

TYPEFACE



The quarterly magazine of the
British Association for Psychological Type

LINKING THE TYPE COMMUNITY

Balance and Belonging breaking through with type



Gareth English



Mark Witt &
Antonia Dodge



Angelina Bennet



Rob Toomey

BAPT 2023
Virtual Conference
21st – 22nd April 2023



Sterling Bates



BAPT 2023
VIRTUAL
CONFERENCE
PROGRAMME
INSIDE

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BAPT, c/o Champleys Accountants, Champleys Mews, Market Place, Pickering YO18 7AE.

Email: contact@bapt.org.uk

www.bapt.org.uk

BOARD OF TRUSTEES

President & Chair of Board

Sarah Perrott (ESFJ)
president@bapt.org.uk

Director of Events

Catherine Stothart (INTP)
events@bapt.org.uk

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payments@bapt.org.uk

Membership Secretary

Viv Kelly (ENFP)
membership@bapt.org.uk

Director of Digital Projects

Nick Toko (ESFP)
nicholas@nicholastoko.com

Board Secretary

Jerry Gilpin (INTJ)
sec@bapt.org.uk

Co-opted

Hannah Gilchrist (ESFJ)
hanmgilchrist@yahoo.co.uk

BAPT LOCAL AREA GROUPS

MIDLANDS GROUP

Birmingham

Charles Worth (INFP)
Charles@perceivetraining.co.uk

TYPEFACE TEAM

Editor

Gill Clack (ENFJ)
gill.clack@kcl.ac.uk

Assistant Editor

Nancy Silcox (ENTJ)
nancysilcox@hotmail.com

INTEREST AREA CO-ORDINATORS

Careers & Occupations

Sue Blair (ESTJ)
sue@personalitydynamics.co.nz

Diversity & Multicultural Issues

Paula Aamli (ENTP)
peaamli@gmail.com

Education, Learning & Development

David Hodgson (ENFP)
buzz.hodgson@gmail.com

Psychotherapy & Counselling

POST VACANT

Management & Organisational Development

Susan M Nash (ENFJ)
susan.nash@em-power.com

Religion & Spirituality

Graham Osborne (INTJ)
revgdo@gmail.com

WEBMASTER

Chris Price, Choctaw Media
tech@bapt.org.uk

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EDITOR'S NOTE

GILL CLACK (ENFJ)



EDITOR'S NOTE

GILL CLACK (ENFJ)

This issue contains a good mixture of offerings – I hope you will find it stimulating and of interest. We start with Sarah's *President's Column* where she discusses the number of contributions to the next virtual Conference from all over the world which should make for an exciting event, followed by a one day post conference In Person Workshop. She also draws attention to some new material developed by Type Pro bringing to light your types' superpowers.

Then we have a feature devoted to the BAPT 2023 Virtual Conference with the theme *Balance and Belonging: Breaking through with Type* to be held from 21-22 April. The first piece is a Welcome to the Conference from Catherine Stothart, Conference Chair, which is followed by a copy of the programme and a list of all the sessions with presenters. These will give you a real flavour of what is on offer. We do hope you'll join us to enjoy them.

This is followed by a report of the Midlands Group workshop held in November led by Catherine Stothart on *Motivation and Well-Being: Two Sides of the Coin*, the subject of her new book. This was very well received by all who attended.

We then have details of a number of BAPT events which are coming up for all to share. Firstly, there is information on the next webinar to be given by Katherine Hirsh on *Why Can't I Be Both? Best Practices for Best-Fit Type*, to be held on 14th March. Previous webinars are available as recordings accessible via the BAPT web site. Then the dates for the Type Practitioners' Support sessions are listed for February and March, 2023.

Next we hear from Terri Connellan, AusAPT's President, in *News from Down Under*, where she shares what went on at the AusAPT Virtual Conference held in October 2022, an on-line course with Elizabeth Murphy held in November, 2022, and a reading group established in the same month with Peter Geyer. She also shares changes that have been made to their Management Group.

We next have an article from Mette Babitzkow Boje describing what is happening in the type community in Denmark giving a flavour of the activities in our neighbouring European country.

Then we two articles from our Interest Area Groups. The first is a Diversity & Multicultural Issues group article by Paula Aamli entitled *In Praise of Not Knowing* which is followed by an article under Management & Organisational Development by Susan Nash on *Applying Type to Organizational Transformation*.

This is followed by our regular *Spotlight on Research* by John Hackston where he reports this time on articles on the *Pain of Social Isolation*, *Type and the Big Five*, *Are You a Credit to your Type* and *A Different Sort of Pain*.

Next we have a book review by Jerry Gilpin of Catherine Stothart's latest book *Motivation: The Ultimate Guide to Leading Your Team*, which is then followed by Peter Malone's review of the movie *The Lost King* which focusses on the discovery of the remains of King Richard III under the grounds of a Leicester car park. This is followed by Nancy Silcox's regular 'Types of ...' column where this time she speculates on the types of holiday decorations individuals with the different type preferences have chosen to display to celebrate Christmas.

Throughout the issue, you will find some shorter pieces: *Words of Wisdom from the Master* with a saying from Carl Jung, and a notice concerning the BAPT Library and a new addition of Catherine Stothart's latest book and copies of journal articles held in the MILO Library at CAPT. Also included is a calendar of all the events planned by BAPT from February to April, 2023, so put these dates in your diary!

Best wishes

GILL

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DEADLINE FOR CONTRIBUTIONS FOR SPRING 2023 ISSUE: 1st APRIL 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.

Email: president@bapt.org.uk

PRESIDENT'S COLUMN

SARAH PERROTT (ESFJ)

It is a New Year, so new start and all things fresh. Hurrah! It has been wonderful in the UK to see that life is pretty much back to pre-pandemic levels. Restaurants, pubs and theatres are all fully open and operational. All of that is great to see and enjoy, long may it continue. This presents the challenge of how much of what BAPT offers should remain online events and how much should be face to face. There are very clear advantages to both online and face to face, so we are aiming to achieve both this coming year.

We had a special conference planning BAPT Board meeting mid-December and I am delighted to report that our online Conference which will happen over two full days 21st and 22nd April will have three streams. This coupled with some key note sessions will allow for 24 speakers. Seven of these speakers will be new to speaking at BAPT conferences. We will have our annual AGM on the evening of Thursday 20th April with a special Pre-Conference session as well. It promises to be the usual stimulating, engaging, thought provoking, and learning event that our conferences have become renowned for. An opportunity to build community within the Type world, learn personally and professionally.

Quite a number of people are really keen to meet again face to face so, to accommodate and respond to that, we are also hosting an in-person event in London on 16th and 17th June. A Friday and Saturday. More information about this will be forthcoming soon. Thinking about the theme and focus of our online Conference and in person event this year of *Balance and Belonging – Breaking through with Type*, it is wonderful to see how there is always something new to discover about Type. Further learning and different ways of using and applying that learning.

