

TYPEFACE



The quarterly magazine of the
British Association for Psychological Type

Balance and Belonging breaking through with type



BAPT 2023

Virtual Conference

21st – 22nd April 2023

In-person Event

London, 16th – 17th June 2023

LINKING THE TYPE COMMUNITY



BAPT 2023

VIRTUAL

CONFERENCE

& IN PERSON EVENT

INVITATION TO PRESENT

INSIDE

BRITISH ASSOCIATION FOR PSYCHOLOGICAL TYPE (BAPT)

Registered Charity No. 1045772

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Cover Photographs: 2023 BAPT Conference Banner (top)

2023 BAPT Conference Badge (bottom)

Cover Design: Salmon Consulting Ltd. **Graphic Design:** Angelina Bennet. **Printing:** Proteus Print Ltd, Bedworth.

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EDITOR'S NOTE

GILL CLACK (ENFJ)



EDITOR'S NOTE

GILL CLACK (ENFJ)

Once again we have a packed issue with, I hope, something for everyone. As usual, we start with our *President's Column* and Sarah discusses plans for 2023 and reflects on activities that have recently taken place this year such as the publication of Catherine Stothart's new book, Nick Toko's review of the web site, a new type video commissioned from Josh Leach, etc. and changes to the membership of the Board.

The BAPT Board is currently busy organising the next On-Line Conference in April and In-Person Event in June so do look at the *Invitation to Present* piece and put in a proposal if you would like to contribute. The closing date for submissions is **2 December, 2022**.

We also announce the next Webinar to be held in November featuring Josh Leach, and also the Type Practitioners' Peer Support meetings which take place in November, 2022 and January, 2023. We hope you will take advantage of these events.

Next we have a report from Tim Beggs, APTi President, in *News from Across the Pond* where he describes their Fall On-Line Conference held on 5 November.

Then we have a special article from John Hackston emphasising how important it is to have proper interactive feedback when administering the MBTI® questionnaire and how often this is not the case with the multitude of pseudo MBTI instruments currently available on the internet.

We then have articles in four different interest areas. The first, under Careers & Occupations, is a piece written by Sue Blair, who we are delighted to report has accepted the role of Interest Area Co-ordinator and she writes on '*Creating Career Conversations*' and reaches out to those of you who are active in this area. This is followed by David Hodgson's article under Education, Learning & Development where, in '*Building Social Connections in Schools*', he shares with us research that has shown that building connections helps students perform better academically. Next is under Religion & Spirituality where we have another great article from Leslie Francis '*Psychological Type Theory, Psychographic Segmentation, and the Science of Congregation Studies*' describing research which aimed to attract individuals to attend church services from types who were less likely to do so, NTs in particular. The last, under Theory & Research, is another article from Mina Barimany where she discusses '*Common Misconceptions in Psychological Type*.'

This is followed by John Hackston's *Spotlight on Research*, where he discusses research studies conducted by the Myers Briggs Company on inclusivity, office v home working, conflict in the workplace and type and emotional intelligence.

Then we have Nancy Silcox's latest in the '*Guess the Types of ...*' series where this time she discusses the possible type preferences of vaccinologist, Dame Sarah Gilbert. Do you agree with her analysis?

We also have our regular *Words of Wisdom from the Master* piece giving one of his memorable quotes.

Finally, there is an advert for the next Midlands Group workshop '*Motivation and Well-Being*' on 23 November featuring Catherine Stothart and an advert for the *BAPT 2023 On-Line Conference* to be held from 21-22 April, 2023, with the theme of '*Balance and Belonging: Breaking through with Type*' and an In-Person Event to be held in London 16-17 June, 2023, on the back cover.

I hope you will find these of interest.

Best wishes,

GILL

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DEADLINE FOR CONTRIBUTIONS FOR WINTER 2023 ISSUE: 1st JANUARY 2023



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)

Happy Autumn to us all. We are beginning to turn our attention again to the BAPT Conference for 2023. The plan is for an online conference again on 21st and 22nd April 2023. This to be coupled with an in person event on Friday 16th and Saturday 17th June in London. Please do save the dates and think about a trip to London in June of next year. Catherine Stothart our Events Director is issuing a call for papers. Do consider running a workshop at our conferences either online or in person. Our theme is *Balancing and Belonging, Breaking through with Type*.

Catherine is also publishing her second book *Motivation: The Ultimate Guide to Leading your Team*. This will be available through Routledge and other sites on 7th November, one definitely not to miss. To whet your appetite, "No-one tells you how to motivate yourself or how to motivate others. You are expected to work it out for yourself. This book will help you pick your way through the motivation minefield and apply simple tools to tap into your team's top motivators and lead them to fulfil their purpose and potential". Catherine uses temperament theory from Type in her latest book and is known to be keen to giving her readers practical 'how toos' that can be immediately applied.

Nick our Director of Digital Projects on the Board is underway with focus groups for the new website. We are looking forward to the outcome and a more user friendly and fit for purpose BAPT website that is all about personality.

There have been some changes to the BAPT Board to update you on. We have co-opted Hannah Gilchrist who has recently completed her Honours degree an MA in Psychology from the University of St Andrews. Hannah achieved a first, so very well done! We were keen to include an aspiring occupational psychologist in our conversation and debates. It is so useful to have another focus and viewpoint. Mette Boje our Board member with a special European focus is moving from being a full BAPT Board member to being a European Consultant to the BAPT Board. Mette has

recently taken on a new role at CFL in Denmark and her time is more constrained. We are pleased that she is able to remain somewhat involved with us at BAPT and look forward to her valued contributions.

We have commissioned Josh Leach to produce the next Type video for us looking at the S and N preferences in the eight factor model. Or the core characters as the Myers Briggs Company defines them. Jerry Gilpin, the Secretary to the Board is involved in the script writing of this next video. Watch this space for its appearance in due course. Josh also is running a webinar for BAPT on social media at the end of November, Again register on the website.

Our last Type Practitioners' Peer Support session was a truly global event with participants from the UK, India and the US. We had an excellent and stimulating in depth conversation about extraverted feeling in all its strengths and weaknesses. The TPPS sessions are run every fourth Tuesday of the month at 6pm UK time, please do visit the website and sign up for the next session in November.

We have had some excellent In Conversations sessions with Richard Owen talking to Angelo Spoto and Dario Nardi recordings of which are on the website. And Linda Berens is coming up in mid November. Dario Nardi has been profiling on BAPT, Personality Hacker and the AusAPT conference - he is always worth listening to.

I have recently facilitated a workshop in an organisation for new managers where all of the senior people have been through a Type workshop. It is great to have the added value of access to a Type to Type chart where new managers can see best tips and techniques for working most effectively with their bosses and the leadership in other areas of the organisation. Truly where Rob and Carly's Toomey's TypeCoach comes into its own and is so powerful and useful.

Enjoy your Autumn and the lead up to the Christmas holiday and Christmas break.



Balance and Belonging breaking through with type

Virtual Conference | In-person Event



British Association for Psychological Type Events 2023

21st – 22nd April, 2023 – VIRTUAL CONFERENCE

16th – 17th June, 2023 – IN-PERSON EVENT- LONDON

INVITATION TO PRESENT

*We are excited to announce TWO major events next year. The theme for both is:
Balance and Belonging: Breaking through with Type*

Following the events of the last few years, how can personality type help us regain our sense of belonging and community? How can we bring balance back to our lives and our personalities? What next for personality type?

We invite session proposals for the virtual conference via this link:

<https://www.bapt.org.uk/events/speaker-proposals/>

To make a proposal for the in-person event, please contact Catherine Stothart (Events Director) at events@bapt.org.uk.

Deadline for submissions: Friday 2nd December 2022

We'll need the following from you:

- **Author:** Title, first name, last name, qualifications relevant to type
- **E-mail address and mobile number**
- **Author bio:** 50 words about you for programme
- **Photo:** up to 3MB size, in jpg or png format
- **Title of Session**
- **Content of Session: Maximum of 200 words** (for the Conference programme and *TypeFace*).
- 50 word **Summary** for use in marketing
- **Target Audience:** the session is aimed at: Beginners / Intermediate and/or Advanced, Type Experts, business professionals, etc.
- **Model:** Tool/ Temperament/ Interaction Style/ Cognitive Processes/ Emotional Intelligence/ Enneagram/ Other
- **Length of session:** 60 minutes

Presenters can attend the virtual Conference at no charge. Sessions will be timed and planned in blocks of 2-3 hours to meet the needs of our global audience. We will be using the Zoom platform and speakers will be supported by a technical host. **Any questions e-mail events@bapt.org.uk**

NEW INTEREST AREA CO-ORDINATOR FOR CAREERS & OCCUPATIONS

SUE BLAIR (ESTJ)



We are delighted to announce that Sue Blair from New Zealand, who many of you will have already met at BAPT events, has agreed to take on the role of Interest Area Co-ordinator for Careers & Occupations. Sue will be co-ordinating articles on this application of type and wants to reach out to those of you who are already using it in this area. She introduces herself in her first article on Page 12 of this issue and can be contacted at: sue@personalitydynamics.co.uk.

TYPE PRACTITIONERS' PEER SUPPORT

HELD MONTHLY FROM 6.00-7.00 PM

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 period November, 2022 / January 2023 on ZOOM are:

- [November 22nd, 2022 at 6:00 p.m. London](#)
- [January 24th, 2023 at 6.00 p.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.

OUR NEXT WEBINAR IS ON 30TH NOVEMBER

OPEN TO GUESTS – BRING A FRIEND!

