

TYPEFACE



The quarterly magazine of the
British Association for Psychological Type

LINKING THE TYPE COMMUNITY

The New Normal



People, Type and the
Post-pandemic World



7th - 9th April 2022
Online Conference



BAPT CONFERENCE

7th—9th APRIL 2022

THE NEW NORMAL

DETAILS INSIDE

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2022 BAPT Conference Logo (Bottom)

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EDITOR'S NOTE

GILL CLACK (ENFJ)



EDITOR'S NOTE

GILL CLACK (ENFJ)

This issue contains a good mix of offerings – I hope you will find it stimulating and of interest. We start with Sarah's *President's Column* where she discusses the terrific number of contributions to the next virtual Conference from all over the world which should make an exciting event, followed by a one day Post Conference in person workshop. She also reflects on an in person workshop she held and how good it was to have a face to face encounter again.

Then we have a feature relating to the BAPT 2022 Virtual Conference with the theme *The New Normal: People, Type and the Post-Pandemic World* to be held from 7-9 April. The first piece is a Welcome to the Conference from Catherine Stothart, Conference Chair, which is followed by a copy of the programme and a list of the sessions with presenters. These will give you a real flavour of what is on offer. We do hope you'll join us to enjoy them. This is followed by the advert for the one day in person workshop entitled *Bringing Type to Life – the Antidote to Zoom* to be held in London on 22 April.

We then have details of a number of BAPT events for all to share which are coming up. Firstly, Richard Owen's series of 'In Conversation ...' sessions with James Johnston and Rich Thompson. Members are reminded that they can also stream Mary McGuinness' talk in January on BAPT's YouTube channel. Secondly, there is the list of webinars given by Angelina Bennet, Jerry Gilpin and David Goldstein – again Angelina's can be viewed on YouTube. Thirdly, the dates for the Type Practitioners' Support sessions are listed for January/May, 2022. Jerry Gilpin has also done a short article to advertise his February webinar.

Next we hear from Terri Connellan, AusAPT's President, in *News from Down Under*, where she shares the activities at the AusAPT Virtual Conference held in 2021 and also events planned for 2022.

This is followed, firstly, by a report of the Midlands Group workshop held in November led by Catherine Stothart on *How to Improve your Emotional Intelligence at Point of Need*. Then Chris Rigden gives us an outline of the Annual Symposium of Psychological Type and the Christian Faith.

We then have three articles from our Interest Area Groups. The first is a Diversity & Multicultural Issues group article by Paula Aamli entitled *Becoming Unstuck* which is followed by an article under Management & Organisational Development by John Hackston on *Type, Diversity and Inclusion*. Then from Religion & Spirituality Leslie Francis and Andrew Village share with us more of their research on *Psychological Type and Hopes for the Post-Pandemic Church: An Enquiry among Lay Anglicans*.

This is followed by our regular *Spotlight on Research* by John Hackston where he reports this time on research that has been undertaken on *Is the MBTI assessment less 'gendered' than other questionnaires?; Type and Empathy; You are what you draw; Would you credit it?* and, rounding up, issues covered in CAPT's latest *Research Digest* from the *Journal of Psychological Type for 2021*.

Next we have a book review by Susan Nash of *The Leadership Book: A Step by Step Guide to Excellent Leadership* by Neil Jurd, which is then followed by Peter Malone's review of the movie *Worth: What is a life worth – Thinking and Feeling Criteria* which focusses on the aftermath of the 9/11 atrocities in New York. This is followed by Nancy Silcox's regular 'Types of ...' column where this time she speculates on the types of masks individuals with the different type preferences have chosen to wear during the pandemic.

Throughout the issue, you will find some shorter pieces: *Words of Wisdom from the Master* with a saying from Carl Jung, a notice drawing your attention to additions to the web site of copies of *TypeFace* going back to 2002 and a Conference archive created by Chris Rigden, and an advert for the forthcoming virtual conference from APT International to be held from 25-26 February. We round up with a calendar of all the events planned by BAPT from January to May, 2022, so put these dates in your diary!

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DEADLINE FOR CONTRIBUTIONS FOR SPRING 2022 ISSUE: 1st APRIL 2022



Sarah Perrott works as a consultant and executive coach with individuals, teams and groups. She has been working with Type for 18 years and is passionate about enabling others to flourish. She is APECS accredited with an MSc in Coaching & Behavioural Change, FCIPD and BPS accredited, licensed NLP practitioner and licensed HeartMath coach.

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PRESIDENT'S COLUMN

SARAH PERROTT (ESFJ)

At the beginning of 2022 we at BAPT wish you and yours a healthy and happy year ahead. Most people that I have spoken to are keen to see the back of 2021, so may 2022 be a year of positivity, growth and new things.

The schedule for the BAPT Conference 2022 is looking amazing. Dates for your diary are April 7-9th 2022. Again this is an online Conference. Catherine Stothart, our Events Director, has been managing the proposals and put together an inspiring selection of key notes and concurrent sessions (see pages 5 to 12). We have had an astounding 38 proposals in, which is fantastic. Interestingly, 16 were from the UK, 19 from USA and Canada and 3 from Asia Pacific. Due to the number of proposals, we are running three concurrent sessions plus the key notes during the Conference. So, you can expect a rich array of interesting topics from Type experts from across the world. One of the extra benefits of a full online Conference is that all the sessions will be recorded and available to Conference delegates afterwards. You can choose what to attend live and also be able to enjoy the recorded sessions. The Conference will start at 13.00 UK time and finish 21.30 UK time, hopefully that will enable participation by the global Type community. As last year we are aiming to have as interactive and social Conference as possible.

Not only is Catherine hard at work on the Conference planning but also on our one-day post Conference in person workshop. This is scheduled for the day on Friday 22nd April 2022 and will be held in Central London, in a venue close to Euston Station. If you can attend, please do put this in your diary. Speakers are being finalised but, to whet your appetite, expect a line-up of Type experts ready to share knowledge, practical exercises and general Type chat. I am very much looking forward to both events.

Alongside the Conference and workshop we continue to offer 'In Conversation' sessions run by Richard Owen, Webinars and the Type Practitioner Peer Support monthly sessions for those keen to talk Type and share

ideas and experience. The full schedule can be seen further on in *TypeFace*.

It seems not very long ago that the BAPT Board fully reviewed our website. However, we are going to be looking at this afresh post the Conference. In our ever evolving technological world, we need to ensure that our website is fit for purpose and reflective of our values of being Ethical, Accessible, Inclusive and Sustainable. As has been said previously, BAPT owes a huge debt of gratitude to Chris Rigden who was a Board member and then our Webmaster and has successfully got us to the place that we are at technology wise to date. We are working out how to manage without Chris, who retired from the role in December, which is proving challenging! Nick Toko has been invited onto the Board to assist with the strategy and rationale of our window on the world and what we need it to do for us from a functional perspective. Expect to hear more about this in 2022.

I was able to facilitate an in person two day workshop in November for a client in the manufacturing and production industry sector. It was great to be face to face again and running different exercises to demonstrate lived out Type differences and how to work more effectively. I was struck again by the importance of having a Type champion within an organisation to truly embed Type and its use in the culture and practices. In this particular organisation the executive director is a complete fan, really understanding and using Type personally and benefiting from it. The second day was a strategy session where the entire operational team of 20 people were leaning into their strengths of cognitive processes, interaction styles and temperaments, demonstrating real understanding of diversity and valuing differences. The closing final session of stating owning your super power within the team for the coming year was huge fun, a number of people stating their superpower as their interaction style.

May your 2022 hold all that you wish and hope for.



The New Normal

People, Type and the Post-pandemic World

7th - 9th April 2022 - Online Conference



WELCOME TO THE BAPT CONFERENCE 2022!

CATHERINE STOTHART – PROGRAMME CHAIR

I am delighted to share the programme for our 2022 Conference with you in this edition of *TypeFace*. After the experience of the last two years, what else could we choose for our theme but

The New Normal: People, Type and the Post-pandemic World

The Conference is an opportunity to reflect on the changes the pandemic has brought - to our home and work lives, to our communities, organisations and societies - as well as to look ahead to how we shape the future we want to live.

We were overwhelmed with the number and high standard of proposals from around the world, and hope you agree that the ones we have selected make for a fascinating and stimulating three days. We have also built time for networking and breaks into the programme.

We will run three parallel tracks of sessions, interspersed with five mini-keynotes. Our keynote speakers are:

- **James Johnstone**, author of *Jung's Indispensable Compass* and presenting for the first time at BAPT, on *The Pandemic: Enabling the Introverted Orientations*
- **Rich Thompson and John Hackston**, of the Myers-Briggs Company, will discuss *Personality Type and Reactions to a Pandemic*
- **Linda Berens**, recognized internationally for her leading-edge contributions to the field of type, will present *From the Stress Zone to Transformation*
- **Susan Nash**, author of type-related books and creator of practical workshops for applying type knowledge will discuss *Type Talking in the Virtual World*
- **David Hodgson**, who works with type with teenagers, teachers and parents, will look to the future in *Post-traumatic Growth: Pointing in a Positive Direction*

There are 27 parallel sessions covering a wide range of topics from the more theoretical to the very practical. Take a look at the programme and the information on the presenters and their sessions, on the following pages. This information is also on our website <https://www.bapt.org.uk/events/2022-conference/> where you can register for the Conference.

All sessions will be recorded and available to Conference delegates within the ticket price of £125 for members of any APT (around \$170 USD).

I am very excited about the Conference and look forward to welcoming you to it.

TYPEFACE

THURSDAY 7TH APRIL 2022

Time	Track One	Track Two	Track Three
1.30-2.00pm	OPENING SESSION – WELCOME AND INTRODUCTION Break-out rooms - Meet other delegates and share your hopes for the Conference		
2.00-3.00pm	Gareth English Leadership through the webcam glass	Angelina Bennet Inferior function - friend or foe	Gregory Huszczo Navigating Change: Personally, Profession- ally, Organisationally
3.30-4.30pm	KEYNOTE James Johnstone The Pandemic: Enabling the Introverted Orientations		
5.00-6.00pm	Jane Kise & Ann Holm – Stress, Trauma, or Just Life? Sorting it out with Type, Band- width and Blameless Discern- ment	Dario Nardi Brains and Type Variants around the world	Anne Bulstrode & Susan Geary The Temperaments at work in the post pandemic world
6.30-7.30pm	KEYNOTE Rich Thompson and John Hackston Personality Type and Reactions to a Pandemic		
8.00-9.00pm	Sterling Bates 19 ways to fix all your relation- ships	Cindy Paris Applying Jung’s 8 functions with Remote Team and Leaders	Carol Shumate A Defense against Narcissism

All times are British Summer Time (BST)

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FRIDAY 8TH APRIL 2022

Time	Track One	Track Two	Track Three
1.30-2.00pm	NETWORKING/COFFEE SESSION Join BAPT President Sarah Perrott and Board members		
2.00-3.00pm	Harumi Gondo Building a Type Community in Japan	Przemyslaw Duchniewicz Type Battlefield	Steve Myers What exactly is normality anyway?
3.30-4.30pm	KEYNOTE Susan Nash Type Talking in the Virtual World		
5.00-6.00pm	Nathan Wong Cognitive Function Party	Rob Toomey Permission: live a life con- sistent with your type	Robin Hills People, personal development and the pan- demic
6.30-7.30pm	KEYNOTE Linda Berens From the Stress Zone to Transformation		
8.00-9.00pm	Brian Lawrence Dancing with your Inner Wolves	Peter Geyer What are people like & who's responsible? Persons & Pandemic	Vicky Jo Varner Ambiversion - Fact or Fallacy?