Most of you will know the names of our Type colleagues and friends Angelina Bennet and Gareth English who run Type Pro. Type Pro is an online training company that qualifies HR and other professionals to use personality assessment tools. They have been develop-

ing some interesting new material. This new material they are calling the Superpowers program for your Type. Something that you have access to when you know your four letter Type code. I really like this idea of your personality Type's superpowers, acknowledging them, understanding them and using them well.

I have worked with two senior leadership teams using Type recently. With both groups I did a final exercise with them using the metaphor of a suitcase and the team packing up for the next stage of their journey as a team. They did have an actual small cardboard suitcase that they used. They were encouraged to decide the destination that the team was aiming for and write that on the large suitcase label. Then they were to identify different places that they had been to on their journey already and stick these labels on their suitcase. Finally, they were each asked to identify their personal superpower as part of the team and write this on labels that would be put into the suitcase. The idea being that these were the resources that the team had for their journey that would enable success.

The two teams really enjoyed this exercise as well as having a physical aide memoire of their team day and work together. I was interested to see that in both teams there were participants who struggled with identifying and owning their superpowers. One senior executive saying "How would I know what that is?" This would seem to point to the need for this work that Type Pro are doing. Reflecting on this experience it would have been useful as the consultant to have done an exercise with the team prior to the 'Packing for our Journey' to discuss superpowers as part of personality type. This is the approach that I will take next time.

Wishing you and yours a very happy, healthy, and peaceful 2023. I look forward to seeing you either online or in real life, or ideally both this coming year.



Welcome to the BAPT Conference 2023!

CATHERINE STOTHART – CONFERENCE CHAIR

I am super excited about our virtual Conference. We had a fantastic response to our invitation to present, and it was difficult to select from the many excellent proposals. They covered a wide range of topics related to the Conference theme, and we designed the programme to reflect this variety of interests, approaches, and speakers.

We have three themed parallel streams over the two Conference days (21st and 22nd April): *Type and Me*; *Type and Practice*; *Type at Depth*; with keynotes from:

- **Angelina Bennet and Gareth English** of TypePro with **Rob Toomey** of TypeCoach, describing ***Type Journeys: From First Steps to Deep Dives***
- **Sterling Bates**, founder of Step Research, who will share with us the ***Six Dynamics for Building Balance & Belonging with Type***
- **Mark Witt and Antonia Dodge**, of Personality Hacker, who will close our Conference looking ahead to ***Bridging Type Generations: What each Generation Needs to Steward Type into the Future***

We have a bonus session – free to all Conference delegates AND to all BAPT members - on 20th April from **Dario Nardi** who will share examples of virtual spaces for using and learning type in ***Breaking through Virtually with Type***.

Over the two Conference days there are 24 sessions, with presenters from the UK, USA, Canada, New Zealand and mainland Europe. We have also built in time for networking and breaks – it's a wonderful opportunity to talk type and share insights with people from all over the world.

Please take a look at the programme and the information on the presenters and their sessions, on the following pages. I encourage you to share the details with your network – more participants lead to richer discussions. This information is also on our website where you can register for the Conference.

All sessions will be recorded and available to Conference delegates within the ticket price of £110 for members of any APT (around 135 USD). It is amazing value for personal and professional development.

I believe this Conference really does showcase the depth and breadth of the many applications of Jungian Type, and related models, to living better lives, and I hope you will join us.

BAPT CONFERENCE TIMETABLE 2023

Thursday 20th April 2023

6.00-7.00pm	PRE-CONFERENCE SESSION: Breaking through Virtually with Type - Dario Nardi		
7.15-8.30pm	BAPT AGM		

Friday 21st April 2023

Time	Track One Type and Me	Track Two Type Practice	Track Three Type at Depth
1.30-2.00pm	OPENING SESSION – WELCOME AND INTRODUCTION Break-out rooms - Meet other delegates and share your hopes for the Conference		
2.00-3.00pm	KEYNOTE Angelina Bennet, Gareth English and Rob Toomey Type Journeys: From First Steps to Deep Dives		
3.30-4.30pm	Elizabeth & Katherine Hirsh Building Belonging by Being True to Your Values	John Hackston Conflict Style and Type	Steve Myers Nelson Mandela and the Rainbow Nation
5.00-6.00pm	Elizabeth Murphy and Maria Sedmak Type is your Preferred Way not your Only Way	Catherine Stothart Life: A Balancing Act How to Motivate yourself with Temperament	Mark Majors Balance & Belonging from Knowing Typological Blockages
6.30-7.30pm	Susan Nash Exploring Type to Balance Tensions and Talents	David Hodgson Type Online: Breakthrough or Breakdown?	Vicky Jo Varner Typological Aspects of the Drama Triangle
8.00-9.00pm	Sue Blair Striking a Balance with T and F	Joyce Meng Using Type to Create a More Inclusive and Diverse World	Linda Berens Type and the Balance and Belonging Connection







All times are British Summer Time (BST)






Saturday 22nd April 2023






Time	Track One Type and Me	Track Two Type Practice	Track Three Type at Depth
1.30-2.00pm	NETWORKING/COFFEE SESSION Join BAPT President Sarah Perrott and Board members		
2.00-3.00pm	KEYNOTE Sterling Bates Six Dynamics For Building Balance & Belonging with Type		
3.30-4.30pm	Susan Storm Personality Type and Vulnerability	Gareth English Neurodiverse and Connected	Richard Owen Balancing the Inner Family of Parts
5.00-6.00pm	Jane Kise and Ann Holm Shifting Strengths for Success in the Second Half of Life	Elena Wolf Fostering Group Belonging with Type-Informed Facilitation	Max Chegwyn Type in Jungian Shadow Work
6.30-7.30pm	Lynne Stewart Constitution, Consciousness & Choosing Balance	Markey Read 8 Essential Questions	Yvonne Nelson-Reid and Kesstan Blandin Arche(Type): The Meeting of Nurture and Nature
8.00-9.00pm	CLOSING KEYNOTE Antonia Dodge and Joel Mark Witt Bridging Type Generations: What each Generation needs to Steward Type into the Future		
9.00-9.30	CONFERENCE CLOSING SESSION and NETWORKING		







All times are British Summer Time (BST)