Our interactive webinars are an opportunity to delve more deeply into the practical applications of type, the things that matter to all of us, both in our work and home lives, and as type practitioners. I am excited about our next webinar.

Josh Leach – Social Media for Type Practitioners on 30th November

Josh is an animator and type enthusiast, who recently produced our video on introversion and extraversion.

In this talk, he is going to be sharing tricks of the trade for social media promotion. We will learn a mixture of principles and practical tips, that will be transferable for any projects that require a social media strategy.



Register on the BAPT website here:

<https://www.bapt.org.uk/bapt-webinars/social-media-for-type-practitioners/>

You can catch up with recordings of recent webinars via our website: <https://www.bapt.org.uk/events/bapt-webinars/>

Susan Nash—Dating, Mating, Relating

David Goldstein – Type and Creativity

David Hodgson - Back to School for Parents

Angelina Bennet – Type and the Ladder of Ego Development

Jerry Gilpin – How to Use Type Ethically



BAPT LIBRARY

A VALUABLE RESOURCE FOR YOU!!



The BAPT Library is an absolutely fascinating treasure trove for those passionate about type and holds many of the latest publications. Check it out and if you want to have a look at a book before buying it then do think about borrowing it first. The Library holds:

Over 100 books on type-related subjects such as type theory, careers and occupations, leadership and team working, spiritual growth, organisational applications, relationships and so on.

If you have research/topic specific interest there are thousands of articles in back copies of the following:

APT Conference Proceedings

'*Journal of Psychological Type*' (including earlier volumes under its previous name '*Research in Psychological Type*')

Also, back copies of '*TypeFace*' and APT '*Bulletin of Psychological Type*'

Tapes and videos

Whilst you can now access articles from the *Journal of Psychological Type* and *TypeFace* on-line via the Mary & Isabel Memorial Library (MILO) held at CAPT, others are not available digitally.

Interested?

Go to the BAPT website at www.bapt.org.uk and look in the **Resources** section for access to the library lists and information on how to use the library.

NEWS FROM ACROSS THE POND

TIM BEGGS (ISTJ)

PRESIDENT, ASSOCIATION FOR PSYCHOLOGICAL TYPE INTERNATIONAL (APTi)



Tim was elected President of APTi in July, 2021, to serve for 2021 and 2022. He joined the Board in 2018 and previously was President of the San Francisco Bay Area Association for Psychological Type (BAAPT) Chapter of APTi. Tim is a MBTI® Master Practitioner and a Senior Human Resources Manager for TerraCycle, an international social enterprise with a mission to eliminate the idea of waste through recycling and sustainability programs. Prior to his current position he worked for one of America's largest food banks as well as other local nonprofit organizations.

Email: president@aptinternational.com

It is always such a special treat to be included in *TypeFace* and share with you the recent happenings at APTi. There are two recent happenings that I am particularly excited to share with you in this issue.

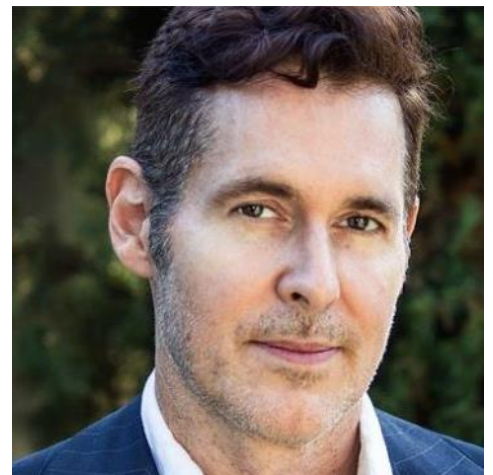
First, we had a wonderful Fall Conference on Saturday, November 5th that included fabulous speakers, great learnings and another chance to spend quality time with our Type community. The Conference was dedicated to the work that coaches, counselors and therapists do with their clients using all aspects of Type. The title of the Conference was *Type for Facilitating Personal Change*. Carol Linden, our Conference Chair and a coach herself, once again put together a line-up of speakers that could share their research and real world experiences based on client interactions and examples.

Our first speaker was Eve Delunas, Ph.D. who opened the Conference with *Flexing Your Interventions to the Client's Type Preferences*. Eve has been applying psychological type theory to catalyze positive changes in clinical and organizational settings for over 40 years. She is recognized internationally for her work on the

relationship between personality and dysfunctional behavior, as presented in her book, *Survival Games Personalities Play*.

Eve's interactive session used case examples and drew from the diverse experiences of the session's attendees to explore how to flex their client interventions by viewing those whom they are helping through various lenses of Type.

Our second speaker was Dario Nardi, Ph.D. who presented *Using The Magic Diamond to Help Clients Overcome Functional One-sidedness*. Dario is a researcher, author, and consultant in neuroscience, personality, game design, and body-mind practices. In his session, he focused on specific ways individuals can work 1-on-1 or in small groups to improve awareness, behavior, and effectiveness. He explored the ideas he presents in his book *The Magic Diamond*, which is a powerful metaphor to chart personal and professional growth, and just one of his many published works.



Our third speaker was Sharon Lovoy, SPHR who presented *Using Type For Success-Filled, Breakthrough Coaching*. Sharon is an experienced HR consultant, executive coach, master trainer in crucial conversations, mediator, and author. In her presentation she described her process for working with coaching clients that has led them



to getting unstuck, increased their capacity to communicate effectively with others, get the promotions they deserved, resolve issues in failing relationships, and increase their overall capacity as fulfilled humans. These real life examples and the opportunity to share their own experiences allowed the audience to really understand how type can be used when coaching clients.



Our fourth and final speaker was Roger Pearman who closed the Conference with *Front Stage, Back Stage: Coaching with Type is a Performing Art*. Roger is Managing Partner of TalentTelligent, LLC, an executive coach and talent management consultant.



He is also a researcher and writer on psychological type, a past-President of the Association for Psychological Type International, as well as a recipient of both the Myers Research Award and the McCaulley Lifetime Achievement Award. In his session he discussed how he uses psychological type as a practical framework when coaching others. He explained how excellent coaching can be achieved without ever talking about type with a coachee by using “backstage” techniques while achieving extraordinary growth for coachees when approached in a deliberate (“front stage”) way. This enlightening presentation explained how one can use type and its many lenses to help individuals without needing to expose them fully to depth typology, but giving them the benefits of someone who is knowledgeable in the many facets of type.

As you can imagine this was a jam-packed day with amazing insights, wonderful engagement and sharing by our attendees and another great opportunity to come together in community with other Type enthusiasts and professionals. If you are interested in accessing all of the session recordings and materials from the Conference feel free to reach out to me directly at president@aptinternational.com and for a modest fee APTi can provide you access to all of the links.

Second, I’d like to let you know about some new work that APTi has recently undertaken to strengthen the already established Ethical Standards for the use of Type. Since its inception, APTi has championed the ethical use of psychological type. Time and again we are asked, what does “the ethical use of type” mean? In these revised Standards, you will find answers about how to use type ethically, whether you are a type enthusiast or a type practitioner. Each one offers a high-level description, accompanied by a Read More ... deep dive into how to apply the Standard. You can review the revised standards by visiting www.aptinternational.org/apti-standards.

The work done to revise and expand APTi’s ethical standards was conducted by a volunteer committee of type enthusiasts and practitioners, with input from Dr. Linda Berens, our Conference presenter Roger Pearman, and Rob Toomey of TypeCoach. The APTi Board approved these new standards in September and are sharing them with the global type community whenever possible. We hope you find them insightful, useful and practical when engaging with type and others. Again, if you have any feedback that you would like to share please contact me at president@aptinternational.org.

Lastly, as a point of personal privilege, and since this is the final time I will write to you as APTi President, I would like to express what an honor it has been to serve our members and represent APTi in the Type community at large. Though I will continue to serve on the Board of Directors of APTi in whatever capacity needed, I will always remember the past 18 months as a great experience leading the organization through a period of great change and hopefully reinvigoration.

I would also like to extend my great appreciation to [Sarah Perrott](#) for leading our international cohort of Type Association Presidents each month. This has been an invaluable experience learning from our sister organizations in the UK, France and Australia. Without Sarah’s leadership this group may not have ever formed, kept meeting regularly, or sharing great ideas and our passion for Type. So with deep sincerity thank you Sarah!

And with that, have a Happy Christmas and Merry New Year from all of us at APTi across the pond,



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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INTERACTIVE FEEDBACK: A NECESSITY, NOT A LUXURY

JOHN HACKSTON (INTP)

Every now and then I am asked to correct, refute or comment on negative statements about the MBTI® assessment. These criticisms are annoying, misguided and often just plain wrong, but I'll let you into a little secret. In one way, jibes about the psychometric properties of the questionnaire aren't so important. Ultimately, it's what is done with the assessment results that is crucial, not just the results themselves, the four letters that make up reported type or the 'scores'. No personality assessment works in vacuum and in reality, "the MBTI" is more than just a questionnaire.

Now this may sound a little odd coming from someone who works for The Myers-Briggs Company, and whose salary is therefore paid by people who buy MBTI® assessments, other products or training. So let me spell out what I mean. I see "the MBTI" as a whole process, not just as a questionnaire, assessment or test. It's a process that involves not only completing the questionnaire but also going through an interactive feedback session where you can decide for yourself what type fits you best. Your reported type, your questionnaire results, are a useful signpost on the journey towards finding out the type pattern that is most like you, but the results are not prescriptive. People can and do decide that their type is different from what the assessment suggests. This is not some failing in the construction of the MBTI® assessment, but part of the ethos of using tools like the MBTI®. The point of MBTI® feedback is not that you go away with a report based solely on your questionnaire results clutched in your hand, to be filed away in a desk drawer and forgotten. The point is that you have come to some conclusions about what your type is (or may be) and that you can apply this knowledge to your self-development and to what is going on in your life and work. Interactive feedback is an essential part of this process.