All times are British Summer Time (BST)










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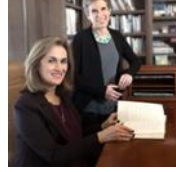


SATURDAY 9TH APRIL 2022





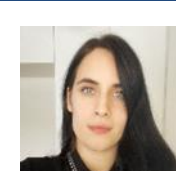
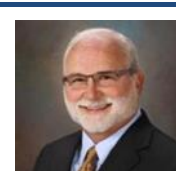
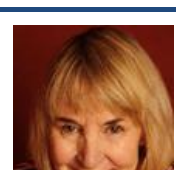
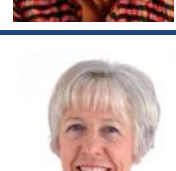

Time	Track One	Track Two	Track Three
1.30-2.00pm	NETWORKING/COFFEE SESSION Join BAPT President Sarah Perrott and Board members		
2.00-3.00pm	Katherine Hirsh Best practices for best fit type	Richard Owen A New Normal for Type Theory?	Teodora Paucean MBTI® and Enneagram – Complementary power
3.30-4.30pm	BAPT AGM All welcome (only members can vote).		
5.00-6.00pm	Joel Mark Witt & Antonia Dodge Sharing your knowledge in a podcasting and YouTube world	Catherine Stothart How to Interact in the New Normal	Joe Arrigo A young coach's type journey
6.30-7.30pm	KEYNOTE David Hodgson Post-traumatic Growth: Pointing in a Positive Direction		
8.00-9.00pm	Jean-Luc Dupont I can't identify my Type, would you help me?	Roger Pearman One Strategy, Sixteen Tactics	Mary Anne Sutherland Working against our Natural Preferences
9.00-9.30	CONFERENCE CLOSING SESSION and SOCIALISING		






All times are British Summer Time (BST)

2022 PRESENTERS AND SESSION DESCRIPTIONS

	<p>A Young Type Coach’s Journey – Joe Arrigo</p> <p>What can a 32-year-old Type Coach say about the first 2 years? How did he get here and what has been revealed along the way? A large part of this presentation is focused on how to facilitate the convergence of the Old Guard and New Guard of Type.</p>
	<p>19 Ways to Fix All Your Relationships – Sterling Bates</p> <p>Learn 19 methods and activities to ensure your relationships are ready for the new normal in the wake of Covid-19. The multiple-model method for fixing relationships includes direct and practical methods to improve your own relationships and the relationship of your clients.</p>
	<p>The Inferior Function - Friend or Foe? - Angelina Bennet</p> <p>The inferior function is one of the most interesting aspects of our psyche. In addition to having a role in the well-known stress or 'Grip' experience, it has a variety of other roles in our everyday lives - some helpful and restorative, some restrictive and destructive.</p>
	<p>From the Stress Zone to Transformation - Linda Berens</p> <p>We will explore the core triggers for stress from the perspectives of Essential Motivators (aka Temperament), Interaction Styles, and Cognitive Intentions. We will discover antidotes for those stressors so we can better self-manage AND transform habitual stress responses.</p>
	<p>The Temperaments at Work in the Post-Pandemic world - Anne Bulstrode & Susan Geary</p> <p>In this interactive session we will examine how the different temperaments thrive and can overcome their struggles in the post-pandemic work world.</p>
	<p>I can't identify my Type - would you help me? - Jean Luc Dupont</p> <p>Some participants are just unable to identify their true type. You try to help them, but they just can't answer your questions. Three years ago, I discovered a way of bypassing this problem, and have solved</p>
	<p>Type Battlefield - Przemysław Duchniewicz</p> <p>This seminar is designed to co-create and enhance our type practitioner toolbox based on 25 years of experience in medical, psychotherapy and business field. There will be some inspiration, sharing of knowledge, experience and attitude and place for type battlefield.</p>
	<p>Leadership through the webcam-glass – Gareth English</p> <p>What are the strengths and pitfalls of different Types when it comes to remote leadership? This interactive session will discuss this and consider what practical steps leaders can take to improve their skills.</p>
	<p>What are people like & Who's Responsible? Persons & Pandemic – Peter Geyer</p> <p>How do people respond to events like a global pandemic? What becomes important? What behaviours result and why? Research and other material will be used to examine whether unconscious rather than conscious behaviour might be more relevant in explaining responses to events.</p>

	<p>Building a Type Community in Japan – Harumi Gondo</p> <p>In this session Harumi will outline the ten-year process in which she built a type community in Japan, where women are taught to hide their individuality. She has built a team of women dedicated to helping other mothers to understand and develop themselves through Type.</p>
	<p>People, Personal Development and the Pandemic – Robin Hills</p> <p>Focusing on different approaches to self-development, Robin shows how online learning can help to drive and support the New Normal when working with emotional intelligence.</p>
	<p>“Why Can’t I Be Both?” – Best Practices for Best-Fit Type - Katherine Hirsh</p> <p>Join me to discover a client-centred approach to best-fit type that incorporates a variety of methods and type lenses and whose application will help you address client doubts and thereby help them reach a place of affirming self-understanding and self-compassion</p>
	<p>Post Traumatic Growth: Pointing in a Positive Direction - David Hodgson</p> <p>Did you take a good look at yourself during the pandemic? Did you like what you saw or were you a tad disappointed? People who thrive adopt five strategies - deliberately or accidentally - that David will share in this session, blended with type and positive psychology.</p>
	<p>Navigating Change: Personally, Professionally, Organizationally - Gregory Huszczo</p> <p>The old adage that “The only thing constant is change,” has never been truer. The session will provide practical tips through the 7 phases of change and how one’s personality type influences efforts to deal with personal, professional, and/or organizational change.</p>
	<p>The Pandemic: Enabling the Introverted Orientations – James Johnstone</p> <p>We will consider each of Jung’s original four introverted type orientations and how the pandemic may have enhanced their value for living a newer, deeper, more spiritually and morally grounded life in the world.</p>
	<p>Stress, Trauma, or Just Life? Sorting it Out with Type, Bandwidth and Blameless Discernment - Jane Kise & Ann Holm</p> <p>If your life includes relationships and meaningful goals, stress is normal! Trauma is different. Pre-pandemic, our research showed deteriorating brain bandwidth and stress-busting hardiness skills. In this session we’ll combine type and bandwidth to build hardiness.</p>
	<p>Dancing with Your Inner Wolves – Brian Lawrence</p> <p>Your personality is the story of the primal forces of energy that enable you to decide on the path that your life takes. Meet the 8 Inner Wolves (cognitive functions) that make up your personality matrix and learn the intricate dance that sets you on your true trail in life.</p>
	<p>What exactly is ‘normality’ anyway? – Steve Myers</p> <p>C.G. Jung’s interest in ‘normal’ psychology is often understated. This presentation will examine his writings on the topic, its contemporary relevance, and the relation of typology to individuation and collectivity in a post-pandemic world.</p>

	<p>Brains and Type Variants Around the World - Dario Nardi</p> <p>We explore 4 flavors of the types: Dominant, Creative, Normalizing and Harmonizing. These are based on neuroscience, cultural psychology, and other data, and vary by career, culture and more. Knowing these helps overcome type stereotypes and bridge international differences.</p>
	<p>Type Talking in the Virtual World – Susan Nash</p> <p>In this interactive session, Susan will explore how to use technology to facilitate virtual type workshops, coach remotely, and build type community. Susan will share best practices for talking type virtually, gathered from her work with a wide range of global organizations.</p>
	<p>A New Normal for Type Theory? - Richard Owen</p> <p>We continue to face a pandemic of criticism against the MBTI®, with prejudiced narratives spreading on social media like viruses. In the spirit of vaccine development, Richard will propose ways to reinterpret and redefine type theory that may increase our chances of survival.</p>
	<p>Applying Jung's 8 Functions with Remote Teams and Leaders - Cindy Paris</p> <p>Participants will learn how to introduce Jung's eight mental processes through vetted Type tools and corresponding exercises that help integrate learning. We will demonstrate how to facilitate these exercises for remote teams via Zoom breakout rooms and third-party apps.</p>
	<p>MBTI® and Enneagram - Complementary Power – Teodora Paucean</p> <p>This session promotes the usage of MBTI® and Enneagram together, as two systems that can complement each other beautifully in the process of improving emotional well-being, as well as relational and professional satisfaction.</p>
	<p>One Strategy, Sixteen Tactics - Roger Pearman</p> <p>We will look at data from an analysis of the database at the Center for Creative Leadership and review tactics for development for the sixteen types based on 40 plus years of experience working with type.</p>
	<p>A Defense Against Narcissism – Carol Shumate</p> <p>Psychological projection is the central tool of narcissism: it enables one to be entirely sincere and yet utterly duplicitous. Jung's typology can show us what we project and what others project onto us - by knowing our preferred functions, we can defend ourselves. Images and videos will guide participants in recognizing narcissism.</p>
	<p>How to Interact in the New Normal - Catherine Stothart</p> <p>Working from home, at the office or hybrid working? The pandemic has changed how we work – and how we interact with our colleagues. We will use Berens' Interaction Styles to explore the stresses for each personality in the new world of work – and find practical solutions for dealing with them.</p>
	<p>Working Against our Natural Preferences - Maryanne Sutherland</p> <p>In this session we will examine cases where the type preferences of the individuals are wildly out of step with the majority of those who have chosen the same career, activity or interest. WHAT HAPPENS????? The answers may surprise you !!!!!</p>

	<p>Personality Type and Reactions to a Pandemic – Rich Thompson & John Hackston</p> <p>Based on research, this session will show how type relates to workplace well-being, reactions to the COVID pandemic, and the transition from traditional to remote working, together with the practical implications of these findings for type practitioners.</p>
	<p>Permission: Live a Life Consistent with Your Type - Rob Toomey</p> <p>Join this session if you would like to explore the ways in which culture, parenting, education, etc. have influenced your life choices and your working definition of success. Our goal is to reflect and proactively reconsider these influences to reshape our future thinking.</p>
	<p>Ambiversion: Fact or Fallacy? - - Vicky Jo Varner</p> <p>Are you an ambivert? Why is that currently a hot topic on social media? How does it relate to what Jung said about introversion and extraversion? Find out what all these terms actually mean and their implication for typology by attending this experiential session.</p>
	<p>Sharing your Knowledge in a Podcasting and YouTube World – Joel Mark Witt and Antonia Dodge</p> <p>In this presentation Joel & Antonia guide us through the practical steps they’ve used to bridge the gap between traditional type professionals and the new world of online type influencers.</p>
	<p>Cognitive Function Party! – Nathan Wong</p> <p>It’s a function ... for your functions!! Join us as we mix, mingle, and get to know each other better! Throughout the session, we’ll travel around to various “Function Zones.” Each features deep-dive conversation questions and/or interactive mini-games that can help us connect.</p>

In-Person Workshop Friday April 22nd 2022, London Bringing Type to Life – the Antidote to Zoom



A unique opportunity to meet in-person with type experts and practitioners

- Join us for a day of activity and networking
- Participate in practical hands-on exercises
- Learn how to run activities with your clients so they get the most out of type

Lead Facilitator: Susan Nash. Other facilitators – watch this space!

Venue: The Friends House, Euston Road, London.

Members £50, non-members £70. Registration opens in February.

BAPT WEBINAR PROGRAMME EXCLUSIVE FOR MEMBERS ONLY – 2022

We are delighted to present this series of interactive webinars for members. It’s an opportunity to delve more deeply into the practical applications of type, the things that matter to all of us. Join us for a stimulating series of webinars, delivered by experts in their field and learn how to make type truly relevant to life in the 21st Century. Further details of each session are on the Events Page on the BAPT website where you can register.