PRESENTERS AND SESSION DESCRIPTIONS BAPT CONFERENCE 2023

	<p>Six Dynamics for Building Balance & Belonging with Type – Sterling Bates</p> <p>Get everything you need for underutilized dynamics in the world of psychological type, the 6 dynamics from Essential Motivators and Interaction Styles. Leverage them across best-fit, communication, workplace problems, delegation, Situational Leadership®, and relationships.</p> <p><i>Sterling’s combination of technology, mathematics, business, marketing, OD, and psychological types led him to found Step Research, a psychology software company. Previously at Disney for 13 years in IT and Marketing. On the APTi board for 4 years.</i></p>
 	<p>Type Journeys: From First Steps to Deep Dives -</p> <p>Angelina Bennet, Gareth English and Rob Toomey</p> <p>Angelina, Gareth and Rob share their insights about how to help people get practical value and development from Type discovery both at the start, and at the more advanced stages of their Type journeys.</p> <p><i>Dr Angelina Bennet and Gareth English, Chartered Occupational Psychologists from Type Pro Ltd, run Type qualifying courses for aspiring Type professionals, and introductory programs for people who are discovering Type. Presenting with Rob Toomey of Type Coach. (Photos: Angelina and Rob, see below for photo of Gareth).</i></p>
	<p>Type and the Balance and Belonging Connection - Linda Berens</p> <p>Three ways of 'being out of balance'—Can't Be Me, Only Be Me, and Developing Me—get in the way of finding your best fit and being at our best. Explore how Essential Motivators can help us break through barriers to belonging and find balance in yourself and in relationships.</p> <p><i>Linda V. Berens, Ph.D. is an internationally recognized author, organizational consultant, and leading personality type theorist. Known as the type consultant’s consultant, she has over 30 years’ experience helping individuals, teams, and organizations reach their potential.</i></p>
	<p>Striking a Balance with T and F – Sue Blair</p> <p>One-sidedness! A common problem and one which must be addressed. This session will offer visual ways to explain the T and F functions, how to engage with both, what questions to ask and how to overcome the mess we make when, not if, things go wrong.</p> <p><i>Sue is an expert in the field of psychological type with over 20 years’ experience. She is an international presenter and keynote speaker and author of The Personality Puzzle coaching card resources, now used worldwide by coaches, counsellors, and therapists.</i></p>
	<p>Type in Jungian Shadow Work – Max Chegwyn</p> <p>This presentation will discuss how Type can form a useful basis for Shadow Work, helping clients to integrate deeper aspects of their unconscious. We will describe the common ways Type correlates to Shadow dynamics, and the unique ways each Type can integrate it.</p> <p><i>Max Chegwyn helps people affected by cults and high-control situations exit skilfully and reclaim their self-sovereignty using Type and Jungian Shadow Work. He can be found at makeitconscious.com, where he posts regular content about individuation and psychospiritual growth.</i></p>

	<p>Neurodiverse and Connected – Gareth English</p> <p>For decades Type has been used to bring people together and to understand differences. As awareness of Neurodiversity grows, what can we do to utilise our experience, insight and understanding to help all people to feel a sense of belonging in their work and beyond.</p> <p><i>Gareth is a psychologist who has been working with Type for more than 20 years. Gareth is co-founder of Type-Pro, and co-created the Type Superpowers with Angelina Bennet. He edited and contributed to The Power of Personality.</i></p>
	<p>Conflict Style and Type – John Hackston</p> <p>What are the pros and cons of conflict, how does it make you feel, and how does this relate to type? This interactive session draws on recent research to answer these questions and shows how type can be used alongside the Thomas-Kilmann (TKI) model of conflict.</p> <p><i>John is a Chartered Psychologist with over 30 years' experience helping clients use psychometric assessments. His research brings personality assessments, especially the MBTI®, to life, helping practitioners and end users apply these insights both inside and outside work.</i></p>
	<p>Building Belonging by Being True to Your Values –</p> <p>Elizabeth and Katherine Hirsh</p> <p>Join us to explore how belonging increases when we understand the values/principles driving us, expose and interrupt the preconceptions that reduce our sense of agency and our belief in a just world, and take action bring ourselves and our environments into greater alignment.</p> <p><i>Elizabeth and Katherine Hirsh are authors and facilitators who have been spreading the word about the magic of type to a worldwide audience for more than 30 years. Elizabeth prefers INFP and Katherine prefers INTP.</i></p>
	<p>Type Online: Breakthrough or Breakdown? - David Hodgson</p> <p>The omnipresence of type online has grown exponentially. David will review the best and worst examples of what's out there. He will propose ways in which we in the type community can harness the positive power of type in an ethical, rigorous and accessible way.</p> <p><i>David has worked in education and careers guidance for over 30 years. He has championed the use of personality type to help inspire and motivate teenagers and adults through his many books, courses, and conference contributions across the world.</i></p>
	<p>Shifting Strengths for Success in the Second Half of Life -</p> <p>Jane Kise & Ann Holm</p> <p>How can you--and those you coach and counsel--make the most of what Jung called the "afternoon of life"? In this session, we explore how the Judging function affects our ability to shift from the strengths and values that lead to early success to those that enrich later life.</p> <p><i>Jane Kise is a consultant and the author of over 25 books. She works with businesses and schools across the US and around the world, applying type to leadership development, collaboration, and instructional coaching.</i></p> <p><i>Ann Holm is a master practitioner, certified to administer all 3 levels of the MBTI®. Her area of interest is uncovering and meshing the multiple influences that make us who we are. She has done original research to test her hunches. She enjoys typing historical characters to examine her own type biases and to observe how individuals develop over time.</i></p>

	<p>Balance & Belonging from Knowing Typological Blockages –</p> <p>Mark Majors</p> <p>Learn about blockages to natural Type expression and how identifying and relieving this condition may allow us to regain balance and improve our sense of belonging in life. The session will highlight tools that facilitate this process of understanding and growth.</p> <p><i>Dr Mark S. Majors has over 3 decades as a psychometrician; works include the 94 Strong, MBTI®-M and Q (manual author), his own measures the Majors PTI, Elements, the OEM and Spiritual Gifts Inventory. Now a pastoral counsellor, author, and husband of Mary in the Ozarks Mts.</i></p>
	<p>Using Type to Create a More Inclusive and Diverse World – Joyce Meng</p> <p>In this session, I explain how you can create a more inclusive and diverse view of life using personality models.</p> <p><i>Joyce Meng is a certified MBTI® Master Practitioner, Enneagram Coach, Jungian Typology Expert, Master NLP Practitioner and Gallup® CliftonStrengths Coach.</i></p>
 	<p>Type is your Preferred Way not your Only Way -</p> <p>Elizabeth Murphy and Maria Sedmak</p> <p>We use original art and original literature for youth to model the expression of type preferences and the balance of using both sides of a function pair. Through literature and art, the theory and value of differences is conveyed.</p> <p><i>Elizabeth is a writer, psychologist, researcher, and trainer in Type constructs. She presents to teachers, families, and teams regarding ways to implement type awareness and use in their common settings.</i></p> <p><i>Maria is a theologian, mother of 3 children, life counsellor based on V. Frankl's Logotherapy, Austrian citizen living in United States. Currently working as an artist interpreting visually fairy tales, biblical stories, dreams and Jungian type theory (focus on overcoming one sidedness).</i></p>
	<p>Nelson Mandela and the Rainbow Nation – Steve Myers</p> <p>This session will show how Nelson Mandela was a living example of the fifth function of psychological type – the transcendent function – and how it helped pull South Africa back from the brink of war to create a new, unique, and united South Africa - the rainbow nation.</p> <p><i>Steve Myers is a Visiting Fellow at the University of Essex. He has a Masters in Jungian and post-Jungian Studies, and a doctorate in a Jungian topic. He is author of Myers-Briggs Typology vs Jungian Individuation, published by Routledge</i></p>
	<p>Breaking through Virtually with Type - Dario Nardi</p> <p>We look at working examples of virtual spaces for using and learning type. These include clarifying one's type, practise at typing others (profiling), and coaching with type. We also cover the lessons learned from crafting and testing these spaces.</p> <p><i>Dario Nardi, Ph.D. focuses on neuroscience, personality, games, and body-mind practices. His books include Neuroscience of Personality, Jung on Yoga, and The Magic Diamond. He uses EEG for brain-imaging and created the CPA, a validated assessment of the 8 Jungian functions.</i></p>
	<p>Exploring Type to Balance Tensions and Talents – Susan Nash</p> <p>In this unique session, you will have a chance to explore in-depth your individual type pattern through the lens of Temperament, Interaction Style, and Cognitive processes to understand which elements might align as strengths and which might cause internal tension.</p> <p><i>Susan Nash is owner of EM-Power, Inc., founder of the Type Academy, and author of over 11 books, nine on Whole Type. In addition, she is a global speaker on psychological type and its applications in improving self-understanding, communication, leader-</i></p>