This client-led approach has always been

different to that taken by many trait questionnaires and indeed most personality instruments in general. The traditional approach here was that the 'expert' would interpret the results and that therefore they would have the final word on what this said about the individual's personality. This paradigm may be appropriate in selection and recruitment, or in some clinical contexts, but is likely to work less well in development applications where an individual needs to internalise the feedback and use this knowledge to take responsibility for their own development. In contrast, the role of the practitioner in type feedback is to facilitate a process of self-discovery. It is very definitely not the practitioner's job to tell people their type; the client should decide this themselves.

However, the advent of the internet has disrupted traditional approaches, with both positive and negative effects. People can now complete the MBTI® assessment or other type instruments online, making access easier. Feedback can be carried out via video conferencing apps like Zoom or Teams; this may lack some of the nuances of face-to-face feedback but is certainly better than telephone feedback. Automated interactive feedback systems such as MBTIComplete and MBTIOnline have been developed to help individuals decide for themselves what type may best fit who they really are, even when time and resources are short. But there have been negative impacts too. In particular, it is now quite straightforward for almost anyone to create an assessment that purports to be a type questionnaire and to make this available online with some kind of report – but without any interactive feedback.

Let's take a moment to think about the implications of this. If you visit social media sites like Facebook or online platforms like Reddit, you will find several very flourishing groups and communities discussing personality type. And as someone who has seen the positive effects that using type can

have, this has possibilities for good. But a closer inspection reveals that not all is as it seems. Even though many of these forums are labelled with the magic letters “MBTI”, and participants talk about their “MBTI type”, very few of these individuals have completed the official MBTI® assessment or had interactive feedback. Most will have taken a free online test, been given their four letters, and are now running with that under the assumption that this is all they need to do. Try typing “free MBTI test” into Google yourself and see how many hits you get.

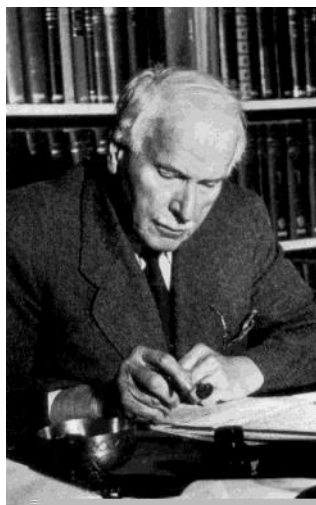
Most free online assessments have no information on their reliability, validity, or other technical properties – something that is particularly galling for us at The Myers-Briggs Company, when we hear people criticise the MBTI® and then find out that in fact they are talking about a cheap copy that has nothing to do with us. It’s as if someone was criticising Rolex watches because the “Rolox” they bought from the cheap stall at the market didn’t keep time accurately. But just as importantly, almost none of these assessments offer interactive feedback. You complete an online quiz, get your four letters, and off you go. There is no opportunity to explore whether this is really you, whether another type preference might fit you better, or whether there are individual nuances that make you unique. In effect, you are following the ‘expert knows best’ approach, with the added wrinkle that in many cases the ‘expert’ doesn’t know what they are talking about. And of course, it doesn’t end there. Some platforms double down by sending instant messages and involving users in discussions or interactions all based on an unverified and unnuanced choice of type preference.

Now, you may feel that there is a big divide between school students surfing the internet looking for free personality advice, compared with the services that organizations and professional clients are looking for. But that gap is getting smaller all the time. As recessionary forces increase and

margins become tighter, so does the motivation to look for quicker and cheaper approaches, and hence the temptation to see interactive feedback as unimportant. As type practitioners, we should be able to stand firm against this, and to make it clear that in using the MBTI® assessment, or any reputable type questionnaire, it’s not just the initial results that are important, but rather the enhanced understanding of oneself gained from that interactive feedback. That type results without verification or validation may not be fit for purpose, irrespective of how pretty or lengthy the report is. Online systems that allow an individual to evaluate the accuracy of their questionnaire results and come to their own conclusion about which type fits them best are in my view fine, indeed useful; online systems that say “these are your results” without any opportunity for verification are not.

Let’s take this back to the question of why people might think about completing tools like the MBTI® in the first place. I would say that typically, the purpose here is for the individual to decide for themselves which type fits them best, and why this is, to then use this knowledge to understand themselves and others better, and then maybe to be able to apply this to specific issues that they are facing. Ultimately type may be a tool that helps them in many aspects of their life. Interactive feedback is an integral part of this. Removing it, just giving people their questionnaire results, short-circuits the process. For many, it reduces the likelihood that they will agree with and buy in to the report, making it less likely that they will internalise any of the information, or gain and make use of any insights. For others, it may reinforce a narrow, unnuanced and unthinking view of their personality. Neither is good news for the individual’s ongoing development, or for the reputation of type assessments.

“The MBTI” is not an assessment, it’s a process. Interactive feedback is a necessity, not a luxury.



WORDS OF WISDOM FROM THE MASTER!

“To cherish secrets and to restrain emotions are psychic misdemeanors for which nature finally visits us with sickness – that is, when we do these things in private. But when they are done in communion with others they satisfy nature and may even count as useful virtues.”

(C.G. Jung)

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

CAREERS & OCCUPATIONS

CREATING CAREER CONVERSATIONS

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Sue is an expert in the field of psychological type, an international presenter and keynote speaker, as well as a qualified MBTI® practitioner and adult educator. She is the author of The Personality Puzzle coaching card resources, now used worldwide by coaches and counsellors. She has taught thousands of teachers, parents, students and businesses about the importance of self-awareness and communication. Sue is the recipient of the APTi 2015 Gordon Lawrence Award. This award recognises an outstanding achievement to the field of education that promotes the constructive use of psychological type.

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First, a little history. My dear friend Google informs me that the ‘father of careers guidance’ is an American named Frank Dobson who, after his death in 1908, had his book *‘Choosing a Vocation’* published in 1909. However, I am sure that careers advising, whether in a developmental setting or in just a ‘shooting the breeze’ manner has been around for centuries. We do not have to be professional careers advisers to put in our twopenneth worth of advice to most people who may ask for an opinion.

It is my firm belief that self-awareness is a critical component to living your best life. Unsurprisingly I’m not the first person to have this thought. Socrates is famous for his ‘philosophical commandment’ “Know thyself”, Aristotle also said “Knowing yourself is the beginning of wisdom”, Shakespeare’s Hamlet said “To thine own self be true” and our very own Isabel Myers wrote [“The best-adjusted people are the ‘psychologically patriotic,’ who are glad to be what they are.”](#) I confess this is a quote I have only just discovered but which I like very much.

More history, this time my own. I became qualified as a Myers-Briggs practitioner in 2006. Back at that time it took me 3 years to get on the course as, in New Zealand, they required participants to have a degree in psychology, education or enough related experience. I didn’t have the former and couldn’t prove the latter. After applying the response returned that although they were impressed with my application they were unconvinced (!). I became a rather annoying squeaky wheel and eventually I was permitted on the course. (Oh, how times have changed!).

From the very outset I was determined to use my qualification in the field of education, rather than in the corporate world, despite having a mainly corporate background in sales and management. My motivation for this was my struggle as a par-

ent to raise two completely different children (an ISTJ daughter and an ENTP son) and get them both through the education system unscathed. This turned out to be a mission and a half! However, I was determined.

Over many years I knocked on many educational establishment doors, some of which opened and many of which didn’t. Those who took the time to do some professional development in this field were incredibly grateful and it was rewarding work. It wasn’t until I was invited to present at a small Careers Advisers’ group in Auckland that it dawned on me that the way into educators was via the school careers departments. After a brief presentation the interest was so clear and immediate that I have remained working in this space for many years. I have written resources and run workshops, and more recently webinars, to enable people working in this field to deliver personality-based advice and help students make informed choices about their futures.

The facts are clear. About 80% of students change their major at least once. This is often not a bad thing. However, it’s costly both financially and emotionally. The schools and youth organisations I work with regularly report back that an understanding of ‘who they are’ has helped their students immeasurably to find a path that suits them, far earlier than they may have done otherwise. There isn’t a Type professional I know that wouldn’t have liked to know about Type when they were teenagers. Like me you may be expressing a similar thought to “Oh, how my life would have been different!”. This information is a gift – one that just keeps giving.

Of course, it’s not just at this early stage that careers advice is required. In my work as a business coach the careers conversations continue and there is so much work to be done in this field it is bewildering. Type is a perfect tool to get these conversations

started. Here are some more statistics:

- In a study by Jobrapido, nearly two thirds of the UK workforce want to change their career path. Approximately half would pursue an apprenticeship to make this change.
- Totaljobs conducted a survey of 5,364 Brits affected by coronavirus. It found one in five used their free time in lockdown to search and plan for a career in a new industry.
- Nearly half of all workers in the UK (47%) would like to change career, according to new figures released by the London School of Business and Finance.
- A study by First Direct found that half of working Britons “are not sure” if they are in the right career.
- Over a third of adults (34%) are looking to change job or career in the next two years, according to the latest results of the largest survey of adult participation in learning in the UK. (Feb 2022)

And this is all in the current climate of what is now known as ‘The Great Resignation’, also known as the Big Quit and the Great Reshuffle, which is an ongoing economic trend in which employees have voluntarily resigned from their jobs en masse, beginning in early 2021 in the wake of the COVID-



19 pandemic.