Speaker	Topic	Date	Time
Jerry Gilpin	How to Use Type Ethically (see article overleaf)	10 th February 2022	6pm
David Goldstein	Type and Creativity	10th May 2022	7pm
Susan Nash	Dating, Mating and Relating	TBA 2022	TBA 2022

Register for each webinar separately via the Events page on the BAPT website: <https://www.bapt.org.uk/category/events/> or contact Catherine Stothart (Director of Events) for more information events@bapt.org.uk

TYPE PRACTITIONERS’ PEER SUPPORT

HELD MONTHLY FROM 6.00-7.00 PM

EXCEPT IN AUGUST AND DECEMBER



BAPT offers this one hour opportunity to join with other Type practitioners and engage in sharing ideas, best practice and expertise. Please do bring any tricky issues that you are facing in either your coaching practice or workshop delivery for discussion in a confidential and peer led session. The sessions will be chaired by Sarah Perrott, BAPT President, who looks forward to working with you.

This is a structured session where practitioners can bring their Type work experiences to a peer group for reflective dialogue and collaborative learning, for the benefit of ourselves and our clients. For those of you who have a coaching or counselling qualification you will be familiar with the value and format of supervision, and likely peer supervision.

Dates set up for the first quarter of 2022 are:

February 22nd at 6.00 p.m. London

March 22nd at 6.00 p.m. London

May 24th at 6.00p.m. London

This event is delivered via BAPT’s Zoom platform, and there is a LIMIT of 6 PEOPLE (first-come, first-served) so register ASAP to reserve your place via the BAPT web site where the dates will be published. After registering you will receive a confirmation email containing information about joining the meeting. www.bapt.org.uk.

MIND THE GAPS: THE ETHICAL USE OF PSYCHOLOGICAL TYPE

BAPT Members Webinar – 12th February 2022, 6pm BST

JERRY GILPIN (INTJ)

Jerry Gilpin (INTJ) is a coach, coaching supervisor and facilitator who has been using Type as a core part of his work since he set up his coaching business in 2007. He has a background in education and the Church of England, and works with individuals and groups in education and the Third Sector as well as with a range of small, medium and large businesses. His interests include literature and music, and the work of neuroscientist and philosopher Iain McGilchrist, which he finds grounds and contextualises type as a model. He took on the role of BAPT Board Secretary following the AGM in 2020. Email: sec@bapt.org.uk.



“ENTJs will organise a bus queue.” “INFPs are the soul of the organisation.” “INTJ is the evil genius in the film script.” “ESFPs ... look - a squirrel!”

When’s the last time you slipped into this kind of stereotype of type? My honest answer to that question, as I write this on December 16th, is: December 13th. So I know how easy it is to slip into the gap between what I say I believe about type and the way I actually use it sometimes.

Last year, on the BAPT Board, we spent some time putting together a statement of some ethical principles for using type. Its headlines: ethical use of type will focus on the person, use the language of preference, and put type into practice. We introduced it at the Conference in April 2021, and spent some time with 30 or so practitioners thinking through some case studies.

But one thing my experience this week shows is that it’s all too easy to forget those principles when lulled into a warm fuzzy sense that you’re a bit of an expert now and that you can entertain people with a comment that actually you can’t justify.



I recently heard Dario Nardi comment that we should be serious about type – not humourless, because lack of humour betrays something quite seriously wrong in the psyche - but serious in our learning, our application, and our talking about type. Among other things, therefore, we should ‘walk the talk’ of our ethical statement and commitment.

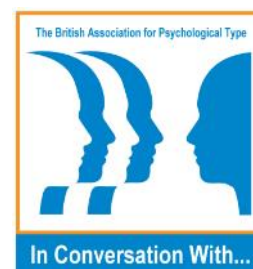
So join me and some fellow members of your Board on February 12th as we spend a little time together reminding ourselves about those ethical principles, sharing experience (with humour!), and above all noticing the gaps that we might slip into - the gaps between what we have signed up to as type users and the language and behaviours we actually use sometimes – and come up with some ideas about how to avoid them.

ANNOUNCING

BAPT 'In Conversation...' Webinars



In our answer to the BBC Radio 4 programme, 'A Life Scientific', BAPT Board member Richard Owen interviews experts, innovators and leading figures from the world of personality psychology. Hear stories, experiences, thoughts and opinions on current topics in Psychological Type – where is it now and where is it going? Join us for this relaxed evening chat! - 45 mins at 8pm UK time

**Type Down Under: BAPT In Conversation with Mary McGuiness****Tuesday 11th January 2022**

Mary McGuiness is one of Australia's most experienced type practitioners. As the founding director of the Institute for Type Development (ITD) she spent several decades as a leading provider of practitioner training, consulting, coaching and resources. Mary has an academic background in both psychology and education and is author of several publications including the book 'You've Got Personality'. She is also a founding member of AusAPT, the Australian Association for Psychological Type, and a former president of the organisation.

Join BAPT Treasurer Richard Owen for a conversation about Mary's life and experience in this field, and how things have changed in type practice and community in Australia during her career.

**Jung's Indispensable Compass: BAPT In Conversation with James Johnston****Tuesday 15th February 2022**

James Johnston is founder of Gifts Compass Inc (www.GiftsCompass.com) and lead architect of the Gifts Compass Inventory (GCI), an online self-assessment that focuses on Jung's original eight psychological types. In 2022, he is teaching at two Swiss-based institutes: the C. G. Jung Institute and the International School of Analytical Psychology (ISAP). James has a diverse background in architecture, art, and entrepreneurship. He is the author of the book, 'Jung's Indispensable Compass'.

Join BAPT Treasurer Richard Owen for a conversation with James about his work and the important relationship of psychological types to individuation—a centrepiece of Jung's depth psychology—thereby to gain a better understanding of why Jung said of his type theory: "I would not for anything dispense with this compass on my psychological voyages of discovery."

MBTI® Reliability and Validity: BAPT In Conversation with Rich Thompson**Tuesday 15th March 2022**

Rich Thompson PhD is Senior Director of Global Research at the Myers-Briggs Company, based in the US. He is an Industrial and Organizational psychologist with a background in psychometric development and administration in aviation, before his beginning his long career with the Myers-Briggs Company (formerly OPP). Rich is responsible for global development, maintenance, revision, extension and translation/adaptation of a number of assessments including the MBTI®.

Join BAPT Treasurer Richard Owen for a conversation about Rich's life and experience in this field, and how the evidence obtained from development of the MBTI® is at odds with some common criticisms of the instrument.

Get more details and REGISTER for access at bapt.org.uk/events



The recordings of these webinars will be freely available to all, along with all the previous In Conversation sessions, via a playlist on the 'BritPsychType BAPT' YouTube channel.

<https://youtube.com/playlist?list=PLm6GEpyTRH7RR1z3u92YV1pQxpV3a6xX>

NEWS FROM DOWN UNDER

TERRI CONNELLAN (INTJ)

President, Australian Association for Psychological Type (AusAPT)



AusAPT President Terri Connellan is a certified life coach, author, podcaster and accredited psychological type practitioner who specialises in creativity, personality and self-leadership, especially for women in transition to a life with deeper purpose. Terri works globally through her creative business [Quiet Writing](#) with her books, *Wholehearted: Self-leadership for women in transition* and *the Wholehearted Companion Workbook* published in 2021.

Email: president@ausapt.org.au.

Thank you for the opportunity to feature AusAPT news in the Winter edition of *TypeFace*. It's the first day of January and balmy here in Sydney as I write! Warmest wishes for 2022 to BAPT community members from all of us at AusAPT.

We have appreciated our association with BAPT, and APTi and the French Association AFTP in 2021 and look forward to our continuing connection in 2022. With so much change and uncertainty, working together helps us to share learning, opportunities and value for our members for the benefit of all.

In 2021, AusAPT celebrated its 30th anniversary and the first type conference in Australia prior to AusAPT being formed. In 2022, we will celebrate the 30th anniversary of the first AusAPT Conference. These anniversary milestones remind us of our heritage, body of work and the importance of building strongly on what has gone before in helping people learn and network around psychological type for personal and professional growth.

We hope you will connect with us to learn, interact and celebrate across the miles wherever you are.

AusAPT 2021 Conference

To celebrate 30 years of AusAPT and 100 years of type, we joined for another very successful online Conference, *Talking Type Together*, in 2021. Connecting over three days and traversing multiple time zones, 70 people joined us from Australia, New Zealand, Japan, the US, UK, Cyprus and Germany to hear from 25 presenters in 20 engaging sessions plus a free Pre-Conference Workshop with Brian Lawrence.

We were keen to encourage diversity of content and engage with a broader network of type professionals and influencers. And this is exactly what our participants

appreciated. Sessions covered type and: transgender, cognitive processes, Japanese culture, archetype, stress, motivation, the inferior function, flavours of type, career transition, writing, theory, relationships, sales, resilience and more.

The word 'ground-breaking' appeared several times in evaluation feedback. Long-time type community presenters shared new insights. Dario Nardi's recent work on *Four Flavors of Type* was a highlight, along with Sue Blair's Goldilocks view of the cognitive processes and Roger Pearman's wisdom honed into ten top tips for type development. There were many fresh faces, too. Keynote, *Sharing Your Type Knowledge in a Podcasting & YouTube World*, by Joel Mark Witt and Antonia Dodge from *Personality Hacker*, encouraged us to build bridges between type professionals and type influencers in practical ways. Joe Arrigo provided insights as a young type coach on working with social media to engage in new ways. Australian presenters Mary McGuinness, Peter Geyer, Fusae Harada, Meredith Fuller, Mark Toner and Gunilla Burrowes contributed their unique perspectives. In fact, every Conference session received praise and reflected the diverse ways type insights can be shared and applied.

We were grateful for our excellent presenters and the active engagement of our local and global group of participants, including some who stayed up all night to join in! You can get [access to all the conference recordings](#). It's just \$100AU or 54GBP for all 20 sessions as an APT member.

Events in 2022

Planning for conferences remains challenging given continuing limitations with COVID. We will consider the options of offshore, onshore or online conference, or a blend, for 2022. Keep up to date via our newsletter or social media—links are below.

AusAPT's primary way of connecting during the year is via regular webinars with our community. It's always wonderful to have people from around the world join us for these sessions. You can register and receive the recordings if you can't attend live with time zone differences. Our 2022 webinar event calendar is in the organising stages. But we plan to extend engagement with conference presentations via deeper workshops and offer sessions on type and dating, parenting and career. We'll share updates on social media and via our website.

The AusAPT Type Research and Practice Collection

AusAPT members and APT reciprocal members can access the extensive resources of the [Type Research and Practice Collection](#) to help with research, presentations and questions about type. The *Type Research and Practice Collection* provides information to type users, researchers and those simply interested, from a library and archive of digitised and hard-copy material gathered over many years. Plus, you have expert guidance in accessing the resources of the collection via the support of Peter Geyer, Custodian of the *Collection*.

Keep in touch:

Connections with our international APT partners and community are important to us! Anyone can [register on our website](#) to receive our emails. If you are a current financial BAPT member, you can also [register for reciprocal benefits](#) as an APT member. This means you receive discounts for conferences and online events and access to the AusAPT member-only webinar library and the [AusAPT Type Research and Practice Collection](#).

You can connect with AusAPT via our website: ausapt.org.au. AusAPT is also active on social media so connect with us via your preferred platform: [Facebook](#), [Twitter](#) or [LinkedIn](#).

We look forward to connecting with you in 2022!

WEB SITE ADDITIONS – MORE BACK COPIES OF 'TYPEFACE' AVAILABLE AND CONFERENCE ARCHIVE CREATED

Before Chris Rigden gave up the role of Webmaster, she kindly uploaded PDFs of all the back copies of 'TypeFace' since I became Editor. So, whilst previously there were only issues from 2011 onwards they now go back to 2002. I hope that if you browse through some of them you will find articles of interest to you.