 	<p>Arche(Type): The Meeting of Nurture and Nature - Yvonne Nelson-Reid and Kesstan Blandin</p> <p>Arche(Type) weaves our archetypal narratives, as captured by the PMAI assessment, with our MBTI® type, investigating how the stories we live impact, influence, and support the evolution of our personality through type dynamics. In this lecture we present results from our research.</p> <p><i>Yvonne Nelson-Reid, PhD, is a depth psychologist and Senior Associate of research and development at CAPT®. Yvonne oversees all development and training for the Murphy-Meisgeier Type Indicator for Children® instrument and is Editor for People Stripes.</i></p> <p><i>Kesstan Blandin, PhD, is a depth psychologist and VP of research and development at the Center for Applications of Psychological Type® (CAPT®). Kesstan oversees research and development for CAPT's four Jungian assessments and is Editor for StoryWell®, home of the Pearson-Marr Archetype Indicator® (PMAI®) assessment.</i></p>
	<p>Balancing the Inner Family of Parts - Richard Owen</p> <p>A historical overview of the concept of sub-personalities, or parts. We consider the metaphor of the inner family, where the relationships between the members are crucial to the balance of the whole and the sense of belonging that each one has.</p> <p><i>BAPT Treasurer Richard Owen is an organisational psychologist and coach based in Brighton, UK. A broad theorist of Type: from Jung to MBTI®, to the depth typology of Dr John Beebe. Richard's Personality Parts™ model aims to uniquely integrate these & many other perspectives.</i></p>
	<p>8 Essential Questions – Markey Read</p> <p>Create more effective and inclusive decision-making processes by incorporating these 8 Essential Questions, based on core needs of the 8 functions. Shift from competing needs to complementary needs and build trust in the process. Markey will also update the Z-Model!</p> <p><i>Markey is President of MRG, Inc. in Vermont and has nearly 30 years' experience in coaching and training groups and individuals in developing and implementing sustainable Leadership Development programs.</i></p>
	<p>Constitution, Consciousness & Choosing Balance – Lynne Stewart</p> <p>Our constitution is unique. The choices that we intuitively make day-to-day can have us thrive or survive. How do we begin to understand our unique constitution and how to find balance throughout our day and our lives.</p> <p><i>A graduate of Psychology and an MBA in Finance and Strategy, I have spent my career empowering females, creating frameworks that enhance progression in learning and leadership within business organizations. I have studied Ayurveda, Constitution and Balance for 20+ yrs.</i></p>
	<p>Personality Type and Vulnerability – Susan Storm</p> <p>In this session, I look at how each of the 16 personality types experiences vulnerability. We will explore situations that can unsettle each personality type and make them feel incompetent. We will look for ways to embrace vulnerability without getting overwhelmed.</p> <p><i>I am the founder of Psychology Junkie. As an MBTI® certified practitioner and Enneagram coach, I use my website to bring people practical and fun ways to explore their type preferences and experience more balance in their lives as a result.</i></p>

	<p>Life: A Balancing Act: How to Motivate Yourself with Temperament - Catherine Stothart</p> <p>We share core psychological needs that motivate our behaviour – needs to be competent, to have freedom, to belong, and to fulfil our potential. We will explore what happens for people of each temperament when these needs get out of balance, leading to stress and dysfunction; and what works for each temperament to bring balance and fulfilment back to our lives.</p> <p><i>Catherine is a Leadership Coach with Airbus, and a partner in Google’s Mastery Faculty of virtual facilitators. She has written two business books based on type – How to Get on with Anyone (based on Interaction Styles) and Motivation: The Ultimate Guide to Leading Your Team (based on Temperament).</i></p>
	<p>Typological Aspects of the Drama Triangle - Vicky Jo Varner</p> <p>The Drama Triangle maps people in conflict with the roles of persecutors, victims, and rescuers. This experiential session invites attendees to produce a creative representation of their conflict role(s), identifies remedies, and maps typological preferences to these roles.</p> <p><i>As an individuation coach, certified PCC by the International Coach Federation, Dr. Varner coaches individuals to identify and develop their natural typological strengths. She has a PhD in Depth Psychology (Jungian and Archetypal) and wrote her dissertation on typology.</i></p>
	<p>Bridging Type Generations: What each Generation Needs to Steward Type into the Future</p> <p>Joel Mark Witt and Antonia Dodge</p> <p>In this session we define the three primary generations right now and talk about what each one needs from the others in order to further the understanding and application of type while preserving the ethics and legacy that has come before.</p> <p><i>Joel Mark Witt & Antonia Dodge are podcasters, entrepreneurs, & coaches who have consulted with Zappos, Abbott, Oracle, American Express, and CNN. Their Profiler Training Course has taught hundreds of students to use conversation to arrive at a best-fit type for clients.</i></p>
	<p>Fostering Group Belonging with Type-Informed Facilitation – Elena Wolf</p> <p>Belonging in a group can be encouraged with type-inclusive language. A facilitator can hold people of different types together by creating space for a variety of cognitive functions and types. I will discuss inclusion principles with applied use examples from a case study.</p> <p><i>Elena Nola is a type alignment mentor and relationship coach. She holds a BA from the University of Texas (2005). She has spent the past 8 years immersed in type theory and application, and the last 3 helping clients use type to find more energy, flow, and self-acceptance.</i></p>



Charles Worth, MA, Dip.Ed, has a Master's degree in Adult Education. He has worked in secondary schools, as Education Adviser to Christian Aid, and as Training and Development Officer for the Methodist Church in the West Midlands. He currently offers supervision for church leaders. Charles is a qualified Myers-Briggs® practitioner.

Email:
Charles@perceivetraining.co.uk

BAPT MIDLANDS GROUP WORKSHOP

MOTIVATION AND WELL-BEING: TWO SIDES OF THE COIN

A ONE DAY WORKSHOP FACILITATED
 BY CATHERINE STOTHART (INTP)

HELD ON 23 NOVEMBER, 2022.

REPORT BY CHARLES WORTH (INFP)

On November 23rd members of the Midlands MBTI® practitioners group met in person for the first time since before the pandemic. Catherine Stothart led us in a highly participative workshop on motivation and well-being, the subject of her new book, *Motivation: the Ultimate Guide to Leading your Team* (Routledge).