So, there is work to be done. Of course, an understanding of Type isn't the only thing that will assist and support those who are trying to find their place in the world and reach their potential. As you are reading this article in *TypeFace* it may be a fair assumption to make that you believe it has an important role to play.

I have been involved with BAPT for many years. I love their conferences and have attended and presented at as many as possible since my certification. Recently I was made aware that there was a space available as the Careers and Occupations Interest Area Co-ordinator. A confession – I am not a qualified careers professional, but I do know many people who are! My idea is that over the next however many issues of *TypeFace* I will interview those I know, or

who are introduced to me, to see how their careers coaching practice has been influenced by Type and how they incorporate this knowledge when working with clients. Interestingly, in my training workshops and webinars, I have found a very wide range of Types who are attracted to this field of work. Of course, the people they work with are an even wider variety!

I'm looking forward to these conversations which will hopefully add to the ever-growing number of reasons we can all come up with as to why we keep doing what we do. If you would like to volunteer to be an interviewee I would be delighted to hear from you.



I will leave you with some ‘Careers Advice’ quotes which may brighten your day.

- “Find out what you like doing best and get someone to pay you for doing it.” – Katharine Whitehorn
- “If opportunity doesn't knock, build a door.” – Milton Berle
- “The future depends on what you do today.” – Mahatma Gandhi
- “Opportunities don't happen, you create them.” – Chris Grosser
- “The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle.” – Steve Jobs
- “Whatever you decide to do, make sure it makes you happy.” – Paulo Coelho
- “If you're offered a seat on a rocket ship, don't ask what seat! Just get on.” – Sheryl Sandberg
- “A mind that is stretched by new experiences can never go back to its old dimensions.” – Oliver Wendell Holmes, JR.
- “When the grass looks greener on the other side of the fence, it may be that they take better care of it there.” – Cecil Selig
- “Luck is what happens when preparation meets opportunity.” – Seneca



David Hodgson is an independent author and trainer working with teachers, careers professionals and students across the UK and abroad. He brings neuroscience, personality type and positive psychology into education via his popular books and motivational workshops for schools, Universities and other organisations. He also collaborates with UCAS, Careers Scotland and icould.com to help students make more informed degree course and career decisions online. He worked as a careers adviser in Durham for eighteen years and has qualifications including Dip CG, BPS (British Psychological Society), NLP and karate. David also works with DevClever developing type-based resources supporting children, and the adults working with them, making informed and positive career and life choices. In 2012 his book Personality in the Classroom: Motivating and Inspiring every Teacher and Student was published by Crown House.

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EDUCATION, LEARNING & DEVELOPMENT

BUILDING SOCIAL CONNECTIONS IN SCHOOLS

DAVID HODGSON (ENFP)

Interest Area Co-ordinator

As I've returned to working in schools I was hoping I would notice a post-pandemic rethink and a new focus on building relationships, and an enhanced appetite for the use of personality type. However, the focus has remained resolutely on academic performance, and 'catch-up'. In this article I'll share some of the type resources I've shared in schools that have received very positive feedback on rebuilding resilience, confidence and interactions.

The research evidence for concentrating on these topics is compelling. Loneliness is as damaging as smoking or obesity to our health. We are social animals and need contact. We all need to have meaningful contacts with between 30 and 150 people (Dunbar's Number). But building friendships and relationships is difficult. As children and staff reconnect in schools and people return to office desks rather than home working we need strategies to help us forge strong and supportive relationships. Dunbar's research has been criticized. To shed a type perspective to his basic premise I've asked groups how many close friends they have. Unsurprisingly, EF preferences report higher numbers than IT preferences, but the sample group is not yet large enough to claim this as a reportable type difference.

I prefer psychology research that studies humans. However, studies on rats and mice, also social creatures, provides strong evidence for the impact of relationships on health and well-being. Healing rates from wounds is quicker for mice recovering in groups rather than those kept isolated. In play fights, dominant rats consistently let the adolescents win 30% of the time. If it was lower the adolescents would become disillusioned and stop playing which would be detrimental to the cohesion of the group and development of survival skills. I suggest that in classrooms children need to feel they can win 30% of the time when asked questions or being tested as social

cohesion and personal confidence is vital in schools as a precursor to academic success.

Psychologists have also ventured into schools. There is evidence that building strong social connections impacts positively on academic performance. In one study students were invited to resubmit an essay as part of coursework with one of two sentences added as teacher feedback, either 'I'm giving you these comments because I have high standards and I know you can meet them' or 'I'm giving you these comments so you have feedback on your paper.' The more personal first response resulted in 87% resubmissions compared to 62% with the second. The difference in students from more challenging backgrounds was starker, 62% compared to 17%. Relationships matter. Personality type is a powerful model that builds these relationships.



Lee Elliot Major, writing for Education Endowment Foundation, identified six indicators of best practice for teachers applying research:

1. Teachers working alongside each other focused on developing their classroom practice, reviewing their teaching using multiple approaches of assessment such as teacher observations, student surveys and measures of student progress.
2. Professional development should be

separate from appraisal/performance management.

3. Teachers should be properly trained as observers and be very cautious about their assumptions regarding what great teaching looks like.
4. Adopt a professional learning cycle for teacher and student with feedback loops between all parties.
5. A culture of trust is essential with a genuine challenge for teacher to improve.
6. Whole process should be rooted from start to finish in student outcomes.
7. The list highlights the importance of building strong relationships between school leaders and teachers, teachers and teachers, teachers and students plus students and students. Type is an ideal model to support this good practice.

I will share some of the resources I use in schools.

Signs you are impatient with friends or peers:

- E You talk louder and faster
- I You mentally zone out and stop speaking or listening
- S You fixate on problems and mistakes in suggestions being made by others
- N You suggest ever more bold and ‘off-the-wall’ or exaggerated ideas
- F You feel personally picked on or give in to keep the peace and seethe inside
- T You appear to criticize the person speaking rather than their idea
- J You want to get on with it and stop identifying more options
- P You avoid agreeing on a definite plan.



These bullet points lead to interesting student and teacher discussions.

I suggest, If you notice these signs, then take a deep breath, reset the conversation by recognizing you both, or all, need to be listened to. As Stephen Covey put it, ‘first seek to understand then to be understood’.

The power of this checklist is not that it is 100% accurate but that it makes everyone step back from the issues and remember that good relationships precede good decision-making.

Tips on how to approach those with different preferences to yours:

- E to I Text or email your ideas beforehand rather than throwing in ideas out of the blue, do listen until the other person has finished speaking.
- I to E Let the person finish their train of thought, they will be thinking things through as they speak (not beforehand like you).
- S to N Don’t dismiss their long-term ambitious plans as unworkable until they finish describing the big vision. Then you can say I can help you look at the steps required to see if we can make it happen.
- N to S Do acknowledge the practical insights being offered to you. Thank the person for the point, note it, then continue with your thoughts.
- F to T Stick to the proposal first then the impact on people.
- T to F Consider and acknowledge the personal aspect to your proposal, how will it be received?
- J to P Share and agree the outcome with deadline but not the method to achieve the goal unless asked. Clarify and agree each person’s responsibilities.
- P to J Share and agree the outcome with deadline and clarify each person’s responsibilities. Let the other person work out their method of achieving their part of the goal.

Personality type is a practical model we can offer to teachers and students to help each navigate the challenges of interaction. Even though academic success is the ultimate goal for most involved in education; type can support this in many subtle ways and build other important lifelong behaviours and skills.

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RELIGION & SPIRITUALITY

PSYCHOLOGICAL TYPE THEORY, PSYCHOGRAPHIC SEGMENTATION, AND THE SCIENCE OF CONGREGATION STUDIES

LESLIE FRANCIS (INTJ)

Setting the scene

The science of congregation studies has much in common with the wider fields of studies in leisure and tourism. Both are concerned with identifying the characteristics of participants, and with exploring constraints on the growth and diversification of their respective markets. Studies in leisure and tourism are well familiar with the utility of sociological theory and sociographic segmentation for understanding patterned individual differences in interests, behaviours, and expectations. From sociological perspectives there are clearly established correlates of sex, age, and socio-economic status in choices, behaviours, expectations, and consumer patterns.

Psychographic segmentation

Although much less visible than these sociologically defined variables, psychological theory and psychographic segmentation have also been shown to function as significant predictors of patterned individual differences in interests, behaviours, and expectations relevant both to the leisure industry and to the tourism industry. Within this context Gountas and Gountas (2000) introduced psychological type theory to research in leisure and tourism studies, by exploring the psychological type profile of passengers from 12 UK airports to a variety of European and long-haul destinations. Their data indicated that different psychological types prefer different holiday and leisure activities. The connection between psychological type, leisure preferences, and tourism behaviours has been further explored and discussed by Gountas and Gountas (2001), Gountas (2003), Gountas, Dolnicar, and Gountas (2011), and Laesser and Zehrer (2012).