She has also created an archive of material associated with our Conferences and you will find programmes, articles and reports of all the Conferences from 2001 to the present day. Some presenters also have session material here.

To access these new additions go to the Resources section of the web site for back copies of 'TypeFace' and the Events section for the Conference Archive.

GILL CLACK
Editor 'TypeFace'



Isobel qualified in 1993 at OPP. She uses the MBTI® instrument in counselling, team building, marriage preparation, and every single day just being with people she finds herself alongside. She is married to a very unorthodox clergyman (ENTP). She also works as assistant to the founder of a human rights organisation who is a singer-songwriter and Anglican vicar. If she is still sane, she feels sure that this is largely due to the gift of having personality type principles explained to her just in time.

(Email: isobel@amostrust.org).

BAPT MIDLANDS GROUP WORKSHOP
“HOW TO IMPROVE YOUR EMOTIONAL INTELLIGENCE AT POINT OF NEED
A PRESENTATION BY CATHERINE STOTHART (INTP)
HELD ON-LINE ON 16 NOVEMBER, 2021
REPORT BY ISOBEL WEBSTER (INFJ)

Thirteen of us met on Zoom for our twice-yearly get together of Midland Practitioners. One of our group, Leadership Coach and Team Consultant (and author of *How To Get On With Anyone*) Catherine Stothart, who is also on the Board of BAPT, was our speaker, sharing further work she is doing on *Interaction Styles, Conflicts and Connections*. Ruth Pickles introduced Catherine’s session by reminding us of Catherine’s previous presentation 2½ years ago to this group, [What are your triggers? – how Interaction Styles can raise your Emotional Intelligence](#), where she gave an overview of her experience in this area up to that point.

With credit to the work of Linda Berens, Catherine began today by explaining that the Interaction Styles framework, related to personality type, helps us understand how our emotions work when we interact with others – it is a tool for being emotionally intelligent in the moment.

Interaction Styles collapses the 16 MBTI® types into four groups of four, which are especially relevant to communication. Catherine described the core drives and beliefs of each style and how these can lead to conflict. She led short exercises where we identified our own ways of

asking questions or stating what we want so that we could feel the difference between our styles – for example, if you have the *Informing* preference, when someone is very direct you might find that quite bossy. Whereas if you have the *Directing* preference and the request is not directive, you might feel that it is a bit manipulative.

The core of type is about how your mind works, whereas Interaction Styles is about how your emotions work. So Interactions Styles can be a tool for being emotionally intelligent – “how am I coming across, am I being too directive, am I being too wishy-washy?” And if someone is bringing out a negative reaction within me, what positive intentions might be behind it? These underlying beliefs are part of who we are, so if they aren’t honoured we feel threatened, it is a challenge to our sense of self. Our emotions often kick in before our rational pre-frontal cortex has time to get involved.

Relating all of this to the Thomas-Kilmann conflict inventory, we explored how awareness of our Interaction Style can help us manage conflict and adapt behaviour to build connections with others. Our breakout groups were especially helpful for this, and we were able to have adequate time both in our groups, and for the feedback afterwards.



BACKGROUND TO INTERACTION STYLES

Linda Berens An Introduction to Interaction Styles 2001
<https://t.co/Hs2hrTYr6w?amp=1>

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Catherine has the ability to cover a lot of ground succinctly – she was able to impart a lot of information clearly so that the time spent was very worthwhile. We left with new tools to practise in our communications.

Before Catherine’s presentation we had time in small groups to chat and catch up with each other, always a valuable aspect of our gatherings. We had some new folks join us and we also welcomed one or two who had attended in the past but not been able to come along to the meetings in Birmingham for a few years.

Several regular attenders of the Midlands Group do not live in Birmingham, but attend the meetings whenever they can – the comment is often made that these gatherings are worth travelling long distances for.

Today’s meeting ended with discussion about possible dates for our next meeting, Spring 2022, which we hope will be in person once again.

Much thanks to Catherine for her clear and concise presentation, to Charles, Ruth and Alison for their work in organising the Midlands Group, and to David Pickles for providing the Zoom expertise.

THOMAS-KILMANN CONFLICT INVENTORY

High

Assertiveness

Low High

Co-operativeness

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Christine is an MBTI® practitioner, and once used type extensively helping people find their niche in her work as a Career Coach. Her previous career included 20 years in IT, helping to make software easier to use. Christine has previously served on the BAPT Board, and as Webmaster, and contributing to Typeface, but is now shifting focus to helping people find practical ways to address looming climate issues, and research the possibilities. (As ever, Type always plays a role in understanding our differences!) In her free time Christine paints, develops recipes, writes poetry, reads, and explores the British countryside from the waterways in her narrowboat, with her husband Terry.

(Email: Christine@insightsforchange.co.uk)

ANNUAL SYMPOSIUM OF PSYCHOLOGICAL TYPE AND CHRISTIAN FAITH

HELD ON 8 NOVEMBER, 2021.

REPORT BY CHRIS RIGDEN (INFP)

The Annual Symposium for the Network of Psychological Type and the Christian Faith went ahead in November, but as a Zoom Conference rather than meeting at a North Wales retreat centre. For the first few minutes the link was open, and we were assigned to rooms, for random small groups to chat.



Andrew Village

During the morning, after an introduction from Leslie Francis, we were assigned to type-alike groups. After reading a passage from the Bible (John 5:1-16), we considered how our Dominant and Auxiliary cognitive functions were reflected in our perceptions and evaluations of the passage. We then presented our observations back to the wider group.

During the afternoon, we heard from Andrew Village who summarised his initial exploration into the connection between psychological type (using the Temperament model) and responses to the pandemic amongst church-goers and religious leaders. We then separated into Temperament groups to discuss the question “*What part did your temperament play in your response to the pandemic?*” As before, we shared back with the wider group on the observations of the various groups.

Interesting conversations, as ever, along with new insights. Thank you Leslie and Ruth for continuing to organise this event!



NEW INTEREST AREA CO-ORDINATOR FOR CAREERS & OCCUPATIONS WANTED!

Chris Rigden has decided that she cannot any longer fulfil this role which she has held for many years for which I am very grateful.

So, I am looking for someone to take over from her and write, or commission, articles in this application area for the Spring and Autumn issues of *TypeFace* each year. It is vitally important to have people within the *TypeFace* team to cover the different applications which are of interest to many of our members and I don't want Careers & Occupations to go unrepresented.

If anyone is interested, or knows someone who might be, please do get in touch with me to talk about the possibility without commitment. My email address is: gill.clack@kcl.ac.uk or, if you would prefer, my telephone number is 020-7274-3809. I look forward to hearing from you.

GILL CLACK (ENFJ)

Editor

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When people first discover Type, it's often to learn more about themselves.
The next step is to find out about others.
For some they will take this further and learn how to guide others to find out themselves.

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25TH APRIL
23RD MAY
13TH JUNE**

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DIVERSITY AND MULTICULTURAL ISSUES

BECOMING UNSTUCK

PAULA AAMLİ (ENTP)

Interest Area Co-ordinator



Paula Aamli (ENTP) is an HR professional with a degree in Modern History, 8 years' work experience in the charity sector and 16 years in banking. She has a particular interest in the theory and practice surrounding development tools and techniques as well as the principles of fair and balanced professional assessment. Paula's professional focus is on leadership and people development; talent management; client relationship management; general management, and HR strategy.

Email: peaamli@gmail.com.

Despite the pandemic – or perhaps, because of it – 2021 for me was a year of reconnecting with old friends and former colleagues, some of whom I have not been in conversation with for more than a decade. Thanks to video conferencing (and a bit of time-zone compromise), this included a catch-up call with the two college mates in whose company I had first encountered the MBTI®, and a facilitator on one of my work leadership programmes around the time I qualified with MBTI® Step One. Reminders of 25 years of decoding *self, the workplace, the wider world*, with the benefit of insights offered by Type dynamics.

I'm tremendously grateful for these resources and for the brilliant psychological framework that underpins them but, with the benefit of the intervening quarter-century of life experience, I realise that I initially expected the impact of these insights to be more dramatically evident.

I hadn't at first appreciated that my introduction to the MBTI® four-letter type formulas and the varied preferences they represented was simply that, an introduction. I hadn't understood that my use of the four mental functions could continue to shift as my life skills (hopefully) matured. Most fundamentally of all, I hadn't seen the size of the gap between coming to know something and succeeding in acting on that knowledge to achieve change in the world.

And from our catch-up calls, I suspect this gap – insight versus impact – surprised all of us.

At one point, mixed in with the cosy gossip where we caught up on half a lifetime of family updates – whose children were still at school, which marriages had made it, how the grandparents were doing, and so on – we found ourselves shaking heads, aghast at the state of things, and wondering aloud whether it was “just us” or was the world a worse place than it used to be when we were young? Still a bit soon to be

singing that old song, perhaps, but two years into the unrelenting stresses of global pandemic, we were all feeling a little jaded. Scientific research during my adult lifetime has transformed what we collectively know about how our planet is being impacted by intense reliance on the burning of fossil fuels – but that doesn't translate easily into agreement on what to do. While we negotiate, species vanish, and environments progressively degrade. In cultural terms, we are amassing increasingly detailed, sophisticated understanding of long-embedded systemic injustices – but continue to struggle to unpick these in systemically-meaningful ways. Wealth gaps widen, vulnerability persists.

Why is it so hard to act? It can't always be simply because we can't think of anything to do.

As we pondered this tendency towards *stuckness*, my facilitator friend pointed me to the work of Kegan and Lahey, both faculty members at the School of Education at Harvard University.

Kegan and Lahey lecture and write about “immunity to change”, which focuses on resistance to making change happen not so much by people who are politically opposed to the change being attempted, but by people who might be expected to support it, yet somehow ... don't.

Every manager is familiar with the employee who just won't change. Sometimes it's easy to see why—the employee fears a shift in power, the need to learn new skills, the stress of having to join a new team. In other cases, such resistance is far more puzzling. An employee has the skills and smarts to make a change with ease, has shown a deep commitment to the company, genuinely supports the change—and yet, inexplicably, does nothing. What's going on? ... Even as they hold a sincere commitment to change, many people are

unwittingly applying productive energy toward a hidden competing commitment. The resulting dynamic equilibrium stalls the effort in what looks like resistance but is in fact a kind of personal immunity to change. When you ... uncover a ... competing commitment, behaviour that has seemed irrational and ineffective suddenly becomes stunningly sensible and masterful— but unfortunately, on behalf of a goal that conflicts with what you ... are trying to achieve. (Kegan & Lahey, 2001, n.p.n., see also Kegan & Lahey, 2009).

Shades of the Apostle Paul (Rom 7:19), describing how he does not do the good he wants to do but keeps finding himself doing evil that he does not want to do. Simultaneously odd and profoundly familiar-sounding, at least, for me. As soon as I read the scenario, numerous workplace interactions came to mind. Part of this apparent stuckness really could be my own commitments, acknowledged and unacknowledged, pulling strenuously against each other. The stuckness matters for me because I want to know why discovering something is “a problem” doesn’t lead smoothly into “action to fix the problem” – and furthermore, why even when action is taken, this often somehow slides out of place and doesn’t quite have the intended (good) effect but often does have various (typically unintended) unwelcome effects.

