focus was primarily on I, S, T, J, with J coming first, followed by T, then S and finally I.

Another approach was, however, using the methods that best helped *you* accomplish what was most important to you, and he cited Judith Provost's notes in *Work, play, and type: achieving balance in your life*³, that entailed "*taking responsibility for the use of time in your life*". Thus, good time management was based on effective self-management. In this case the focus was on the process.

Then he described some alternative approaches. For example, unless a particular sequence was required, start





wherever you could or with whatever part you felt motivated to work on; have more than one item of work going on at once, so you could shift back and forth between them when you got blocked or bored. We were beginning to see the approaches that might work for the different types emerging.

He then took us through the way the different types reacted typically to work and we participated in several exercises to illustrate a number of the concepts.

The first involved our approach to being interrupted and whether it knocked us off track and how we then got back on track and how long this took. We shared this with our colleagues and, not surprisingly, there was a strong E/I difference.

The second exercise, to demonstrate the S/N differences, invited us in different type groups to “describe time”. This resulted in many different words and drawings as the different types attempted to complete this task, e.g. the Ss described it as “limited”; the INs as “infinite”, and the ENs drew a picture of the sun, and a river with many tributaries stretching into infinity. It was suggested that, in general, Ns viewed time as elastic (particularly NPs) whereas Ss saw it as more linear, particularly SJs. In relation to projects, if the goals were too clear then Ns would become de-motivated. In contrast, Ss liked to follow a proven process, i.e. “why reinvent the wheel?” and they might become de-motivated by

what they saw as ‘pie in the sky’ projects - they wanted to see some practical effect in the short term. This exercise, therefore, took us into the underlying motivations of the different types.

We then moved on to working in teams and considered, this time in groups split IT, EF, IF and ET, when we preferred to involve individuals; who to involve; why they should be involved, and, finally, for how long they should be kept involved. The result was that the ITs tended to involve individuals on a ‘when needed’ basis so they might come and go from the group as appropriate; EFs involved people from the outset; IFs tended to decide things ‘behind closed doors’ not involving many people, and ETs involved people ‘when needed’ like the ITs. The Ts were, therefore, much more task-oriented and focused on ‘what’ needed to be done and the Fs on both the task and relationships with a focus on both the ‘what’ and the ‘how’.

The next exercise involved considering our approach to different tasks and at what point we became stressed. This was related to the J/P difference and, whilst some outcomes were as one would expect, others were revealing. The consensus was that when presented with a project initially the Js would experience ‘high stress’ but this would reduce as the project progressed and they got it ‘under control’ although there might be a last minute ‘blip’ when a bit of panic and stress occurred just before the deadline. In contrast, Ps initially felt little stress at the start of the project, when they did not find it particularly

interesting, but this increased quite rapidly as the deadline approached which they often found stimulating with the rush of adrenaline.

Then, finally, we moved on to ‘whole types’ and Larry invited us to outline the key features of our approach to how we managed time and work; two strengths and two pitfalls of our style; what pulled us off track and what pulled us back on track; and lastly our approach to planning. We outlined these on flip charts in type-alike groups and then reported back to the whole group. As usual with such exercises, the results were both different and illuminating.

All in all, therefore, the day was most instructive and I’m sure I’m speaking for the rest of the group in saying that a most enjoyable experience was had by all and we learned a lot.

References:

- 1 Demarest L. *Looking at type in the workplace*. Center for Applications of Psychological Type, 1997.
- 2 Demarest L. *Out of time: how the 16 types manage time*. Center for Applications of Psychological Type, 2001.
- 3 Provost J. *Work, play and type: achieving balance in your life*. Center for Applications of Psychological Type, 2001.



2004 BAPT CONFERENCE

Report by NANCY SILCOX, Assistant Editor (ENTJ)



Yarnfield Park near Stone in Staffordshire was once again the venue for the BAPT Conference, which was held this year 7-9 May 2004. This is a dedicated Conference Centre easily accessible by rail or road and, for the adventurous, equipped with sports facilities, as well as internet access for the workaholics among us. The modern rooms are self-contained and comfortable, and the conference rooms light and well-equipped for the modern presenter.