Congregation studies

Psychological type theory was introduced into congregation studies in North America by Gerhardt (1983), Delis-Bulhoes (1990), and Ross (1993, 1995), and in England and Wales by Francis, Duncan, Craig, and Luffman (2004), and Francis, Robbins, Williams, and Williams (2007). The psychographic segmentation of church congregations allows the question to be addressed as to whether churches attract a wide range of people who represent the distribution of psychological type within the population, or whether churches tend to gather together a more homogeneous group of people. Reflecting on their initial pilot study of Anglican churchgoers, comprising a sample of 185 adults attending small congregations in rural Wales, Francis, Robbins, Williams, and Williams (2007) noted the high concentration of two of the 16 complete types (ISFJ and ESFJ). In a much more substantial replication of this initial study, Francis, Robbins, and Craig (2011) drew together data from 2,133 women and 1,169 men surveyed in the context of 140 Anglican church services from a range of locations in England, and compared their data with the population norms published by Kendall (1998). Among women, ISFJ accounted for 25% of churchgoers, compared with 18% of the general population, and ESFJ accounted for 25% of churchgoers, compared with 19% of the general population. Among men, ISFJ accounted for 17% of churchgoers, compared with 7% of the general population, and ESFJ accounted for 11% of churchgoers, compared with 6% of the population.

Reviewing the findings from these two studies, Francis and Robbins (2012) advanced the hypothesis that, if introverts, sensing types, feeling types, and judging types (ISFJs) constitute the majority of Anglican churchgoers, extraverts, intuitive types, thinking types, and perceiving types (ENTPs) are the least likely to feel at home

in the churches they attend. Francis and Robbins (2012) tested this hypothesis among a sample of 1,867 churchgoers who completed a measure of psychological type, together with a measure of frequency of attendance, and an index of congregational satisfaction. These data confirmed that ENTPs recorded the lowest level of congregational satisfaction. On the basis of these findings, Francis and Robbins (2012) took the view that, not only were extraverts, intuitive types, thinking types, and perceiving types less in evidence in church congregations, those extraverts, intuitive types, thinking types, and perceiving types who were there in church congregations were expressing lower levels of congregational satisfaction and thus more likely to join the growing community of church leavers.

Fresh expressions of church

Recognising the potentially restricted reach of existing congregations within inherited churches, in the report *Mission-shaped Church*, the Church of England (2004) urged the church to be creative in exploring fresh expressions of church, a variety of ways through which to engage with people in changing social contexts. A few studies have explored whether fresh expressions of church were reaching those psychological types inherited churches find hard to reach. Francis, Clymo, and Robbins (2014) drew data from 74 women and 49 men attending fresh expressions of church and compared the profiles of those participants with the profiles generated by Francis, Robbins, and Craig (2011) of 2,133 women and 1,169 men attending congregations within inherited churches. They found that fresh expressions were attracting higher proportions of intuitive types among women and men, a higher proportion of extraverts among women, and a higher proportion of perceiving types among men. However, these fresh expressions of church were not attracting more thinking types.

In a second study, Village (2015) drew on data generated by the 2013 *Church Times* survey to compare the psychological type profiles within the same survey of those who reported attending fresh expressions and those who reported not attending fresh expressions. The results for this study were quite close to the findings reported by Francis, Clymo, and Robbins (2014). Village (2015) reported that both men and women who attended fresh expressions showed stronger preferences for intuition and for extraversion; and that women who attended fresh expressions showed a stronger preference for perceiving. Neither men nor women who attended fresh expressions showed a stronger preference for thinking.

In a third study Francis, Wright, and Robbins (2016) undertook a case study of one church that hosted three Sunday congregations, two in the form of inherited church and one in the form of a fresh expression of church. While no significant differences were found between the two inherited church congregations (N = 43 and 110) and the profiles reported by Francis, Robbins, and Craig (2011), the fresh expression of church congregation (N = 43) was found to contain a significantly higher proportion of intuitive types. Once again, however, the fresh expression of church congregation was failing to attract a higher proportion of thinking types.

Reaching thinking types

The consistent negative conclusion across all three studies exploring the psychological type profile of participants engaged with fresh expressions of church is that these fresh expressions have so far failed to engage more with thinking types than is the case for inherited church. The difference between the thinking preference and the feeling preference is a profound difference and one that it may be particularly difficult for the inherited church (that is giving rise to fresh expressions) to grasp. This profound difference concerns the ways in which thinking types and feeling types engage with the domain of religion. Thinking types engage first with their heads and are concerned with examining the logical coherence of religious teaching and religious beliefs. Feeling types engage first with their hearts and are concerned with experiencing and with participating in the community of interpersonal relationships and values that characterise the religious community. Fresh expressions may be better at modelling the relational approach to faith than modelling the critical approach.

It is against this background of the failure both of inherited church and of fresh expressions of church to engage with thinking types that the findings of Walker's (2012) study among 164 men and 239 women who attended two Christmas Carol Services in Worcester Cathedral in 2009 are so intriguing. Walker's data found that 69% of the men attending his cathedral carol services preferred thinking, compared with 58% in ordinary Anglican congregations (Francis, Robbins, & Craig, 2011) and 65% in the UK population (Kendall, 1998). Walker's data found that 39% of the women attending his cathedral carol services preferred thinking, compared with 30% in ordinary Anglican congregations (Francis, Robbins, & Craig, 2011) and 30% in the UK population (Kendall, 1998).

Speculating about why cathedral carol services may attract a higher proportion of thinking types compared with ordinary Anglican congregations, Walker argued that there may be an objectivity about the structure of carol services that sets them apart from the usual pattern of Anglican church services. Drawing on data about the tendency for Anglican clergymen to display a much higher preference for feeling than men in the general population (Francis, Craig, Whinney, Tilly, & Slater, 2007), Walker (2012) suggested that, since the majority of Anglican church services are largely planned and led by feeling types, these leaders may have a predisposition to assume that the idiom that works for them is one that will work for everybody (p. 994). The structure of the now classic Festival of Nine Lessons and Carols, however, provides little opportunity for the psychological preferences of the officiating ministers to permeate the presentation.

In the spirit of scientific replication, three subsequent studies have replicated Walker's pioneering study in Worcester Cathedral. Francis, Edwards, and ap Siôn (2021) replicated Walker's survey among 193 participants attending carol services at Bangor Cathedral in 2013. Francis, Jones, and McKenna (2020) replicated Walker's survey among 441 participants attending the Holly Bough Service in Liverpool Cathedral on the Fourth Sunday of Advent 2019. Francis, Jones, and McKenna (2021) replicated Walker's survey among 941 participants at the afternoon Carol Services in Liverpool Cathe-

dral on Christmas Eve 2019. All three replication studies confirmed Walker's key finding that there are ways in which cathedral carol services hold the capacity to reach types of people less easily embraced by inherited church or fresh expressions of church.

Future research agenda

The application of psychological type theory and psychographic segmentation within the science of congregation studies has so far allowed four main conclusions to be drawn: that the predominant profile of church congregations favours introversion, sensing, feeling, and judging (ISFJ); that those least content with participation within current congregations are extraverts, intuitive types, thinking types, and perceiving types (ENTP); that fresh expressions of church are opening more opportunities for extraverts and for intuitive types; and that cathedral Carol Services are opening more opportunities for thinking types. These findings, however, remain based on a limited number of studies, largely focused on the Anglican traditions. Building further in the spirit of scientific replication, this field remains ripe for expansion and development.

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THEORY AND RESEARCH

COMMON MISCONCEPTIONS IN PSYCHOLOGICAL TYPE

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Despite the ubiquity of the Jung's personality type theory, most seasoned type practitioners would agree that many people who are using type professionally or casually don't understand the actual theory itself. As a result, there is a large contingent of people—some of which have widely-followed platforms on social media—who are disseminating fundamentally flawed ideas about type and type development. This is hugely detrimental to the credibility of type in mainstream psychology and in general. It is an especially difficult problem to solve because a profound understanding of the theory takes time, scholarship, and experience—things to which most of the people guilty of proliferating the flawed ideas are strongly disinclined.

Type is not a tool that can be simply picked up and put to use like a car or a TV but unfortunately, this is how it has historically and is currently being treated. In fact, the grounding theories from which Jung created his psychological types are profoundly steeped in ancient eastern philosophy (Wilhelm, 1968) and foundational principles of physics, such as recursion (see Figure 1). Type theory must be seen from these lenses to be fully grasped. Isabel Myers delivered a valuable gift to human development in that she distilled Jung's complex theory into a model that made type infinitely more accessible to a wider audience by essentially mechanizing the theory (1980). Paradoxically, it made the framework susceptible to being used in a reductionist manner. The problem of the misuse of type is an ongoing struggle due to the pervasiveness of a "plug-and-chug" attitude found in many corners of the type community, but this article offers some clarity in the spirit of addressing some of the more fundamental and harmful misconceptions that are currently circulating.

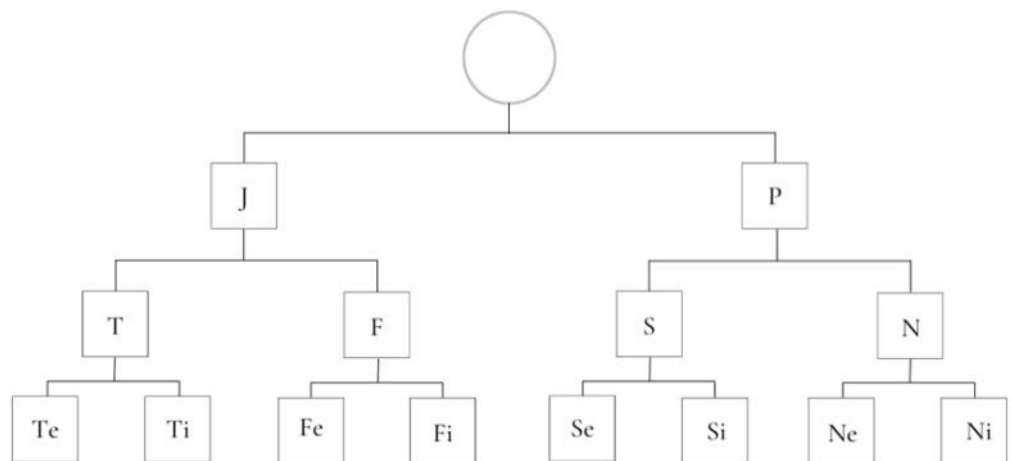


Figure 1. Evidence of the principle of recursion in Jung's psychological type theory.