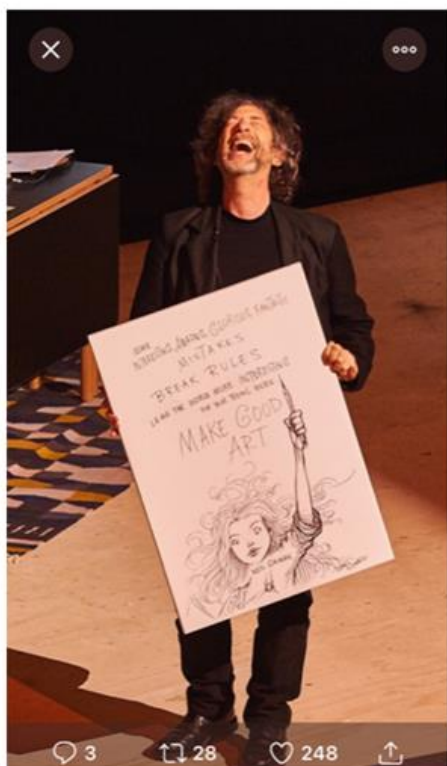
I want to know this, partly in the hope of applying wisdom to personal projects, but very much too because I suspect

this is essential to puzzle this puzzle through into meaningful *un-stuckness* if there is to be hope, collectively. Beyond my own dreams, I also want to hope that large-scale social and institutional change programmes (especially what I consider the really good ones, our sustainability and diversity initiatives!) will have positive real-world impact.

So, Kegan & Lahey’s concepts of competing commitments resulting in immunity to change strike me as a credible description of *how* a certain stuckness can arise but, from my admittedly cursory reading, I’m not picking up much sense as to *why*. Here, instead, my mind jumps across to the psychological underpinnings as explained by Type dynamics hierarchies.

One of my college friends had confessed to finding the four-letter summary of the MBTI® a bit limited and constraining – sometimes she behaved as her identified preference indicated, but sometimes (and especially under pressure), it seemed like something else was going on. Something inconsistent, contradictory. For me, this is where Type dynamics really lights up – in the idea that the four-letter Type we manifest as represents our dominant, most-favoured mental function, but that layered below that, the other functions are available to us, in a particular order of descending preference and in less rounded, less well-developed form.

The presence of these other modes of receiving and processing / responding to information seems to me to offer the shift under great stress into unfamiliar patterns, as our least favoured, less practised, less competent “inferior” functions take control (Quenk, 2002).



Collage shows – L: a photograph of Neil Gaiman holding an illustration by Chris Riddell at the launch of their co-created book Art Matters, 2018 (photographer unknown, posted by MG Leonard); C: a carved wooden panel in Worcester Lodge, Didmorton, on the Badminton estate; and R: making an artful mess, under a painting of a hippo, SW London.

As an ENTP, my dominant, “first foot forward” mental function is Extraverted Intuition, and just as the resemblances in my family of origin are so marked that my brother and I were never once able to claim that we’d been adopted, there has been no doubt for me about this Type identification. It manifests strongly, and yes, looking back, my childhood tendencies were towards fairy tales* and what my teachers described as an “overactive imagination”.

The patterning uncovered in Type theory identifies Introverted Sensing as my other extreme, the least favoured, less developed mental function, perhaps characterised under pressure as a tendency to escape from the world by sliding toward material decadence (“Why yes, I would like another glass of ...”) or obsessing about irrelevant detail. This tracks with my experience.

What I found fascinating here, revisiting the theory for this article, was, yes, the age overlay.

I’m referring here to the idea that, providing we don’t get stuck (that word, again!) in the patterns that came most naturally to us in youth, we move on in development by becoming better acquainted with our more submerged mental functions, in order. By midlife, where I have been for some time now, we might begin actively engaging with our Inferior function.



This also tracks with my experience. In 2021, for instance, I completed an organisational change doctorate which built on observing and reflecting on a set of small daily activities. The whole design was about close, careful observation of the present moment, and then connecting those observations to what had gone before, paying attention to patterning. Arguably, this was a project designed around an Introverted Sensing preference – not something I would have considered as a younger person, but it seemed the time for it.

Unfortunately, I don’t have a grand theory that connects this quiet, individual-level pathway with the large-scale collective “un-stickings” I would so like to see. I have a stubborn faith-beyond-faith that persisting with the small things somehow

does contribute, that what doesn’t matter *can matter* (Aamli, 2021). So, I persist. I make my small, creative gestures. I follow my developmental path to my best ability, and I hope/pretend that this will make a difference.

Someone asked me recently how to do something she thought was going to be difficult, in this case recording an audio book, and I suggested she pretend that she was someone who could do it. Not pretend to do it, but pretend she was someone who could. She put up a notice to this effect on the studio wall, and she said it helped. So be wise, because the world needs more wisdom, and if you cannot be wise, pretend to be someone who is wise, and then just behave like they would. (Gaiman, 2012, n.p.n).

(*Actually, my favourite reading remains fairy tale / fantasy themed – I spent Christmas re/discovering Neil Gaiman’s *The Graveyard Book*, Susan Cooper’s *The Dark Is Rising*, and Diana Wynne Jones’s *Charmed Life*. All wonderful.)

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MANAGEMENT & ORGANISATIONAL DEVELOPMENT

TYPE, DIVERSITY, AND INCLUSION

JOHN HACKSTON (INTP)

John is Head of Thought Leadership at The Myers-Briggs Company; he is a Chartered Psychologist with over thirty years of experience in helping clients to use psychometric tests and questionnaires. He carries out research to bring personality assessments, in particular the MBTI®, to life, helping practitioners and end users apply the insights they gain both inside and outside work.

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Introduction

Many companies are far from diverse at the top. Women make up less than 7% of the chief executive officers of Fortune 500 companies, and less than 10% of executive directors of FTSE100 companies. In 2020 there were more CEOs named John than all women CEOs, full stop. In July 2020, there were only four black CEOs of Fortune 500 companies.

The COVID pandemic has exacerbated the situation, with women and minority ethnic people more likely to have been furloughed or made redundant, and to have been in vulnerable front-line jobs, with minority women even more severely affected by the pandemic than white women. Compared to fathers, mothers on average took on a large share of childcare than fathers, were more likely to have left their jobs or been made redundant and, if working from home, had less time to spend on work and were interrupted more often. In research that we carried out at the Myers-Briggs company, we found that women were significantly more concerned than men about having children at home for an extended period and were finding it more

difficult to remain focused while working from home.

For anyone interested in promoting diversity, equity and inclusion, this sounds depressing. However, an understanding of how psychological type interacts with issues around diversity and seniority offers some solutions. In this article, I'll first describe research that demonstrates how women and minorities are under-represented, but also how organizational attitudes to some preferences may be exacerbating the situation. Then I'll discuss how type practitioners can use this information to help make things fairer, with actions that we, and the organizations that we work with, can take.

Research into type and diversity

This research uses reported type data from just under 1.8 million people who took the Form M version of the MBTI® assessment between 2004 and 2018. 48% were male and 52% female, and 30% were from a minority background. Women and those from a minority background were significantly under-represented at higher levels.

Level	Number (overall)	Percent (overall)	Percent of men	Percent of women	Percent of majority	Percent of minority
Executive/top exec	42,966	2.4	3.3	1.6	2.5	1.7
Senior management	145,276	8.1	10.1	6.2	8.7	5.9
Middle management	527,570	29.3	33.3	25.7	16.2	13.2
1 st line management	264,102	14.7	16.2	13.2	14.2	14.7
Non-supervisory	610,866	33.9	27.7	39.7	34.8	36.8
Entry level	208,650	11.6	9.4	13.6	10.3	15.9

10.5% of the overall group reached executive/top exec or senior management level. However, 13% of men reached these top two levels but only 8% of women. 45% of men were below management level, but 53% of women. 11% of the majority group reached one of the top two levels, but only 8% of the minority; 53% of the minority group were below management level, but only 45% of the majority. Minority women were especially under-represented. Just over 14% of majority men reached the top two levels, but less than 6% of minority women.

How does this relate to type? There is an interaction between type, level, gender and majority/minority background. People at senior levels were somewhat more likely to have Extraversion preferences than those at more junior levels and much more likely to have preferences for Intuition and for Thinking. This has an impact on diversity because the T-F preference has an interaction with gender, and S-N with the majority-minority difference.

The table below shows the results for Thinking for the whole group and for men and women separately to the left, and for Intuition for the majority and the minority group to the right.

Level	Percent with Thinking preference			Percent with Intuitive preference		
	Whole group	Male	Female	Whole group	Majority	Minority
Executive/top exec	69	76	57	52	55	47
Senior management	73	80	62	47	49	42
Middle management	70	81	58	37	40	33
1 st line management	66	78	52	31	34	27
Non-supervisory	56	74	36	36	39	31
Entry level	51	69	39	36	39	32

Men at higher levels were more likely to have a Thinking preference than those at lower levels, and women at higher levels more likely to have a Thinking preference than women at lower levels. But at any level, men were more likely to have a Thinking preference than women. Indeed, entry-level male employees were more likely to have a Thinking preference than women executives.

As many organisations value a Thinking approach, this could mean that women leaders are taken less seriously. There is good evidence that a people-focused, values-based way of making decisions, something not dissimilar to a Feeling approach, helps to create an effective transformational leadership style. But there is also evidence that such leaders are *seen as* being less effective.

The data also shows an interaction between occupational level, gender and decision-making style. For men, the proportion of people with a Thinking preference only varied by 7 percentage points between levels. For women, percentages varied from 39% at employee level up to 57% at top level, 18 points. This suggests that for women, it may be more difficult to be promoted if you have a Feeling preference, but for men it doesn't matter – all things being equal, you are just more likely to reach a higher level.

For ethnicity, Sensing-Intuition is important. Individuals were more likely to have an Intuitive preference in the majority group, and more likely to reach the top with an Intuitive preference.

It's important to note that no-where in this data is there any evidence that people with an Intuitive or a Thinking approach make any better (or worse) leaders than people with a Sensing or a Feeling approach.

How type practitioners can help

How can we use this research to improve matters? We could start by raising awareness of the issues highlighted here. Though the under-representation of women and minority groups is well-known, the interaction with personality is not, and this may suggest that discussions of diversity, equity and inclusion should include personality too.

The research also shows that there can be a shortage of Sensing and Feeling at higher levels in organizations. This may not be good for the way in which organizations approach and solve the problems they face. Using the zigzag (or zee) model with groups of senior managers so they spend the same amount of time on Sensing, Intuition, Thinking and Feeling results in more rounded decisions, allowing voices which might otherwise have been ignored to come through. If we can help people to understand the importance of a diversity of personality, this opens the door to an understanding of the importance, and the advantages, of other forms of diversity too, and starts to build a more inclusive view of the world.

One of the advantages of having diversity, of personality but in other forms too, is that it can act as a counter to group think, by increasing the self-awareness of leaders and their teams. Type can help people to understand they differ from other people, and to apply those differences in positive, creative ways. And understanding the importance, the utility of diversity in personality is a stepping-stone to appreciating the importance of all forms of diversity.

RELIGION & SPIRITUALITY

PSYCHOLOGICAL TYPE AND HOPES
FOR THE POST-PANDEMIC CHURCH:
AN ENQUIRY AMONG LAY ANGLICANS

LESLIE J FRANCIS (INTJ) & ANDREW VILLAGE (INFP)

Setting the scene

In an earlier study, Francis and Village (2021) examined the way in which psychological type preferences impacted the responses of lay Anglicans to Covid-19. Their data were derived from the *Coronavirus, Church & You Survey* that went live during the first lockdown and ran from 8 May until 23 July 2020. That survey included the Francis Psychological Type Scales (Francis, 2005) and was used to test two hypotheses concerning the association between psychological type and personal wellbeing, and the association between psychological type and the evaluation of change during lockdown.