Catherine is using Temperaments as her main model for understanding motivation and so we began with a brief history of this ancient theory, ranging from Hippocrates through Chaucer's *Canterbury Tales* to David Keirse and Linda Berens. She reminded us of the way in which Temperament theory complements Type, identifying four patterns of behaviour, to which she has assigned four animals:

- Artisan/Improviser – SP – Fox
- Guardian/Stabiliser – SJ – Beaver
- Rational/Theorist – NT – Owl
- Idealist/Catalyst – NF – Dolphin

These four animals accompanied us through the day, both metaphorically and physically (some more cuddly than others), and were a useful shorthand once we had disentangled what's appropriate and what's distracting in these images.

Motivation is what drives our behaviour, why we do what we do. These drivers can be both internal and external. We looked at three key aspects of motivation: purpose, persistence and resilience.

Purpose is having something meaningful to us that drives us to action. In the words of Simon Sinek, 'Most of us live our lives by accident. Fulfilment comes when we live our lives on purpose.' And according to the neuroscientist Daniel Levitin 'too much time spent with no purpose is associated with unhappiness. Stay busy! But not with busy work or trivial pursuits, but with meaningful activities.' We discussed the difference between purpose, favoured by our Js, and meaning, which our Ps preferred.

If purpose is an inner drive to fulfil our core needs, what are these core needs? Four needs neatly fit with the temperament model, which we then explored:

- **Competence** - Theorist – Owls need to reach mastery and contribute to progress. They bring knowledge and expertise, are intellectually independent, and are driven by the need to be competent in what they do.
- **Freedom** – Improviser – Fox wants the freedom to act and get impressive, quick results. They like to be noticed and make an immediate, concrete impact.
- **Belonging** – Stabiliser – Beavers want to do their duty to the group and be responsible. They respect tradition and continuity and like structure and consistency.
- **Potential** – Catalyst – Dolphins want to be true to themselves and help others be the best they can be. They want to be authentic, make a difference to others and the world, and have purpose and meaning to fulfil potential.



The day was enriched by three exercises which Catherine introduced. The first enabled us to reflect on our signature strengths by looking at what in our daily lives we do well and what we don't do well, dividing these into what we enjoy and not enjoy. How are we meeting our psychological needs? What do we need to change in order to do this better?

In the Wheel of Life we were invited to identify different parts of our lives - e.g. job/career, friends/family, health - and rate our current level of satisfaction with each area on a scale of 0 to 10. This then gives us a visual picture of which parts of our life are meeting our core needs and which are

not satisfying us. Where can we make changes and who or what can help us?

Finally we took the SPICE questionnaire, adapted from Harvard Business Review, to assess how well we look after and manage our energy levels in five areas - Spiritual, Physical, Intellectual, Career and Emotional. Our scores identified what we most needed to work on and questions for each area opened up possible actions to take.

We briefly looked at some tips for top motivators in our type groups and Catherine had supplied us with lists of possible actions in each of the four core motivators. What helps us to energise and renew, linking motivation to well-being?

As Catherine is developing this workshop around the material in her book we were privileged to be 'guinea pigs' and enjoyed feeding back our responses to what she shared with us in a very stimulating presentation.



[Note: Catherine Stothart (INTP) is a Leadership Coach with 30 years' experience with top multinational companies – currently Airbus and Google. She has coached and trained hundreds of leaders to engage and motivate their teams and to develop themselves. She brings some of 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 second book, based on temperament, *Motivation: The Ultimate Guide to Leading Your Team*, (Routledge November 2022) helps readers to motivate their teams, improve their wellbeing, and feel motivated themselves. Catherine is BAPT's Director of Events. She has lived in Egypt and Brazil and now lives in Chester, UK. Email: catherine@essenwood.co.uk.]

OUR NEXT WEBINAR IS ON 14th MARCH

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.

“WHY CAN’T I BE BOTH?”

BEST PRACTICES FOR BEST-FIT TYPE

TUESDAY, 14th MARCH – 6.00 PM GMT

WITH KATHERINE HIRSH

This is a wonderful opportunity to learn from type expert Katherine Hirsh, in a webinar based on a session she ran originally at the BAPT Conference in 2022.

It is ideal for practitioners who are recently qualified in personality type as well as for more experienced people who want to build their skills and range of approaches in helping clients find their best-fit. Katherine will share a client-centred approach to best-fit type that incorporates a variety of methods and type lenses, and includes practical case studies. This approach will help you address client doubts and thereby help them reach a place of affirming self-understanding and self-compassion.



Katherine W Hirsh, D.Phil (INTP) is co-author of *Introduction to Myers-Briggs Type® & Teams* and content creator for Step Research. She has been using psychological type personally and professionally for over 25 years.

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 and 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

Josh Leach – Social Media for Type Practitioners

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 February/March, 2023 are:

- Tuesday, 28 February at 6:00 p.m. London
- Tuesday, 28 March 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.

BAPT EVENTS CALENDAR – FEBRUARY TO APRIL 2023

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

Date and Time	Event
28 February – 6pm	Type Practitioner Peer Support Group with Sarah Perrott
14 th March – 6pm	Webinar with Katherine Hirsh – “Why Can't I Be Both?” – Best Practices for Best-Fit Type
28 March – 6pm	Type Practitioner Peer Support Group with Sarah Perrott
20 th April – 6pm	Webinar with Dario Nardi - <i>Breaking through Virtually with Type</i>
21 st -22 nd April	BAPT Annual Conference – Online

All webinars and In Conversation events are free and open to non-members, so spread the word to your colleagues and friends!

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

Latest one: Social Media for Type Practitioners with Josh Leach from 30th November 2022

And don't forget our in-person 2 day, non-residential workshop in London on 16th and 17th June 2023 - watch this space next time for details!

If you have any suggestions for Webinar topics, please get in touch with Catherine Stothart, Director of Events on events@bapt.org.uk



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

Email:
president@ausapt.org.au

NEWS FROM DOWN UNDER

TERRI CONNELLAN (INTJ)

President, Australian Association for Psychological Type (AusAPT)

Greetings from Australia on a warm second day of the new year as I write.

Since my last report in the Summer 2022 issue of *TypeFace*, highlights for AusAPT have included:

- 2022 Online Conference, *Time & Tide*
- Online course: *Helping Families Grow and Develop Together* (Elizabeth Murphy)
- Online reading group: *Jung's Psychological Types* (Peter Geyer)
- Appointment of Management Committee for 2022–2024 term

2022 Online Conference

Our annual Conference ran from October 7 to 9. As the global type community seemed not yet ready to resume in-person events, we again held our Conference online.

This was our 30th anniversary Conference, reflected in the theme *Time & Tide: Traditions and Trends in Type*. The program comprised 17 sessions from internationally renowned type presenters, interspersed with social foyers where participants conversed informally.

All up, our Conference drew 63 participants from around the world. Not everyone sat in on every session (inevitably, time zones presented challenges for some), but all sessions were recorded and made available for later viewing. Post-Conference feedback from participants was highly positive.