Jung vs. Eysenck

While Jung was the first to introduce and publish on introversion and extraversion in human personality, it is often Hans Eysenck's definition of that same polarity that is most often referenced in popular psychology and in colloquial discourse (1973). The result is a pervasive confoundment of Eysenck's definition with Jung's and thus, a misunderstanding about how the dimension of attitude really works in psychological type theory. I should begin by issuing a caveat that the two perspectives are not mutually exclusive; however, there are crucial differences between Eysenck's and Jung's views that are essential to a full understanding about the mental functions and the system of personality in Jung's theory.

Long after Jung published *Psychological Types* in 1921, Eysenck's 1973 publication offered discourse on introversion and extraversion which he framed it in terms of one's relational or social tendencies, meaning that it concerns the individual's relationship with other people. When a layperson refers to introversion and extraversion, they almost exclusively think about it in this way. Jung referred to this polarity as the "attitudes" and defined it as the orientation of one's dominant approach to life (i.e. the attitude of the dominant function). The introverted type's consciousness is rooted in the intrinsic world and the inner world is the context by which they experience their other functions. Extraverts, on the other hand, are consciously rooted in the extrinsic environment and that is the context against which they experience their other processes. Jung's conception of the attitudes is a rather complex and abstract concept that is not easy to absorb prima facie. In Jung's theory, introversion and extraversion are further reaching than a novice may recognize: it is the context from which each type experiences being, which is more fundamental than simply one's affiliative preferences.

As previously mentioned, Eysenck and Jung's perspectives are not mutually exclusive and one could even say that there is a rough correlation between the introverted types in the Myers-Briggs 16-type model (INTJs, INFJs, ISTJs, etc.) and their comfort with solitude; and the 8 extraverted types (ENTJs, ENFJs, ESTJs, etc.) as being more at home in the company of others. However, this by no means should be a criterion for designating someone as one type or another. Type is more than just about what things look like on the outside: it is about the mechanism of how someone's psyche works and to type someone accurately, we must look beyond the immediate. While there may be a correlation between the introverted types and their tendency toward solitary behavior or extraverts and their preference to be social, such relational tendencies are best thought of as being on a spectrum (from very social to not social) for all types regardless of their dominant attitude. One's social preferences can be quite opposite to the personality qualities resulting from the orientation of their dominant function, and this should always be kept in mind when attempting to identify someone's best-fit type.

“Type is more than just about what things look like on the outside: it is about the mechanism of how someone’s psyche works and to type someone accurately, we must look beyond the immediate.”

Feeling vs. “feeling”

Perhaps Jung's choice of the word "feeling" to describe the more implicit of the two judging functions reflected a gender bias in psychology at the time during which Jung was writing *Psychological Types* but, in many ways, "feeling" captures a decision-making approach that is less discrete than "thinking." The common misconception with the feeling in Jungian terms is that people

often think "emotion" when they hear reference to the feeling function. To be clear, all types have affect (i.e. they feel emotion). It is likely that feeling types associate emotion with their feeling function because of the nature of values and beliefs, but it is quite inaccurate to say that feeling types make decisions based on emotions—all types do that to varying levels of conscious awareness. It can also be said that the other judging function, thinking, is also influenced by emotions. Generalizing feeling types as more "emotional" than others can lead to mistyping those who have dominant or auxiliary preferences for feeling. My clinical observations show that many feeling types actually tend to have a rather underdeveloped relationship with affect as evidenced in part by their tendency to experience guilt as a catch-all for other hard emotions.

“The common misconception with the feeling in Jungian terms is that people often think about “emotion” when they hear reference to the feeling function. To be clear, all types have affective experiences (i.e. they feel emotion).”

tions show that many feeling types actually tend to have a rather underdeveloped relationship with affect as evidenced in part by their tendency to experience guilt as a catch-all for other hard emotions.

Perhaps the word "valuing" better describes the way Jung intended for the feeling function to be understood. "Valuing" underscores the central role of values and beliefs to the process of the feeling judging function. Ultimately, both the feeling and thinking judging functions are ones that dichotomize and fragment things into smaller parts, but simply use different currencies for that process. Emotion is both a discrete and integrated undercurrent to all functions regardless of preference. By this I mean that emotion is a neurological process in and of itself and it also influences other neurological processes such as the mental functions.

Discrete vs. Integrated

Taking an atomistic attitude about the behavior of the mental functions as though they were a set of eight different languages one might use depending on the country they happen to be in is yet another mistake. To extend the metaphor, despite how many languages one may acquire, they are still likely to be understood and spoken from the context of one's native culture. Similarly, other mental functions acquired across the lifespan are likely to always operate within the context of the dominant preferences. In addition to the inseparable nature of the dominant function from the behavior of the rest of the mental functions, they often do not occur as discretely from one another as many would like to believe they do. By this I mean that one doesn't "do extraverted thinking" and then subsequently "do introverted sensing" and later maybe some "extraverted sensing." Dario Nardi's brain imaging shows empirical data that a "function" (in Jungian terms) is actually a set of favored neural networks and firing patterns. One collection we can call "extraverted feeling", another "introverted thinking", and so on (2016).

There are overlaps in the associated neural networks that we have broadly designated to each be one of the eight mental functions. We may talk in generalities about the differentiation of mental functions and patterns in one-sidedness but in all likelihood, we toggle between judgment and perception so quickly (and always in the context of the dominant forms of both) that it would be shortsighted to say one is “doing extraverted feeling” now and “doing introverted intuition” later. What I advocate for here is a more nuanced understanding about what we observe behaviorally and want to categorize as a “function” and to recognize the tendency to objectify the mental functions with pithy label. What we observe on the outside is likely always an integration of many processes—not simply one discrete function or another. This view promotes a more advanced understanding of personality: what we can experience and observe as someone’s personality is truly a symphony of many complex things happening all at once.

Order vs. Orientation

Another consequence of the Myers’ simplified model of Jung’s psychological type theory is the confusion about the hierarchy of preferences. In Lenore Thomson’s 1998 book on personality type, she illustrates the hierarchy of preferences (from MBTI theory) as two bookends to a system of eight functions: the dominant and the secondary functions (the “captain and petty officer”) leading and their energetic nemeses, the tertiary and inferior functions (the “water skier and would-be captain”) operating in the shadows (p.87). By framing two sets of energetic opposites as she did, Myers created a paradoxical dichotomy—not necessarily a prescription for the order in which functions should be developed as it is often taken for. Like Beebe’s model of the eight functions as a system of archetypes (2005), Myers’ framing was about the *relationship* between the functions—not the order. Perhaps what causes confusion is Myers’ use of the terminology of “tertiary” that implies some sort of numerical order but, in reality, the dominant/auxiliary and the tertiary/inferior are energetic polarities of one another. The development of one necessarily impacts its opposite, however, once an individual has a well differentiated dominant and complementary auxiliary function in dynamic equilibrium, the next direction for growth may not be the tertiary and inferior functions. The empirical research I did in 2017 and 2020 shows strong evidence that people are more likely to develop the opposite attitudes of functions that are already differentiated (i.e. their dominant way of perceiving and judging). For example, according to the data in both studies, a dominant extraverted sensing type with an auxiliary function of introverted thinking is significantly more likely to develop introverted sensing and extraverted thinking before they differentiate their inferior functions of feeling and intuiting (Figure 2). Thus, when it comes to development, it is important to understand that the MBTI® theory’s hierarchy of preferences is a framing of energetic opposites—not a prescription for the linear development of functions over time.