Meals were delicious with plenty of choice for all varieties of taste and diet. Mealtime, as always, was a great opportunity to discuss concepts introduced in the sessions, as well

as unlimited “Type-Talk” without worrying about being understood by those around us! Being together for the whole weekend at meals, tea breaks, in the bar, etc. provided many opportunities for networking and learning from one another, for sharing opinions, research and experience. So although a number of people commented about the cost of the Conference being high, for some of us it was well worth the expense.



There was a friendly air of anticipation as delegates gathered in the conference room after dinner. A new addition to the Conference was a Book Stall with new and used books. We hope that next year the “Bring and Buy” will be used by even more people. BAPT President, David Stilwell welcomed everyone and then introduced Judy Allen, Conference Chair, to lead our first session. She had prepared a light and lively evening for us, assisted by Carol Parkes, to look at how the functions look in their introverted and extraverted versions. Each table was assigned a function and asked to prepare a list of

words that described it either introverted or extraverted, then to compose a scenario that would help someone visualize and understand it better. We put these lists up on the wall and then Carol urged us to go back to being six years old again and DRAW the introverted and extraverted functions - no words allowed! A lot of laughter and a little disagreement, but overall a helpful and enlightening process. We adjourned to the bar and to bed.



Saturday’s “type talk” began at breakfast. I always enjoy the opportunity to talk type endlessly without offending or boring anyone: one of the bonuses of the BAPT Conference, as well as networking and sharing ideas, theories and observations to aid the use of the MBTI® and psychological type. We reconvened after breakfast, with the 42 delegates including two internationals: Stuart Attewell (INFJ) from Paris, and Elma Tulloch-Reid (INTJ) from Los Angeles.





Our guest speaker from Minnesota in America took the morning session. We were very privileged to hear from Larry Demarest (INTJ) on the subject of Type and Change. Larry is a training and organizational development consultant, a member of the faculties of the Center for Applications of Psychological Type (CAPT) and the APT Qualifying Program. He has written two books, *Looking at Type in the Workplace* and *Out of Time: How the 16 Types Manage Time*. He is currently researching change management and will use our contributions and session results in his on-going research.

Larry's topic was "Sixteen Paths to Individual Change", and we began by looking at how understanding type can facilitate change by acknowledging that all types resist change under some conditions and warning to beware 'type imperialism', or imposing our type on others. What is difficult or rewarding is very type dependent and can be the difference between intentional vs. imposed change. Larry guided us through his handout "Sixteen Paths to Individual Change" - examining what helps make change happen, force field analysis, stages of transition, general preferences' approaches, duct tape model, etc.



After the coffee break we shattered Larry's British stereotype as he found us the most active, involved and creative group he had seen do the 'sailboat' exercise. We were in EJ/IJ/EP/IP groups and told we were in the business of making sailboats and in five minutes to use anything in the room to make a sailboat but, after four minutes, he changed our business to making stars! This exercise can be quite revealing and helpful when you see Js, for example, finishing their boat before beginning to make a star!



Before lunch we had a quick look at types under stress and the phases that engage dominant and then inferior.

Each type speaks its own 'language', as Larry's research showed, so after lunch we broke into type groups and discussed some questions to clarify, modify or validate his previous research; specifically "What helps you change?", "Approaches that don't work" and "What to Avoid", but adding a further aspect of "What would I look like resisting change?"

The next exercise had a profound effect on me and took the understanding from academic knowledge to understanding and application. We did the living zig-zag exercise. With Larry timing, we moved from S to N to T to F in our type-time, showing me how short a time an ENTJ spends on the Feeling aspect in decision-making. Basically, in an hour one would devote 28 minutes to one's dominant, 18 to one's auxiliary, 10 to one's tertiary and only 4 minutes to one's inferior!

We finished looking at the handout, how to work with dominant, using type to help you change, establishing healthy habits, techniques for personal change and the Mobius Model. Larry ended with a quote from Allen Wheelis: *"It is a rare experience - anytime, anywhere - to be known and understood without being judged, to be regarded with affection and respect without being used."*

At the end of the session Katherine Devitt expressed a vote of thanks to Larry on behalf of all those present.