Online course with Elizabeth Murphy

In November 2022, we launched an online course, *'Helping Families Grow and Develop Together'*, with the world-

renowned type and parenting expert Elizabeth Murphy.

Over four monthly sessions, through to February 2023, participants are learning strategies for supporting children's development, growth, discipline, relationships and resilience, through the lens of type.



This course has proved to be a drawcard, with 22 participants from Australia, the USA and Japan.

Online *Psychological Types* reading group with Peter Geyer

Also in November we launched a reading group, led by respected AusAPT veteran Peter Geyer, for a deep dive into C G Jung's *Psychological Types*. Participants meet online each month (some in the wee hours, in their time zones!) to step through Jung's book, chapter by chapter.



Peter is the custodian of AusAPT's Type Resources and Practice Collection, an extensive library of print, audio-visual and electronic type materials. The reading group offers an introduction to the Collection and to Peter's expert knowledge of psychological types.

The group is for AusAPT members only. We have welcomed new members who have joined in order to participate. If you'd like to be part of our reading group (which will continue each month through 2023), contact us by email info@ausapt.org.au.

Management Committee 2022–2024

Our annual general meeting in November 2022 endorsed the appointments of members of AusAPT's Management Committee (our governing board) for the 2022–2024 term.

Phil Kerr and I will continue in our respective roles of Treasurer and President. Ellen Owen and Harumi Gondo will likewise continue in their Regional Representative roles.

Our Management Committee will meet early in 2023 to formulate priorities and strategies, including options for a Conference in 2023. We might have more to share about that in a later issue of *TypeFace*: stay tuned!



WORDS OF WISDOM FROM THE MASTER!

"We must remember that an introvert does not simply draw back and hesitate before the object, but that he does so in a very definite way. Moreover he does not behave like every other introvert, but in a very particular manner."

(C.G.Jung)

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



leadership profile is ESTJ. This obviously applies to the operational managers, while there is greater variation among the top managers.

2. Three out of

four leadership profiles are dominated by Extraversion (E), while Introversion (I) is on the rise. This suggests that thought and reflection are more in demand today, and this makes leadership more attractive to introverts.

3. Judging (J) has increased over time, and three out of five managers today have a profile which includes Thinking (T). This means that preferences for structure, analysis and critical thinking still make up a good amount of managerial “baggage”.
4. Starting in 2004, there has been an increase in female managers. Extraversion (E), Feeling (F) and Judging (J) are generally more prevalent among women, while Thinking (T) is higher among men. The leadership profiles are thus characterized by general gender differences.
5. There has been a clear change in the composition of the leadership population since the financial crisis began in 2007. The number of creative and relationship oriented ENFPs in the leadership population has decreased, and this could be an expression of the change in thinking that occurred when, among other things, HR and development were throttled in favour of governance and KPIs.
6. Detailed findings are explained in a separate article, please contact me at mba@cfl.dk for further information.

Type Dynamics

On our certification courses we have a strong emphasis on Type Dynamics, where we work with the visual presentation of a face. This visual presentation (the head) we call “Type Kaj”. We could also call him Type Ted or Type Tom. However, in Denmark, Kaj is a slightly funny male name, which has a positive effect on people learning type dynamics. The female version is Kaja.

We illustrate the balance between the introverted and the extraverted elements, as well as our preferences and opposite competencies. Lastly, the preferences are ranked. The Type dynamics are not different to what you already know, however it is the visual representation which is useful. The head is illustrating what you show the external world, and what is happening in the internal world. Participants find that the model exem-

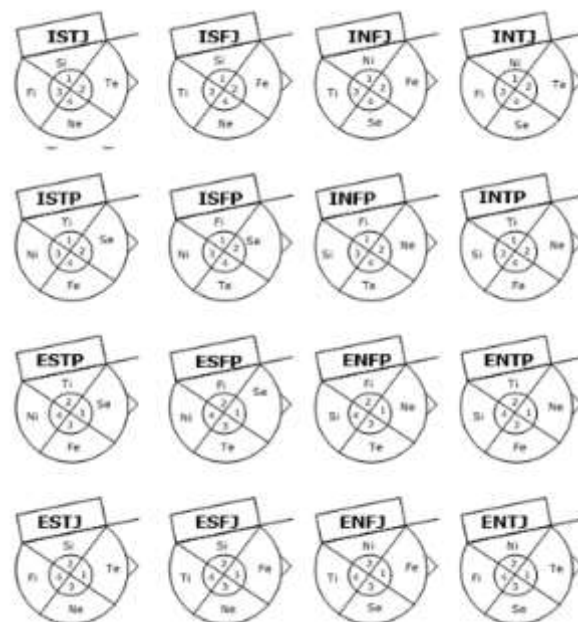
plifies the dynamic well and makes it easier to talk about the complexity of the model. If for instance you are coaching two people who are in conflict, you can turn the faces, so they face each other. This visualization of how the extraverted and introverted preferences interact are extremely valuable.

CfL is also a leadership consultancy

At CfL we also use Type in our Leadership programs addressing both the new and the experienced leader. Jungian Type plays a key role when the leaders are finding their inner leadership style. The consultants collaborate with the new leaders over a period of five months and five modules. During the program, type is a key element.

At the end of the program, the new leaders say that their perspective has changed, since they noticed their best fit type and preferences. It is common that the new leaders think they should lead in a certain manner and should fulfil a role which does not correspond to their preferences. The participants have described this as a duality, which added complexity and inconvenience to the new role. However, a better understanding of type and own preferences furthers better self-understanding and empowers a more authentic leadership style. It is especially the inner dialogue that is less complex because it mirrors the person, and therefore there is only one dialogue. Further reflections from participants in the leadership development program using JTI, state the following:

- Generally, increases the speed of opening oneself for learning
- Accelerates openness towards oneself and especially towards others in the program
- Everyone gets insights - it affects everyone equally and demystifies the personal development process
- JTI quickly creates psychological safety among the



DIVERSITY AND MULTICULTURAL ISSUES

IN PRAISE OF NOT KNOWING

PAULA AAMLI (ENTP)

Interest Area Co-ordinator



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

Email: peaamli@gmail.com.

I'm writing these words, as is typical for the Winter edition of *TypeFace*, in the run-up to the New Year. As usual for the time of year, therefore, my thoughts are turning towards reflection and that recurring sense of reaching for a re-set. In 2023, that feeling is heightened (not that it makes a difference for anyone outside my immediate circle) because this will be my fiftieth year. My own personal jubilee.

In the Old Testament, the year of Jubilee is, in principle, a *Big Deal*, and the principles remain of significance when we come to think about living equitably together, notwithstanding that, as far as we know from the admittedly sparse historical record, such a Jubilee was never enacted in Israelite society.

The Jubilee year – occurring after every seventh Sabbath year, thus, every 50 years – is an economic, cultural, environmental and communal reset, when the land and people rest, and all those who are in slavery are set free to return to their communities.