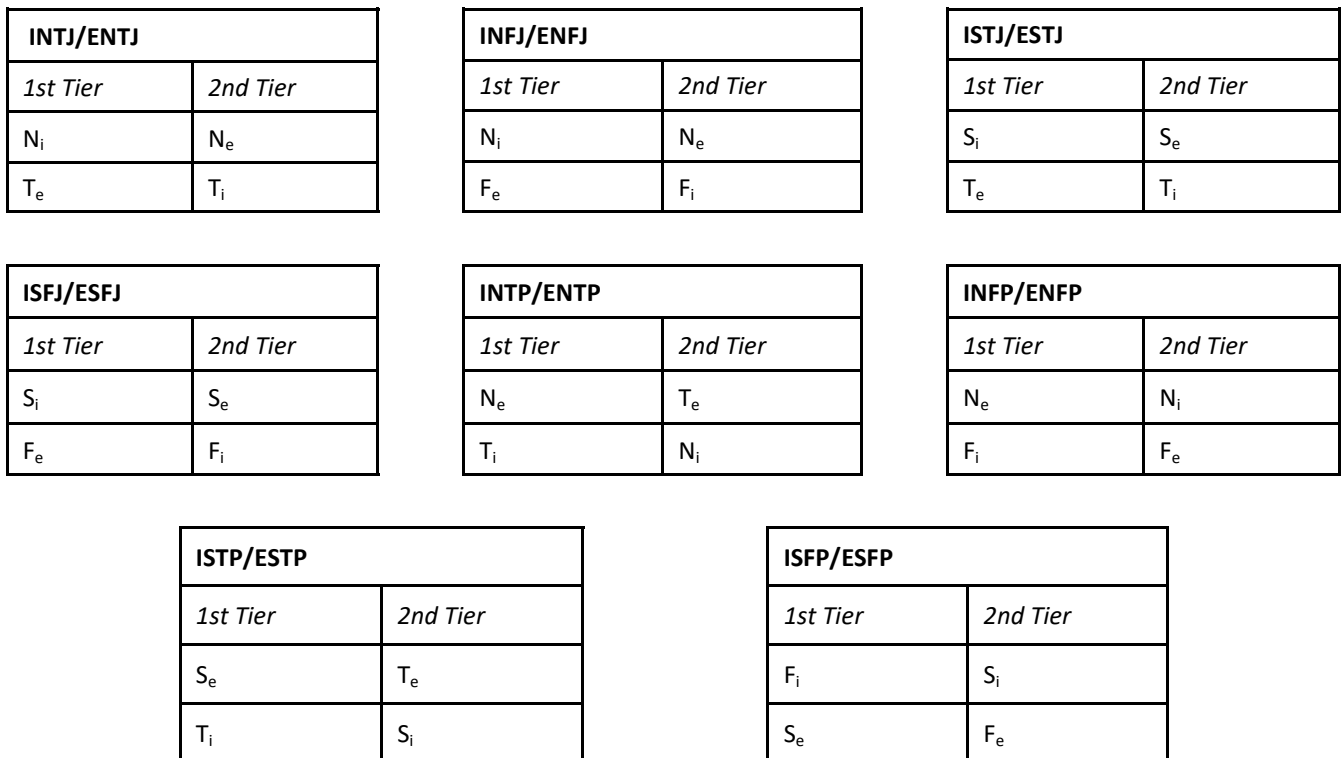


Figure 2. According to empirical data, people are more likely to develop the opposite attitude of their dominant and auxiliary functions than either of their non-preferred forms of judging and perceiving (Barimany, 2017). In this figure, “1st Tier” refers to phase of developing the dominant forms of judging and perceiving and “2nd Tier” refers to the development of their complementary function-attitudes.

Process vs. Content

Finally, and perhaps the biggest mistake people make when using type, is one Jung was quite vocal about—that his types was a classification system of different types of *consciousness*—not of different kinds of people (Beebe, 2016). Most content on the internet concerning type takes an atomistic attitude about the classifications as if types truly were the “boxes” many complain about being put into. It is much harder to remember that the Jung’s classifications were general constellations of similarities that he called a “type”—that the types were a map, not the territory. This level of detachment to a tool is difficult to maintain and people often clumsily bucket others into a type for efficiency’s sake. The label is privileged over the phenomena itself and data points that do not align with the label are conveniently disregarded. Even if it a person has been accurately typed, this tends to elicit a negative reaction from others the same way stereotyping in any other context would. In the case where someone has been mistyped and had a label thrust on them, this negative effect is magnified, further damaging the credibility of the practitioner and the theory.

Conclusion

If psychological type is to surmount much of the criticism it currently faces and regain credibility, it needs to be treated with integrity: it should be used skillfully and ethically. It may be too late to prevent the use of type theory as what Jung himself later in his career called a “clever party trick,” but I believe experienced type practitioners should both hold themselves accountable to a higher level of scholarship with the theory and attempt to infuse the public discourse with more accurate, advanced perspectives on type.

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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.





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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SPOTLIGHT ON RESEARCH

JOHN HACKSTON (INTP)

What has The Myers-Briggs Company been doing for the last few years?

In this column, I generally feature research from a variety of different sources. But every now and then, I suddenly remember that it's been a while since I talked about any of the research that we've carried out here at The Myers-Briggs Company (the last time was Spring 2021, since you ask). So here are some of the things that my colleagues and I have been doing over the last couple of years.

Are you feeling inclusive?

Many diversity and inclusion initiatives are unsuccessful or even counterproductive, especially if they focus on diversity at the expense of inclusion. In 2021, we carried out an online survey to investigate attitudes to inclusion in the workplace, and how these related to personality type.

The survey measured four scales of organizational inclusion:

- Feeling valued by, and at home in, your organization
- Feeling included by your co-workers
- Feeling included by your manager
- Being allowed to be your authentic self

While most survey respondents were broadly positive about how included they felt at work, there were some differences. For example, those who described themselves as white or Caucasian on average felt more valued by and at home in their organization than others.

The main impact of personality type was on managerial inclusion. Respondents who felt more included by their manager were more likely to have preferences for Introverted Thinking, Introverted Intuition or Extraverted Intuition. They were less likely to have preferences for Introverted Sensing, Extraverted Thinking, Introverted Feeling, or Extraverted Feeling.

Those respondents who self-identified as managers were asked to complete additional questions measuring how inclusive their own leadership style was. Most saw them-

selves as behaving in a very inclusive way, rating themselves significantly higher than they rated their own managers. The data was based on self-report, and some leaders may have had an unrealistically positive view of their own inclusive leadership behaviors and attitudes. There were, however, personality differences. Leaders with an Intuition preference scored significantly higher than those with a Sensing preference on the overall scale of inclusive leadership and on seven of the 11 individual items. In terms of the Temperaments model, Idealists scored significantly higher than Artisans or Guardians. Rationals scored significantly higher than Guardians.

Back to the office – or not?

Until 2020, most people worked in an office or other communal workplace. As the pandemic eased, organizations began to suggest a return to the office, but workers questioned whether this was needed or appropriate. This study set out to investigate workers' attitudes to remote, hybrid and non-remote working, and how these are influenced by their personality type, managerial support, and other factors. The research is based on data from 443 people who completed an online survey in Spring 2022.

One of the key findings was that organizations that force people to return to the office may lose good employees. People who were not able to work from home as much as they wanted were much more likely to be looking for a new job. We also found that office-based workers with personality preferences for Sensing were less likely to be looking for a new job than those with Intuition preferences. The difference between Sensing and Intuition was much smaller for hybrid and entirely remote workers, and it is also notable that hybrid workers with a Sensing preference spent, on average, more time working in the office than those with an Intuitive preference. This suggests it may be that Sensing types could be a little more orientated to office working than Intuitive types, and that forcing employees to return to the office may be especially likely to cause Intuitive workers to seek a new job.

Respondents with an Extraversion preference and those with an Introversion preference both agreed that they enjoyed working from home and that they appreciated the peace and quiet of doing so, though Introverts agreed more emphatically. Both groups disagreed with the statement “I wish I did not have to work from home”, but Introverts disagreed more emphatically. On average, office-based Introverts neither agreed nor disagreed with “I wish I could work from home”, but Extraverts tended to disagree. Overall, people with an Extraversion preference were more likely to be amenable to the idea of going back to the office than were those with an Introversion preference.

A key component of the difference between Extraversion and Introversion was the presence of other people. 69% of Extraverts who worked remotely or in a hybrid way agreed or strongly agreed that they missed having people around them, compared with just 39% of Introverts, and 68% of Extraverts agreed or strongly agreed that they enjoyed working somewhere where there were lots of people, compared with just 20% of Introverts. People with Introversion preferences were more likely than those with a preference for Extraversion to agree that the workplace environment had adversely affected their wellbeing, that it was too busy and noisy, and that it was a place where they found it difficult to concentrate on their work. Introverts were also much more likely than Extraverts to say that they felt forced to socialize with their co-workers. These and other findings allowed us to make recommendations for steps organizations should take as and if people return to the office.

Conflict in the workplace

Between Winter 2021 and Spring 2022, we asked people to complete an online survey into their views on conflict at work. Some of the overall findings included, for example: poor communication and lack of role clarity were the most common causes of conflict at work, with heavy workloads and personality clashes also fairly common; when asked who was responsible for managing conflict at work, the most common responses were ‘my line manager’ closely followed by ‘everyone’; the most frequently mentioned positive benefit of workplace conflict was seen as being the opportunity to build relationships and increase collaboration and co-operation, and the most frequently mentioned negative outcome was poorer relationships, loss of trust, and decreased co-operation.

152 respondents had previously taken the MBTI® assessment and knew their best-fit type. There were several findings relating specifically to personality, including:

- Individuals with a preference for Extraversion on average saw themselves as significantly better at managing conflict than did those with a preference for Introversion. Introverts were also more likely to mention feeling demotivated or discouraged by conflict
- There was a slight tendency for those with a Sensing preference to have a more positive outlook on conflict than those with an Intuitive preference. For example, the latter group were more likely to mention bullying and harassment as a cause of conflict and to mention demotivation and disengagement as an outcome of conflict, and less likely to see their manager or supervisor as dealing with conflict well.

- The results suggest that those with a Thinking preference may have a more transactional view of conflict compared with those with a Feeling preference.

On the basis of the research findings, seven concrete recommendations for dealing with conflict in the workplace were produced. These are detailed in the research report.