In terms of personal wellbeing during lockdown the findings from this earlier study found that overall extraverts coped better than introverts, that sensing types coped better than intuitive types, and that feeling types coped better than thinking types.

In terms of the evaluation of change, the findings from this earlier study found that the judging process (thinking and feeling) was more important than either the perceiving process (sensing and intuition) or the orientations (introversion and extraversion). Feeling types were significantly more accepting of and positive toward the way in which the Church had responded to the pandemic.

Taking a second look

When the *Coronavirus, Church & You Survey* went live in May 2020, there was still a naïve hope that one sharp lockdown may solve the problem. When the third lockdown came into play in January 2021, we decided that the time was right to launch a second survey. The *Covid-19 & Church-21 Survey* was live between 22 January and 23 July 2021 and once again included the Francis Psychological Type Scales.

The focus of this second survey was different from the first survey. This time we were wanting to take a longer-term view of the impact of the pandemic on the Church and on the implications for the post-pandemic Church. The second survey also had a wider

remit than the first survey. This time the reach was extended to the Catholic Church in Britain and Ireland, and to the Anglican Church in Canada and the USA.

From this wide source of data the present analyses are still focusing on the experience of lay Anglicans to keep the findings consistent with those reported by Francis and Village (2021).

Meeting the participants

There were 1,182 lay participants (who identified with the Church of England, lived in England, and had not offered ministry during the pandemic) who completed the relevant parts of the survey used in the analysis. These 1,182 participants comprised 38% male and 62% female (compared with 34% male and 66% female in the first survey); 6% were under the age of 40, 9% in their 40s, 16% in their 50s, 32% in their 60s, 31% in their 70s, and 6% were aged 80 or over.

In terms of psychological type profile, there were more introverts (66%) than extraverts (34%), more sensing types (75%) than intuitive types (25%), more judging types (91%) than perceiving types (9%), and a closer balance between feeling (47%) and thinking (53%).

Analysis

The *Covid-19 & Church-21 Survey* assessed participant's views on the post-pandemic Church by sets of Likert-type items. Each item was rated on a five-point scale: agree strongly (5), agree (4), not certain (3), disagree (2), and disagree strongly (1). In the following analyses the agree strongly and agree responses were combined into one category (agreed), while the not certain, disagree, and disagree strongly responses were combined into one category (not agreed). Differences in responses according to the binary type preferences were computed within 2x2 contingency table and tests for statistical significance by chi square. All reported differences reached at least the five percent level of probability.



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Together they designed the *Coronavirus, Church & You Survey* and the *Covid-19 & Church-21 Survey* <https://www.yorks.ac.uk/coronavirus-church-and-you/>



Introversion and extraversion

Psychological type theory conceptualises extraverts as people who are energised by the outer world, and for whom contact with others is important. By way of contrast, introverts are conceptualised as people who are energised by their own inner world, and for whom solitude is important. This conceptualisation gives rise to the hypothesis that extraverts may have missed attendance at church and may have found online religion less satisfactory.

This hypothesis was supported by the different levels of enthusiasm reported by extraverts and introverts for investing in their local church post-pandemic. For example, 79% of extraverts maintained that we should do everything we can to keep church buildings open, compared with 72% of introverts. Three quarters of extraverts (74%) said that they would get back to their previous pattern of churchgoing if they can, compared with 68% of introverts; and 68% of extraverts agreed that they would cherish their local church more than they used to, compared with 59% of introverts. Two fifths of extraverts (39%) said that they would give more time to serving their local church than they used to, compared with 31% of introverts.

Sensing and intuition

Psychological type theory conceptualises sensing types as people who prefer to stay with the way of doing things with which they are familiar. By way of contrast intuitive types are conceptualised as people who enjoy exploring new possibilities and who are attracted to extending their repertoire. This conceptualisation gives rise to the hypothesis that intuitive types may have grasped more readily the transition to online worship and to virtual church.

This hypothesis was supported by the different levels of support given by intuitive types and sensing types for online worship and virtual church. For example, 32% of intuitive types agreed that we should put our effort into developing virtual churches, compared with 24% of sensing types. A quarter of intuitive types (24%) said that they would meet people online for daily offices or prayer, compared with 18% of sensing types. The corollary is that while 10% of sensing types reported that they would go to services in church less often than they used to, the proportion rose to 18% among intuitive types. Similarly, while 72% of sensing types affirmed that they would get back to their previous worship patterns if they could, the proportion dropped to 65% of intuitive types.

Thinking and feeling

Psychological type theory conceptualises thinking types as people who make their judgements on the basis of objective logical analysis. They tend to be toughminded and critical. By way of contrast, feeling types are conceptualised as people who make their judgements on the basis of subjective personal values and interpersonal relationships. They tend to be warm hearted and affirming. This conceptualisation gives rise to the hypothesis that thinking types may not only take a more critical stance on the Church's responses to the pandemic, as documented by Francis and Village (2021), but may also have a less optimistic view of the post-pandemic Church.

This hypothesis was supported by the different views on the future endorsed by thinking types and feeling types. For example, while 40% of feeling types considered that their church

will emerge stronger than it was before, the proportion fell to 29% of thinking types. Similarly, while 32% of feeling types considered that new people will join the Church as a result of their online services, the proportion fell to 26% of thinking types.

Significant differences were also found between thinking types and feeling types in respect of the use made of social media by the Church and in respect of God's activity during the pandemic. In the case of social media, while 46% of feeling types rated social media as a great evangelistic tool, the proportion fell to 38% of thinking types. While 51% of feeling types rated social media as a great pastoral tool, the proportion fell to 43% of thinking types.

In the case of God's activity during the pandemic, thinking types displayed lower levels of confidence. While 67% of feeling types agreed that God has always been in control during the pandemic, the proportion fell to 59% of thinking types. While 55% of feeling types agreed that God would save us from the pandemic through science, the proportion fell to 47% of thinking types.

Conclusion

The present study has tested the thesis that psychological type theory can predict individual differences in the ways in which lay Anglicans express their hopes for the post-pandemic church. It is now worth locating these differences alongside what is known about the relative prevalence of different types within Anglican congregations as demonstrated by Francis, Robbins, and Craig (2011) and Francis, Wright, and Robbins (2016).

First, in terms of the orientations, extraverts displayed greater commitment than introverts to building back local churches. Extraverts account for just under half of Anglican churchgoers (46%).

Second, in terms of the perceiving process, intuitive types displayed greater commitment than sensing types to maintaining online services and virtual church. Intuitive types account for just one fifth of Anglican churchgoers (20%).

Third, in terms of the judging process, feeling types displayed stronger hope than judging types for the post-pandemic future of the Church. Feeling types account for three fifths of Anglican churchgoers (60%).

Now that, some two years after the first lockdown, the omicron variant is taking hold of the nation, the post-pandemic future continues to remain elusive. Meanwhile, the time seems right for a third survey.

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SPOTLIGHT ON RESEARCH

JOHN HACKSTON (INTP)

Type research in 2021: the final word?

Welcome to the first *Spotlight on Research* of 2022. This time, we have a mixed set of studies from last year that cast an interesting light on type, but which didn't feature in any of the 2021 columns. They range from traditional psychometric research (gender differences in large samples, for example) to the somewhat more unusual (drawing pictures to describe 'recreology' – if nothing else, reading this column might increase your word power). So enjoy, and if you feel I've missed out on an important study from 2021 let me know and I'll include it next time!

Is the MBTI® assessment less 'gendered' than other questionnaires?

Over many years, pretty much every study that looked at gender found that men were more likely to have a Thinking preference and women were more likely to have a Feeling preference. For example, in the UK general population group, 65% of men had a Thinking preference but only 30% of women. A new study by Adrian Furnham & Luke Treglown has found much the same – and shown similar, but even more pronounced, differences from several other personality assessments.

The researchers had access to datasets from individuals who had completed one or more of the following questionnaires as part of development or assessment centres: the Myers-Briggs Type Indicator® (Form G); the Five Factor NEO-PI-R; the Hogan Personality Indicator (HPI); the Motives and Values Preferences Indicator (MVPI); the Hogan Development Survey (HDS) and the High Potential Trait Indicator (HPTI). Sample sizes for each instrument were in the thousands.

For the MBTI® analysis, continuous scores based on reported type for each preference pair were used, rather than type classifications based on best-fit type. The results showed that men were significantly 'higher' on Sensing, Thinking and Judging than were women, although only the Thinking-Feeling difference was large

enough to be of practical significance. Indeed, except for T-F, the MBTI® in general showed fewer sex differences than the other questionnaires:

- All five NEO-PI-R factors showed significant sex differences. Women scored higher on four of the five traits, particularly Openness and Neuroticism, but lower on Conscientiousness.
- All seven HPI scales were significant. Men scored significantly higher on Adjustment, Ambition, Sociability and Inquisitive, but lower on Interpersonal Sensitivity, Prudence, and Learning Approach.
- On the MVPI, men scored significantly higher than females on Recognition, Power, Commerce and Science but lower on Hedonism, Altruism, Affiliation, and Aesthetics.
- For the HDS, women were significantly higher on Excitable (Borderline), Cautious and Dutiful, while men scored higher on Sceptical, Reserved, Bold, and Mischievous.
- All six HPTI traits showed significant differences, with men scoring higher on Conscientiousness, Adjustment, Risk Approach, Ambiguity Acceptance, and Competitiveness, and women scoring higher on Curiosity.

The MBTI® results are in line with previous research, and broadly in line with the results from the other questionnaires. In the light of some criticisms of the MBTI®, it's worth noting that even though this study took data from the older Form G version of the instrument and used scores rather than types, the assessment showed fewer sex differences and therefore seems to be less 'gendered' than many of the other personality instruments used in development.

Type and empathy

How does empathy relate to personality type? Kathleen Kutsko and her colleagues set out to find out. Previous research had shown that empathy is an essential ingredi-

ent for developing successful counselling relationships, leading to positive change for clients. By investigating how personality type related to empathy, they hoped to be able to improve and tailor counsellor training.

232 Master's and doctoral students who were enrolled in counsellor education programs took part in the study. They completed the US Form M version of the MBTI® and the Interpersonal Reactivity Index (IRI). This measures four aspects of empathy: Empathic Concern (EC), an individual's ability to experience compassion and concern when observing others negative emotional experience; Personal Distress (PD), their sense of their own anxiety and distress when witnessing another's negative experiences; Fantasy (FS), their tendency to equate themselves with the fictitious characters in a movie, book, play, etc.; and Perspective Taking (PT), their cognitive ability to understand and adopt the view of another experiencing negative reactions to a situation.

The results showed that:

- Those with an Extraversion preference were significantly higher on Empathic Concern and significantly lower on Personal Distress, compared with Introverts
- Those with an Intuition preference were significantly higher than those with a Sensing preference on Empathic Concern, Fantasy and especially Perspective Taking
- Those with a Feeling preference were significantly higher on all four IRI scales
- Those with a Perceiving preference were significantly higher than Judging on Empathic Concern and on Perspective Taking.

The findings tallied with previous research and provided construct validity evidence for the MBTI® assessment. On a practical level, the researchers were able to make several suggestions as to how these results could be used in future counsellor training and education.

You are what you draw?

Many studies using the MBTI® or other type measures simply report the distribution or psychological type for a particular occupation or a particular group of students. A recent study by Ivo Jirásek and his co-researchers followed the same path, but then went on to do something rather more original.

The researchers targeted all the Bachelor's and Master's students studying recreation and leisure studies ('recreology' – a word new to me) courses at Czech universities. 180 agreed to take part and they completed a Czech version of the MBTI® assessment. The most common type preferences were ENFP (15%), ENFJ (14%) and ISFJ (14%) and the least ESTP (0.5%). The researchers were however most interested in what they termed cognitive style, which they equated to the functional pairs of ST (17% of the sample), SF (28%), NT (10%) and NF (45%).