The Jubilee laws are essentially concerned with social relationship, economic security, stability and the well-being of the community. They seek to ensure that people live in ways that reflect good relationships with God, with each other, and with creation (Murton, 2021,n.p.n.).

The thing is, when I thought about the biblical concept of 'jubilee', as a young person, I imagined that these acts of rebalancing and restoration would be enacted from a place of certainty, by someone who could say, with confidence, that x way of being is just and y is unjust and that xyz needed to happen to make everything right again.

When I thought about acting justly in

respect of diversity, in building contexts, organisations, societies that are multi-culturally literate, I made the same assumption. It would be clear. We would know – not just what was wrong with the world, but what needed to be done to put things right.

If certainty was the goal, the last decade has been tremendously disappointing.

For example: I encountered Type through a Myers Briggs style questionnaire in 1997 but only trained as a facilitator with the Myers Briggs Type Indicator® in 2012 (um, or possibly in 2013? – a little hazy on the exact timeframe but roughly a decade ago, either way). At the time, I was working in Learning-and-Talent-and-Recruitment-and-Organisational-Development for a large bank. The absolute *Aha!* moment for me was coming to appreciate that what seems 'absolutely obvious' for me in terms of navigating the world, taking in information and making the best available decisions about the world as I understood it, was not 'absolutely obvious' in the same way for all Type preferences. Such a precious, useful and *applicable* injection of pause/self-doubt. Thank you, thank you, MBTI®.

Everything else I've worked with and learned about since then – the work I've done on Diversity & Inclusion, the work on Sustainability, which has included challenging my culturally inherited assumptions that Nature exists for the benefit of humans and to be consumed/ exploited by us, the work on organisational change – has added to my awareness of the vast range of things I do not know (about).



Fig. 1: Frontispiece/ thumbnail for Lau & Aamli video presentation on narrative inquiry, Jan 2023.

My current project, for a Conference on Narrative Inquiry in January 2023, has involved creating a 12 minute video presentation with my co-inquiry partner, Joan Lau, which summarises c. eighteen months of inquiry work, individually and together. We talk – and walk – in meandering loops.

Our objective has been an attempt to refine our insights into – work/life/cultural expectations/social expectations – as women of a certain age, from affluent/middle-class backgrounds, inhabiting or having inhabited professional working environments and both of us without children ourselves and the children of aging parents. We name – and resist – perceived cultural norms. Repeatedly, we encounter how much we do not know with any certainty, including what is true and not-true within each of our respective cultures-of-origin, let alone what we might think we know of each other's cultural contexts.

(For anyone who might be interested, the video is available on YouTube. For details, see the references.)

Becoming more uncertain seems, at first glance, antithetical to the education/learning-and-development agenda – don't we market Type-based tools expressly to support individual and team development?

Yes, of course, and justifiably so – my argument is simply that improved situational awareness involves realising we know less than we thought we knew about

other people (and, often, about ourselves, too). John Horton, I think, expresses this well in his article about forms of failure experienced by lecturers in modern tertiary education institutions. Horton observes that he found it hard to name and own feelings of failure – and that he needed a base of sufficient 'ontological security' to be able to do so.

"I am not a failure – but I feel like one." Footnote: This was not an easy sentence to write. It is not easy to disclose feelings of failure, and I suppose it has taken years (and a certain accumulation of confidence, experience, social capital and ontological security) to feel able to put this into words. More practically, it took many iterative drafts to write 'I am not a failure...but I feel like one'. I spent days wondering how to articulate the co-presence of, and oscillation between, 'not-failure' and 'failure' (Horton, 2020, p1).

As it happens, over the festive period, I have (initially unwittingly) been living through various stages of a mini domestic case-study in progressive unknowing and the undoing of assumptions of certainty. Otherwise known as the annual 2000-piece Christmas jigsaw.

Habits formed over years as an action researcher have seen me obsessively taking photographs of the different stages. Four of the *many* snaps of the – currently still unfinished – jigsaw are presented in collage form in Fig. 2. When I posted one of the early pictures to my Instagram (@peamli), a friend commented that we'd

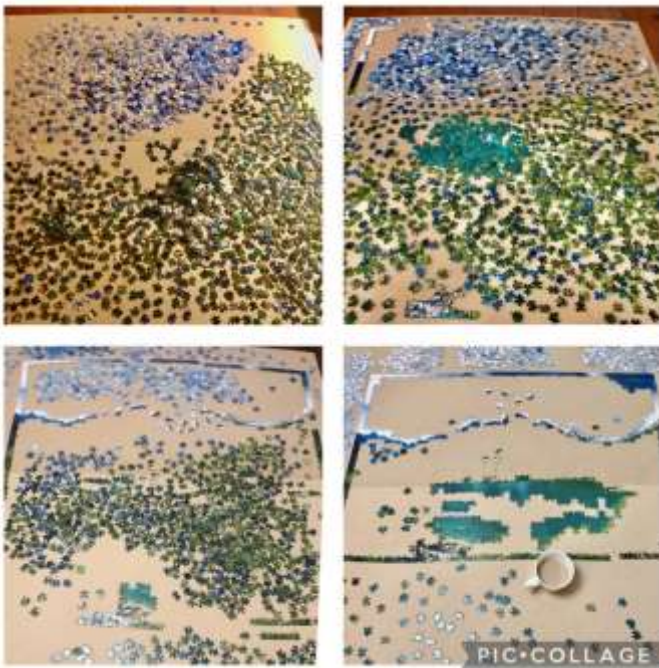


Fig. 2: Progressively un-knowing, in attempting a 2000 piece jigsaw (photo credit – Aamli, 2022).

picked a tough one this year. I jokingly replied that we were beginning to think that we had over-estimated our puzzle-solving capabilities. At the time of writing that reply, I was not really in earnest – confidence was high. Now, on the other hand ... Other than the rueful need to reassess my jigsaw puzzling prowess, what really strikes me as I look back through the images, though, is the gap – I might even term it as a kind of dissonance – between the images that *feel* most complete as I look back at them versus how complete they in fact were (or rather, were not).

In Fig. 2, the chronological progression is from top left (the earliest image) to top right to bottom left to bottom right (the image with the currently most progressed version of the jigsaw). Despite knowing this rationally, my emotions still try to tell me that the image on the top right is the closest to ‘done’, the most ‘complete’, the most ‘successful’. The board is full of colour! And the colours are roughly speaking in the right place! There are all kinds of blues at the top, populating the sky area. There are greens at the bottom. The lake is clearly represented in the turquoises in the centre of the image.

As any jigsaw puzzle aficionado will know, however, the presence of the un-affixed puzzle tiles in the space where the joined-up tiles need to be is not in fact helpful. No, not even when sorted into different colours categories, no matter that the groups of loose tiles give me a pretty hint of what the image will look like in the end, if I make it to the end. In terms of understanding how the jigsaw fits together, what I have here is nothing but noise. The tiles give me a comforting but ultimately not especially helpful illusion of completeness which if anything acts to prevent me from making concrete progress.