Type and emotional intelligence

For the last few years, my colleagues Rich Thompson and Martin Boulton have been carrying out research into well-being at work and how this relates to factors such as psychological type. In the latest study as part of this project, they developed a new measure of emotional intelligence (EQ) examining four areas (Emotional Self-Awareness, Emotional Self-Management, Emotional Social Awareness, and Emotional Relationship management). Together with existing measures of psychological safety (Edmondson 1999; Edmondson & Lei, 2014) and of negative acts (Notelaers et al., 2018) these were given to respondents who already knew their MBTI® type. Initial analyses indicate that there are some small, but significant relationships among the measures of EQ and the preferences as measured by the MBTI® Instrument. Specifically: People with a preference for Extraversion reported significantly lower levels of

- Emotional Self-Awareness
- Emotional Self-Management
- Emotional Social Awareness
- Emotional Relationship management

People with a preference for Thinking reported significantly higher levels of

- Emotional Self-Awareness
- Emotional Social Awareness
- Emotional Relationship management

And significantly lower levels of

- Emotional Self-Management

People with a preference for Judging reported significantly lower levels of

- Emotional Social Awareness
- Emotional Relationship management

There were no differences in the four EQ measures based on Sensing and intuition.

The measures of psychological safety had only one significant difference based on MBTI® Type preferences. People with a preference for Introversion reported lower levels of perceived psychological safety when interacting with their co-workers. This was largely driven by items that assessed willingness to share personal information with co-workers, which was lower for people with a preference for Introversion. Finally, people with a preference for Thinking reported a small, but significant, lower level of perceived negative acts occurring in the workplace.

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BAPT EVENTS CALENDAR

NOVEMBER 2022 to JANUARY 2023

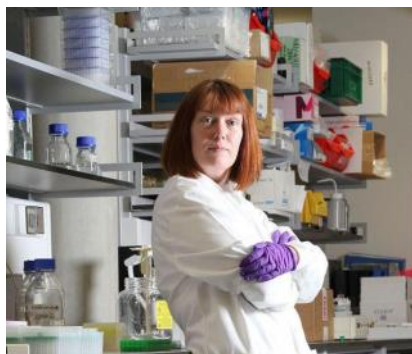
Sign up for all events on our website www.bapt.org.uk. Times are UK.

Date and Time	Event
15 November – 8pm	In Conversation with Linda Berens
22 November – 6pm	Type Practitioner Peer Support Group with Sarah Perrott
30 November – 7pm	Webinar – Social Media for Type Practitioners with Josh Leach
January	In Conversation – date to be confirmed.
24 th January	Type Practitioner Peer Support Group with Sarah Perrott

You can catch up with recordings of our recent webinars via our website: <https://www.bapt.org.uk/events/bapt-webinars/>

- Susan Nash: Dating, Mating and Relating, October 6th 2022

If you have any suggestions for Webinar topics, or would like to contribute to our In-person Event in London in June 2023, please get in touch with Catherine Stothart, Director of Events on events@bapt.org.uk



**GUESS THE TYPE OF THE
POLITICIAN/CELEBRITY**

**THIS ISSUE:
BRITISH VACCINOLOGIST:
DAME SARAH GILBERT
NANCY SILCOX (ENTJ) - ASSISTANT EDITOR**



Dame Sarah Gilbert is Professor of Vaccinology at the University of Oxford, and was the Oxford Project Lead for the Oxford/AstraZeneca COVID-19 vaccine project. As of January 2022, more than 2.5 billion doses of the vaccine have been released to more than 170 countries worldwide. Dr. Gilbert is lauded around the world for her ground-breaking work. She was recognised in the 2021 Queen’s Birthday Honours and received a Damehood for services to science and public health in COVID vaccine development. She is a mother to triplets and her children participated in the trials of the vaccine.

As usual, my research is on the internet and I suggest that Professor Sarah Gilbert prefers INTJ, with the following evidence:

INTROVERSION: “She’s gonna hate it, absolutely hate it,” said her friend, biochemist Dr. Anne Moore, “I mean, Sarah is the person in the room who does not want to be in the limelight.” Her friends and colleagues describe her as a conscientious, quiet and determined person who can be quite shy and reserved until you get to know her. Others say she can be intimidating with her silent steeliness. When speaking or presenting she sits/stands very still with NO gestures. Although she speaks very quickly and actually quite fluently, her professionalism comes through therefore with little hesitation and few ums or awes, which many Introverts resort to, giving them time to think. For perhaps the most famous scientist in the world today, credited with saving millions of lives, she accepted a standing ovation by spectators on the first day of Wimbledon 2021, looking embarrassed but graciously acknowledging the applause with a nod of her head. She is happy to let her work speak for itself, like a true Introvert.

INTUITION: I think Gilbert’s preference for iNtuition comes across clearly in her passion to inspire the next generation of girls into Stem careers, saying she hoped that the children who see the Barbie doll created to honour her, will realise how vital careers in science are to help the world around us. Speaking to students, she urges them to keep all their options open, which is common with iNtuitives, who like Sarah are energised by the diversity of thought and experiences, and find a ‘tunnel-like focus’ not to their liking. She says “There are some scientists who will happily work more or less on their own on one subject for a very long time. That’s not the way I like to work. I like to try to take into account ideas from lots of different areas.” From the beginning, she said, that when working on the vaccine they were seeing it as a race against the virus, not a race against other vaccine developers—“We’re a university and we’re not in this to make money.” Her vision and principles shine through her work.

THINKING: With her ‘no-nonsense approach’, Dr. Gilbert can come across as intimidating, but her objectivity and logical analysis of scientific data makes her an intrepid researcher and leader of team efforts not easily side-tracked by peripheral issues. She says “People often think of vaccine development as being all about immunology, but we need to think about the manufacturing side as well. It was very important that we create a safe and effective vaccine. We had to make it in very large quantities for a low price. Not only that, we had to ensure it could be stored in the fridge to be used in a wide range of global health situations.” Her iNtuitive future focus combined with Thinking logistics meant she could coordinate the efforts of the work of the hundreds of researchers, technicians, clinical and non-clinical staff across multiple sites, along with tens of thousands of volunteers.

JUDGING: Professor Gilbert was known for working from very early in the morning until the late evening. She described the process of developing the vaccine being a “series of small steps, rather than there being a big breakthrough moment.” She said they “spend a lot of time planning how to move as quickly as possible from the moment a new pathogen is identified through to clinical trials,” and that “Every experiment we did was like ticking another thing off the list.” These approaches will resonate with the Judging Preference that likes to plan and accomplish things step by step, follow procedures for safety and keep to a timetable.

Dame Sarah Gilbert says “It’s been a huge privilege to be part of a project that has helped to change the course of the pandemic and protect the world.” I think, as she quietly went about exploring possibilities in a logical and planned way, that Dr. Gilbert was expressing the values and style of INTJ.



**GUESS THE TYPE OF THE
POLITICIAN/CELEBRITY**

NEXT ISSUE TO FEATURE:

BRITISH POLITICIAN

KEIR STARMER



We thought this might be a fun column. Each issue we invite you to submit your speculation of a famous person's Type. Keep it brief, state the Type you think the person is and why you think they might be that type. A summary of compiled "evidence" will be published with a disclaimer that all types are **good**, that of course only the person themselves can verify their Type and we all use our preferences AND non-preference, depending on environment and circumstances. The Spring, 2023, issue will feature British Politician, Keir Starmer. Send your contributions to: nancysilcox@hotmail.com.

British Association for Psychological Type - Midlands Group

MOTIVATION AND WELL-BEING

Two Sides of the Coin

A One Day Workshop

to be facilitated by Catherine Stothart



WEDNESDAY, 23RD NOVEMBER, 2022

10.30 am – 3.00 pm

Selly Oak Methodist Church

Langleys Road, B29 6HT

About the session – Happiness comes from using your signature strengths in the main realms of your life. Knowing what truly motivates you, and being able to fulfil your motivation, is the key to well-being. In this session we will go beyond Maslow to explore the core psychological needs we all share, and what this means for how we lead our lives. We are motivated to meet our needs for purpose, competence, freedom., belonging and to fulfil our potential. We will use the temperament model to learn how to manage our lives to do more of what energises us and less of what turns us off. You will leave with a practical template for planning the life you want to lead.

About Catherine Stothart – Catherine Stothart (INTP) is a member of our Midlands Group and has led sessions with us previously. She is a Leadership Coach with 30 years' experience in top multi-national companies – currently Airbus and Google. She uses personality type in her work and brings the best thinking about communication and motivation to a wider audience in a way that makes it usable and actionable. Her first book, *How to Get On with Anyone* (Pearson, 2018) is based on Interaction Styles. Her latest book, *Motivation: The Ultimate Guide to Leading your Team* (Routledge, 2022) is based on temperament. There will be copies of both Catherine's books available to buy on the day. Email: catherine@essenwood.co.uk.

To make the day viable we are asking you to bring £10 on the day if you can. Please email Charles Worth on charles@perceivetraining.co.uk to check there is a place available and to obtain directions to the venue.



Virtual
Conference
&
In-person Event

British Association for Psychological Type 2023 Annual Conference



Balance and Belonging
breaking through with type

The theme of our two major events in 2023 is
Balance and Belonging: Breaking through with Type

Following the upheavals of the last few years, these events are opportunities to explore how personality type can help us regain our sense of belonging and community, and how to bring balance back to our lives and our personalities.

SAVE THE DATES for our
Virtual Conference 21st – 22nd April 2023
In-person Event in London, 16th – 17th June 2023

Join us at one or both events for:

- Opportunities to network with a truly global community
- Thought-provoking and insightful presentations and workshops
- Fascinating discussions and sharing with type practitioners

<https://www.bapt.org.uk/events/2023-bapt-conference/>