Participants were also asked to paint a picture on the topic of 'The study of recreology', using at least six colours and allowing themselves at least 45 minutes. 53 respondents did so, and it was found that their images reflected aspects of their personality type:

- ST images tended to show detailed, realistic scenes, often featuring sports equipment and nature, but rarely showing people.
- SF images also showed details of specific activities and ways of studying, but showed people as well. Several also added wording.
- NT images tended to show an overall outline of a basic idea rather than a detailed drawing of individual elements, and to include abstract symbols or an overall symbolic image.
- NF images often showed a high degree of abstraction and included ideas that went beyond the original definition of the topic.

The researchers' conclusions mainly centred on the type distribution of the sample and the advantages of matching teaching approaches with a student's personality. However, they also speculated on whether the pictorial approach could have wider usage. As an MBTI® trainer, I felt that there was an interesting correspondence between this study and the commonly used exercise where participants are asked to create a poster that would appeal to the opposite functional pair to themselves.

Would you credit it?

If you apply for a loan, or a new credit card, the lender enters your details into a credit scoring algorithm, using personal information and historical payment performance to decide how good (or bad) a credit risk you are. You may even use an app like Experian to keep track of your credit score yourself. Quite separately, there is plenty of advice online about using a knowledge of your own personality type to deal with your finances more effectively. Adnan Veysel Ertemel and Gökhan Çaylak have put these two strands together, investigating links between credit score and personality type.



181 people completed a Turkish version of the MBTI® assessment and also agreed to allow a credit scoring organisation to provide their credit score to the researchers. This was correlated with continuous scores on the MBTI® (sadly, like many of the studies featured in this column, they did not look at preference dichotomies, whole type, or best-fit type). There was no significant relationship between credit score and E-I or T-F, but there was a significant correlation with Sensing ($r = .288$) and with Judging ($r = .187$). In other words, respondents with a Sensing preference and, to a lesser extent, a Judg-

ing preference, were more likely to have good credit scores than those with an Intuitive or a Perceiving preference. In their conclusions, the researchers hint at the possibility of using MBTI® results in the future as one way to establish creditworthiness. To my mind, this sails perilously close to using the MBTI® in selection. Perhaps it would be more interesting to speculate on what this suggests about the characteristics and behaviours that financial institutions value, and the wider implications both for society and for individuals who, like me, have NP preferences.

And finally ...

If this column has whetted your appetite for information on type-related research, then do take a look at the 2021 *Research Digest* from *The Journal of Psychological Type*, which you can download here: <https://www.capt.org/journal-psychological-type/JPT-Research-Digest.htm>. It contains summaries of six studies, some of which have previously featured in *Spotlight on Research*:

- Machine learning approach to personality type prediction
- Entrepreneurial tendencies by different personalities
- Personality type, eating behavior, and suicide risk
- The effects of MBTI® applied peer-to-peer relationship improvement training
- Personality type and language learning strategies
- Sex, madness, and spirituality.

Do take a look!

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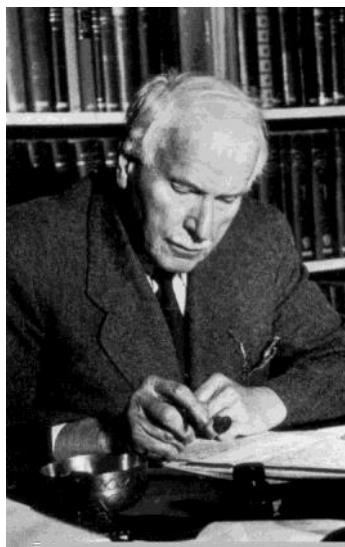
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**WORDS OF WISDOM
FROM THE MASTER!**

“Once the unconscious gets into active opposition to consciousness, it simply refuses to be suppressed.”
(C.G. Jung)

[This quotation is reproduced, with their permission, from the February 2009 Newsletter of Type Resources Inc.]



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BOOK REVIEW

By Susan Nash (ENFJ)

THE LEADERSHIP BOOK: A Step by Step Guide to Excellent Leadership

By Neil Jurd (INTP)

Published by Mr Gresty – 2020 – 148 pages

ISBN-10: 0956928579 ISBN-13: 978-0956928573



As you know, leadership is a frequently talked-about subject, with a wide range of leadership development theories associated with it. So, you may well ask – where is the place for yet another publication? *The Leadership Book* by Neil Jurd presents a simple definition and framework for understanding leadership, in addition to including a wealth of practical tools and techniques for individuals to apply to become more effective Leaders.

“Leaders achieve things far beyond what they could do alone by engaging others intellectually and emotionally in pursuit of a clear and compelling purpose.”

Leadership Defined

Jurd begins with a simple, yet comprehensive definition of Leadership.

This definition captures certain key principles, which Jurd brings to life through the entire book.

- An effective leader can multiply their own effect by the number of people they lead.
- Leadership goes beyond “position power” and highlights how personality is a more useful leadership tool than rank.
- Purpose represents an essential element in focusing effort and motivating team members.

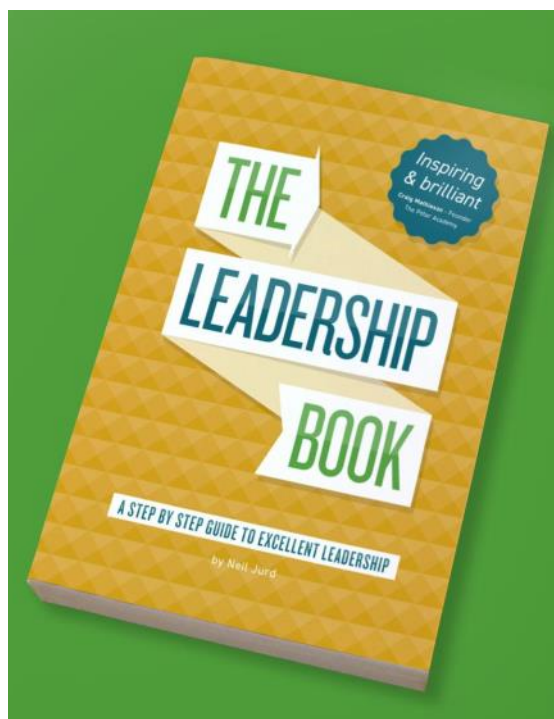


Figure 1: Overview

The overall framework Jurd shares at the end of his book is also relevant and I will use this to highlight four of the tools and techniques that resonated specifically with me, as relevant to today’s business working environment.

“Ad Unum Omnes” – all to one end

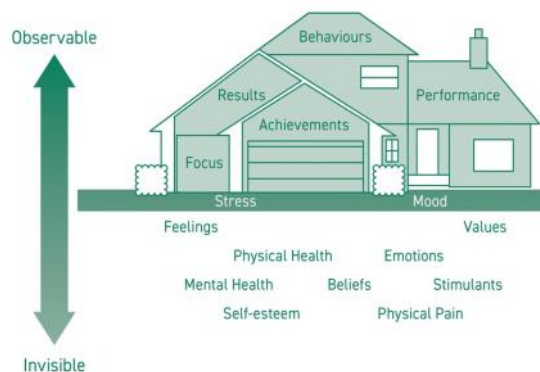
Focus in business is often placed on the importance of objectives to guide performance. Jurd focuses on the importance of a “clear and compelling purpose” being simple enough for everyone in the team to understand, and yet emotionally engaging enough so that team members wish to work for it. This effectively captures for the Team, the What and the Why? The facts and the feelings. He also uses the word Aim to capture the same process, specifically in one of the models he shares, the Mission Control framework.

Leadership: Foundations

There are two specific techniques that Jurd introduces regarding Leadership that I found interesting and relevant. First, he described the Foundations model as a tool for the Leader to better understand the people in his/her team. When we talk about human performance, it can be like a house.

Figure 2 Foundations

We see the construction – above ground level – results, achievements, failures and how individuals are working. We may also see patterns and working themes. In our Type World, this can correlate to our adapted style. What is less obvious is what is going on in the foundations; this can include emotions, values and beliefs, self-esteem, physical pain, etc. In our Type world, we would also include here our type preferences, cognitive processes, Temperament, and Interaction Style. The Foundations metaphor is useful as a Leadership tool because house foundations are an essential part of construction but are often not visible. If they are strong, the building is strong. If they are shaky, so is the building. In the same way, if leaders can better understand their people, both from an observable and invisible perspective, performance will improve.



“Effective leadership performance can only be built on solid foundations.”

Leadership: Coaching Conversations

In this section, Jurd focuses on the importance of coaching for leaders to switch on all the brains and talent in the team, releasing senior leaders to think and focus on having a leadership effect. In my work within organizations, too often, leaders believe they must provide all the answers. In fact, the more senior and influential a leader becomes, the less practical it is for them to know specifically how to help team members. Jurd introduces a simple Coaching Cone framework which covers: - **Figure 3 Coaching Cone**

- **Define the Objective.** This stage involves encouraging the team member to define the issue he/she wishes to discuss and differentiate between superficial and underlying issues. (For those familiar with the G.R.O.W. framework, this correlates to the Goal step)
- **Explore the situation.** This stage involves asking questions to help the team member think through the current situation from different angles. (This correlates to the Realities step in the G.R.O.W. framework)
- **Focus on the Solutions.** The aim for this stage is to encourage the team member’s brain to explore solutions. Here, Jurd highlights the importance of leaders using add-on or follow-up questions and resisting the impulse to give direction. (This correlates to the Opportunities step in the G.R.O.W. framework)
- **Decision.** This stage involves reviewing workable solutions and making a clear decision.
- **Action.** Once the person has decided what they are going to do Jurd highlights the importance of the coach helping turn the commitment into action. (This correlates to the W step in the G.R.O.W. framework called Wrap up, Will, or What do you plan to do) The advantage of this framework is that there is a much clearer Call to Action.



What makes this useful for Leaders is that Jurd provides excellent questions for each stage of the Coaching Cone – an area where many Leaders struggle. They know they need to ask questions; they just don't know the right questions!

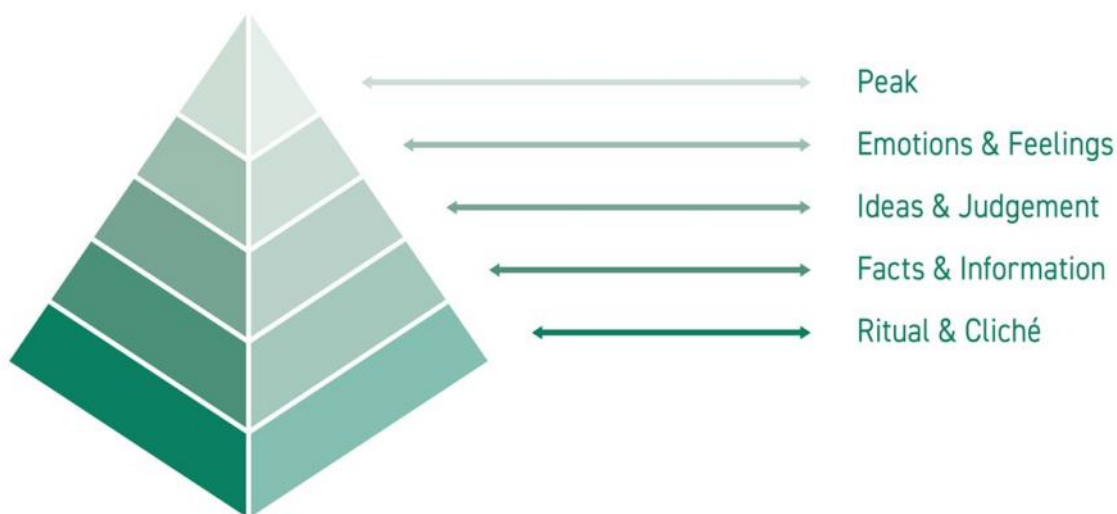
Culture

The final element that Jurd addresses is the importance of the culture of the team/organization. He specifically focuses on the need for an elevated level of trust, mutual understanding between people and departments, greater diversity, and inclusion (which is relevant in our Type world), and a culture where individuals have the autonomy to make decisions.