The AGM was held after the tea break, David Stilwell presiding. We proceeded through Apologies, Minutes, President's Report, Treasurer's Report and the Appointment of Auditors for 2004/5 at a very speedy rate, voted on the Constitution Amendments and Reserves Policy and came to the Election of Officers. David was re-elected to President and Gill to the Newsletter unanimously (and what a great job they do!), but the third Board member took a bit more time as nominees or volunteers were not initially forth-coming until our member from France, Stuart Attewell, offered to join the Board in order to improve international connections and cooperation. He was duly elected.

Under 'Any Other Business', the price of the Conference was raised, as well as the accessibility of the BAPT Library, OPP/BAPT relations and cooperation, and items to do with the budget in the Treasurer's Report. Any other business always seems to generate lengthy discussions and ideas, so the "Meet the Board" session was not fully realized. We broke for dinner and, as there was nothing formally planned for the evening, delegates lingered over dinner discussions before adjourning to the bar or retiring to bed.



On Sunday morning Peter Whinney, a BAPT member who is also an Anglican Bishop, held a Communion Service before breakfast, where eight people shared bread and wine.

The first meeting on Sunday was divided into two concurrent sessions. I chose to attend the one presented by Roy Childs, who is a Business Psychologist with an interest in psychometrics. He has worked with type since the 1980s, runs BPS recognized qualifying courses and works as a trainer, coach and facilitator. His publications include *The Psychometric Minefield and Emotional Intelligence and Leadership*, and he is both a Chartered Occupational Psychologist and Managing Director of Team Focus. With Team Focus, he has developed a new range of instruments one of which, the Type Dynamics Indicator (TDI), we had the opportunity to complete.

As Roy rightly says, type is not about the MBTI® but a model of the psyche. The MBTI® is a paradox in that its purpose is to make type simple and usable. Yet psychological type is a complex theory that, with type dynamics and development, needs more than a short time to get maximum benefit from this understanding.

The issues that have emerged in Roy's use of Jungian theory include 'differences are not opposites', 'individuation versus differentiation' and 'uniqueness/commonality'. The MBTI® he suggested, struggles to measure what we are as well as what we would like to be.

We conducted an exercise in pairs to think of "life as a book", which chapter are you in, what is in this chapter and give it a title. Roy suggested we have an identity self, an ideal self and a true self, with maturity being a life journey aligning selves. The TDI is a stimulator, not an answer. He feels it is closer to Jung than the MBTI®.

Although Roy raised some issues and questions that stimulate and intrigue, I personally am wary of individuals who invent their own indicator. The MBTI® was researched and refined over decades with many sharp minds helping develop it. I understand it is not the ONLY tool, but I feel other indicators may water down the effectiveness of the MBTI® and, indeed, lessen its

impact if they are not thoroughly thought out and researched. Sometimes a person is so focused on his own theories that he cannot see glitches.

The trailer for this session mentioned the neglected element of Jung's powerful model, extending and enriching how you identify and explore type and combining better, quicker, more effective identification of type, all of which this session did deliver.



In the other room, the concurrent session was about Exploring Integrity, and was led by Peter Kenney. Peter is an Anglican Priest with a longstanding interest in Psychological Type. He has a Masters in Counseling and his thesis was on the use of the MBTI® in counseling. He is currently studying for a further Masters in Jungian and Post-Jungian Studies at Essex University. Peter invited participants to work with each other to engage with the dominant and inferior functions of their type and the relationship or connection between them. The aim was to give expression to these functions through voice and drawing and explore the connections between them through meditation and active imagination. Here is a report from Paddy O'Keefe, who attended Peter Kenney's session:

Peter began by inviting us to create a "sacred space" where, through a process of meditation and active imagination, we would explore our own integrity via our four conscious functions. He conducted us in a meditation in which we visualised each of our four functions from dominant to inferior. We then drew these visualisations on flip-chart using coloured crayons.