He shares a model that I have found useful in organizations called The Communication Pyramid (source Father John Powell). He identifies five levels – the higher up the Pyramid, the higher the level of trust and/or the greater level of risk in interacting which can contribute to higher team performance.

Figure 4: Communication Pyramid

- **Rituals and Cliches** - the base level of communication e.g. "How are you today?"
- **Facts and Information** - my version had gossip here which tends to precede facts!
- **Ideas and Judgments** - this is where individuals distill information and provide their own opinions
- **Emotions and Feelings** - this means talking about emotions and feelings, not venting!
- **Peak** - this is where people just "get" each other. They notice small signals and can talk openly and honestly, while also having shared values.



Levels of Communication Pyramid. Father John Powell

I have found this a useful tool in team building sessions to ask the group to select when they begin the session – where they think they are on the Pyramid, and then again at the end. Hopefully, the team building process will have helped to improve trust and communication in the Team!

In summary, Jurd's book contains many practical, easy to understand, and relevant tools and techniques which any Leader could dip into and out of to gain support in becoming more effective. In this Book Review I have highlighted four areas which I specifically enjoyed – and there are far more which I did not have space to share. The book is easy to read, with clear illustrations, case studies to bring concepts to life, with exercises and reflection prompts to help readers apply the concepts. The book does what is says on the cover – it provides, "A step by step guide to excellent leadership!"

[Neil Jurd is a leadership consultant whose clients include Virgin Media and the NHS. Neil has produced a range of videos about leadership and his book "The Leadership Book" is an Amazon bestseller. Previously Neil was an army officer for 20 years. He served as an instructor at Sandhurst, led a Gurkha Squadron in Iraq and spent two years as Deputy President of the Army Officer Selection Board. Neil founded a charity in memory of his wife and is on the board of Alertacall. Neil believes that connecting with people is a crucial aspect of leadership. Neil was appointed OBE in 2020. Email: neil@neiljurd.com.]



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 Association of Psychological Type International

TYPEFACE ARCHIVE – ‘MILO’ AT CAPT



Members are reminded that they can access, download and print all articles published in *TypeFace*, since its inception in 1989, from the archive created at the Center for Applications of Psychological Type (CAPT) in their bibliographic database MILO. You can also search for articles by author and topic.

Follow this link: <http://www.capt.org/MILO/TypeFace.htm> and you will then be directed to the Index of Volumes and individual articles.

As agreed at the BAPT Conference in 2015, the only exceptions are the issues from the most recent two years and these can be viewed on the BAPT web site in the 'Members' Only' section. If you wish to obtain a copy of any of these articles, then please contact Chris Price, Webmaster: tech@bapt.org.uk.



Peter Malone (INFJ) is an Australian, Melbourne-based. He was president of SIGNIS, The World Catholic Association for Communications, and is a member of the SIGNIS Cinema Desk. His books on Type are 'Let a Viking do it: Hagar and family illustrate the Myers-Briggs Type Indicator'; 'Myers-Briggs goes to the movies'; 'Mirror, Mirror on the Screen' and 'The same as Christ Jesus: Gospel and Type'. He has served in a variety of capacities in international media organisations. He is a Life Member of the Australian Association for Psychological Type (AusAPT).

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TYPEWATCHING AT THE CINEMA

WORTH

What is a life worth? Thinking and Feeling Criteria

PETER MALONE (INFJ)

Worth is a good word, a solid word. It takes us into the realm of values.

In fact, the original title for this film is *What Is Life Worth*. And, as we watch the film and its exploration of characters, we are continually being asked "What is a life worth?". And how is this question to be answered? In monetary terms, a financial figure? Or beyond that?

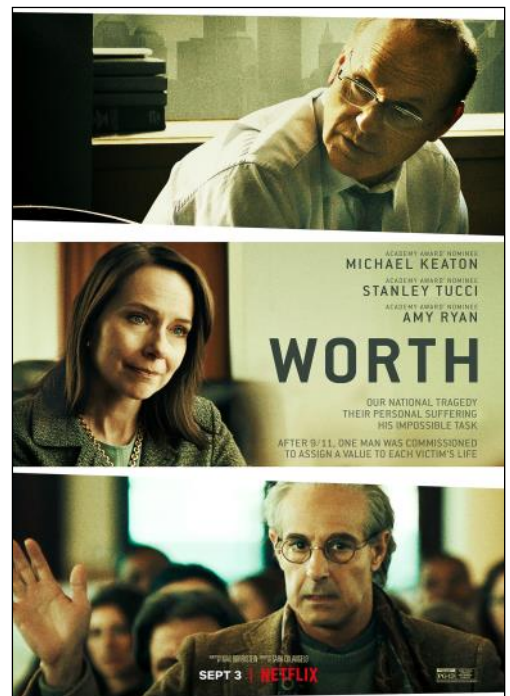
The question was asked in the United States after 9/11 and this film is receiving its release, at the Sundance Film Festival and, then, on Netflix, on the 20th anniversary of those planes crashing into the World Trade Centre and the Pentagon. At the time, the world was preoccupied with the immediate loss of life, the consequences, grief, amazement, continuing health problems, as well as the broader aspects of what became the war on terror and the invasion of Afghanistan (sadly and ironically coming to a close on the 20th anniversary).

But, there were financial questions asked, issues of insurance, the air companies' lobby, compensation by the American government, issues in Congress. With *Worth*, we are taken into this particular aspect of 9/11, a process from 2001 to 2003, the 9/11 Victim Compensation Fund, with prominent legal mediator, Kenneth Feinberg, accepting the role.

Soon into watching the film, it seemed a good idea to go to Wikipedia and find out something about Kenneth Feinberg, his background, his legal history, his role with the Compensation Fund, as principles. This exercise was enabling, for watching the film and appreciating what Feinberg hoped for, what he did, the challenges, his achievement (and, rather jaw-dropping, the final credits listing of situations in American history in the last 20 years, disasters, compensations, Catholic Church abuse cases ... that he and his colleague, Camille Biros have been asked to mediate).

Michael Keaton, a wonderful comedian in the past, has been taking on more and more serious roles, men of integrity. Amy Ryan gives solid support as Camille. And a range of character actors take on supporting roles convincingly. But, as the film progresses, there are numerous interview sequences, survivors telling their stories, some angry, some still grieving, some bewildered. These are so convincing – and, one hopes, that the short segments serve as audition material for future roles by these character actors.

The other chief character in the film is Charles Wolf, played by Stanley Tucci, an actual character, who lost his wife in the World Trade Centre collapse. Wolf was highly critical of Feinberg's model for the fund, starting a counter-movement "Fix the Fund", offering advice, offering a different perspective on contact with survivors and their relatives, meeting with Feinberg and his associates, influencing Feinberg and his approach, ultimately with the declaration, "The Fund is Fixed", finally ensuring that the Victim Compensation Fund requirements for registration were filled in time for the project to go into action.





The many dramatic vignettes with the relations of those who died on 9/11 are brief, case studies in the Feeling function (and the hard reality of Thinking rules and applications).

Two particular stories come to the fore to illustrate this, a fireman killed and his loyal wife's discovery that he had another family who are in financial need, a gay man who lost his partner (whose parents deny his sexual orientation).

It is rather saddening to read some bloggers dismissing the film as uninteresting, boring. Others declared that they were engrossed, moved, sharing an experience of realising what a life is worth. Yes.

For those of a Jungian/Type frame of mind, *Worth* is a powerful, full-length, dramatization of the challenges to the Thinking function and to the Feeling function.

The audience spends a great deal of time with Kenneth Feinberg, his staff, discussions about how to administer the fund, compensation relying on the letter of the law, accuracy and precision, setting limits, eschewing exceptions. Charles Wolf's approach was highly personal, much more subjective in respect of and respect for those who grieved and suffered, listening to stories, realising that categories could be constricting and that there were interpretations to be made.



TYPES OF MASKS

BY NANCY SILCOX (ENTJ)

Assistant Editor



Just when we thought masks were on their way out, a new variant of COVID caused them to once again be required in most indoor settings by law in the UK. While masks are very inconvenient, since they are required, what kind of mask do you choose to wear? And have a bit of fun guessing Type by what masks others wear.



E – An **Extravert** might say, “As long as I have to wear a mask, I’m going to wear an interesting one that will attract attention and comment.” Perhaps one with dinosaurs or national flags on it? Or why not a smiling scarf!

I – **Introversions** preferences in general do not want to attract attention to themselves and would be more likely to choose the most common, generic mask, like the NHS blue mask. Pastel, colour-coordinated masks might also appeal depending upon their other preferences.



S – Those who prefer **Sensing** would check out the safest, practical, hard-wearing type: three layers with special filters and perhaps consider reusable/washable, fabric, rather than disposable. A practical snood or scarf that can be pulled up when you go into a shop and down when you leave saves digging around in pockets or purses.

N – **Intuitives** thinking ahead, consider possibilities like glasses steaming up, and might choose a face-shield or visor that clips on to glasses; that you can see through clearly even when looking down; that lets you breathe freely while protecting from yours or others’ coughs and sneezes. Imaginative designer masks give individuality.



T – **Logical Thinking** Types might research the medical science—perhaps masks are dangerous harbourers of bacteria? They might choose a mask with a filter breathing vent and carefully dispose of masks after the prescribed number of hours.

F – **Feeling** masks might be individual and unusual that invite comments which lead to dialogue and relationship. A clear section to help the deaf see your smile, or a special scarf, designer or hand-made, patterned mask can be colour-co-ordinated accessories to give variety and romance.



J- For the **Judging** Type, who seeks closure and results, just get it done so you can concentrate and focus on finishing your work. Simple, black, disposable—no distractions. Or they might schedule one for each day of the week, or colour to go with each outfit.

P – You would expect the **Perceiving** Type to enjoy variety in masks—different colours and patterns: shamrocks on St. Patrick’s Day; Christmas trees to the office party; dogs when you take your cockapoo for a walk or one with a smile on it (F), skull (N) or a gas mask (S)!

BAPT EVENTS CALENDAR – JANUARY TO MAY 2022

Sign up for all events on our website www.bapt.org.uk. Times are UK.

Date and Time	Event
11 January 8pm	In Conversation: with Mary McGuinness
18 January 7pm	Webinar: Type and the Ladder of Ego Development, Angelina Bennet
25 January 6pm	Type practitioner peer support group with Sarah Perrott
10 February 6pm	Webinar: How to Use Type Ethically, Jerry Gilpin
15 February 8pm	In Conversation: with James Johnstone
22 February 6pm	Type practitioner peer support group with Sarah Perrott
15 March 8pm	In Conversation: with Rich Thompson
22 March 6pm	Type practitioner peer support group with Sarah Perrott
7 – 9 April 3 days	BAPT Online Conference
22 April 1 day	Workshop (London): Bringing Type to Life – an Antidote to Zoom
10 May 7pm	Webinar: Type and Creativity, David Goldstein
24 May 6pm	Type practitioner peer support group with Sarah Perrott



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"This is from a series of images crafted by Christine Rigden, one of the more fun aspects of her role as BAPT Webmaster."

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