When everyone was ready, we gravitated into groups of five and each of us took turns to be the focus of the group's attention (the subject). The subject described each of their functions in turn using the drawings, nominated each of the other four to represent one of their functions and asked them to embody in some way that function. This embodiment, or representation, could be achieved by the subject asking them to repeat certain words, phrases or actions suggested by the subject or to extemporise or use a combination of both. After this rehearsal, each function would then be represented in turn from dominant to inferior and back again. Finally all the functions were represented simultaneously, causing quite a cacophony! The subject then acknowledged each of their functions in whatever order seemed appropriate, saying "*I hear you*" and asking them to be still. This process was repeated for each member of the group.

Back in plenary again, Peter led us in a further meditation, visualising our inferior and dominant functions. We pictured the functions as forming a spine or core of our psyche and encouraged the dominant and inferior to engage with each other, to embrace, to dance!

Finally, we engaged in something completely different! Back in our original fives, each person took it in turn to sit in a chair with their eyes closed while the other four "levitated" or raised them, using only fingers placed under their knees and arm-pits. I found the sensation of being supported physically by the people who had earlier supported me psychologically and emotionally a very moving experience. A dramatic conclusion to a wholly engaging and thought provoking session and an appropriately uplifting way to spend a Sunday morning.



Our final session after the coffee break was a debrief on the two concurrent sessions to share the main points with the whole group. Feedback was supplied on Roy Childs' session by Catherine Stothart (INTP) - TDI to help you write the next chapters in your book of life. Stephen Mathews' (INTP) reaction to filling in the questionnaire was that it was excessively complicated, but, as he went through it, the results were enlightening, e.g. the IS/WANT and my journey toward ISTJ. Linda Buckham (INTJ) - doing a degree in psychology - I was pleased to see more emphasis on Jung.

Roy Childs commented on the reaction to process. The issue was not MBTI® vs TDI, but about options that lead us away from too much closure. He emphasized the importance of the skills of the facilitator.

To introduce the debrief on his session, Peter Kenney (INFP) briefly recapitulated their experiences. He had led his groups through a meditation to open the box of each function and draw a picture of what was visualized by each of the 4 functions. Each individual, in turn, became the focus of the group and represented the functions. All then spoke simultaneously, thanking each other and recognizing functions. An exercise helped them visualize a connecting spine and falling in love with their inferior function. Feedback came from: Phil (INFP) - surprised to visualize his introverted feeling as a heart with rushing wind. Enjoyed building a spine between his dominant and inferior and getting them dancing. Carol (ENFP) - found this an intense, valuable and powerful experience, especially when people were speaking at the same time about functions. Helpful hearing others talk about their dominant when it is your inferior, and reflect it back to them. Loved the image of a big N dancing with a child F and seeing them working together. Howard (INFP) - experienced the power of energy and amazed how much information emerged from our pictures with others seeing what we passed over. Allowing others to play a part and see ME, clarifies your understanding of self. Helps not feeling awkward with your inferior, but embracing and owning it.

Peter urged people to read *Integrity In Depth* by John Beebe about the spiritual and ethical dimension of type. Living with integrity leads towards wholeness, like being on a journey.

Five people demonstrated the levitation exercise - one in the chair and four to lift with hands clasped and only using forefingers on the count of 10.

Judy Allen wound up the session and Conference. She said one of her goals in chairing the Conference had been to get people involved. She hoped everyone would take away benefits including: appreciation of contacts and networking, time management ideas for NFPs, a re-emphasis on the value of each type, a return to Jung, power of images not just words, a sense of journeys, helpfulness of Larry's stories and illustrations, and the role modeling of presenters, especially absence of type bias.

David Stilwell finished the proceedings by presenting flowers to Beryl and Judy and reiterated thanks to all the speakers and those involved in making the Conference a smooth-running and beneficial weekend.

But that wasn't the end because we still had a last opportunity for 'type talk' over lunch. As Judy's pre-conference letter enticed us, we did indeed 'Exercise our Extraversion', 'Indulge our Introversion', 'Stimulate our Sensing', 'Engage our Intuition', 'Focus our Feeling' and 'Test our Thinking'!