If I want to finish the jigsaw, I need more uncertainty and more empty space. I need to confront how much I do not yet know. Ideally, it would be good if I could find confidence to stay with the unfilled spaces while I spend time sorting the jigsaw pieces into component shapes as well as colours and giving my eyes time to learn to see how the shapes and colours combine together in first one part of the image, then the next part, and the next one.

I’m sure I’ve pointed to this quote before, but I love it and find it tremendously comforting, so I will quote it again, here, in closing. This is Aronowitz summarising the approach to learning espoused by Paolo Freire and, I appreciate, not just by Freire. It’s a simple enough concept, where the tricky part is in resisting or dismantling top-down power structures long enough to make it possible for learners to do what Aronowitz describes here.

I would paraphrase is as being a process that takes us as learners first into coming to know ‘how things are’ and, linked to that, how we might wish them to be otherwise, then into a state of not-knowing, where we want things to change but don’t yet know how to change them, and finally through into insight about how to live differently, which we embrace, not yet knowing whether the changes we have attempted will bring us into the life we hope for or whether we will need to move back around through new cycles not-knowing, trying, reflecting, concluding, and trying again.

For Freire, literacy was ... a preparation for a self-managed life, [fulfilling the] three goals of education: Self-reflection, ... which is an understanding of the world in which [we] live ... [Secondly] ... becom[ing] aware of the forces that have hitherto ruled [our] lives and ... [finally, setting] the conditions for producing a new life. (Aronowitz, 2009, p. ix)

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Susan Nash is owner of EM-Power, Inc., author of over 11 books, nine on Whole Type, and a global speaker on psychological type and its applications in improving self-understanding, communication, leadership and team effectiveness. She has been a President of APT International (APTi) and was the winner of the 2017 APTi President's award. In 2021, she won a Brandon Hall Gold Award for her work with Adidas designing and rolling out a Global Trainer Certification Program.

Email: susan.nash@type-academy.co.uk, susan.nash@em-power.com

or susan.nash@flawlessfacilitation.com

MANAGEMENT & ORGANISATIONAL DEVELOPMENT

APPLYING TYPE TO ORGANIZATIONAL TRANSFORMATION

SUSAN NASH (ENFJ)

Interest Area Co-ordinator

"Man never made any material as resilient as the human spirit."

Mark Twain

One of the things that keeps me engaged in learning about, and continuing to passionately advocate for, broader type awareness and knowledge within business, is the variety of ways that type can be applied to building individual, team, leadership, and process effectiveness. Within the past two years, Jane Cherry and I have had the opportunity to work with a variety of clients using type to help understand and address business challenges. In this article, I will provide a high-level summary of some of these business scenarios and the approach we use to help the learning land.

Starting Point

The starting point for all our Type work in organizations is a two-day workshop called *Self-Leadership from the Inside Out*. The concept of self-leadership originates from a 1983 text on organizational management by Charles C. Manz, in which he explains that self-leadership involves directing yourself toward tasks you're naturally motivated to complete and managing yourself to complete necessary work when you don't have motivation. Self-leadership requires self-awareness—the ability to discern how your own emotions or personal biases may affect your decision-making. When you accurately recognize your own competencies and challenges, you can create a better plan for reaching your

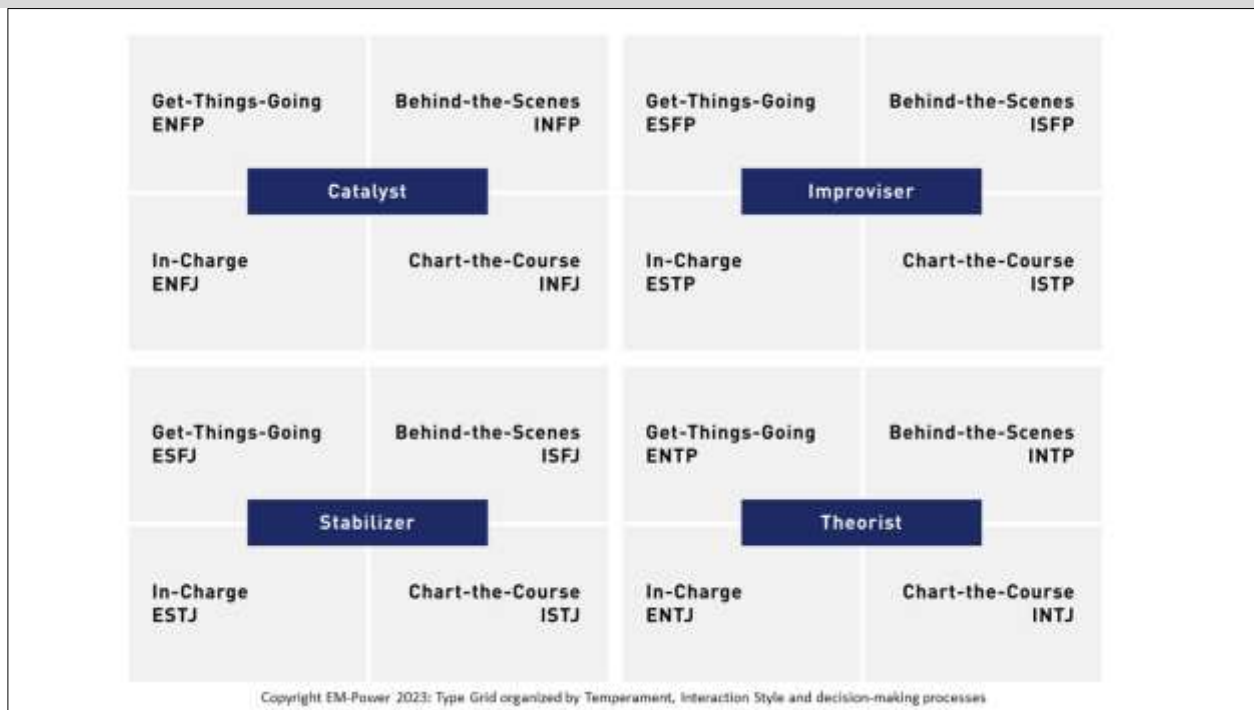
desired outcome. We incorporated the concept of "Inside Out" to reflect the importance of understanding your innate patterns of Temperament, Interaction Style, and Type in achieving personal and professional goals.

In Day One of this two-day session, we concentrate on using a self-assessment process to determine best-fit Temperament (core need/motivators) and Interaction Style (energy/drive), and how these connect with best-fit type. (See Visuals). Day Two is then adapted so that the awareness and knowledge from self-assessment can be applied in the context of the business need that has been identified. We review the eight cognitive functions in a follow up workshop.

Without the time allocation of two days, we have discovered that the development process seems to finish at identifying best-fit type, instead of using this as a starting point for further growth and development.

Leadership Development

One of the most common applications has been leadership development where the focus is twofold: First to help Leaders understand their innate talents and possible blind spots as a leader. In addition, leaders can gain a broader appreciation for the value of diverse thinking styles and approaches for different team members. For instance, one Leader, who had a Theorist Temperament (NT) believed one of her team members was not smart because he asked really detailed "How to" questions as he started his new role. When she understood that he had the Stabi-



lizer Temperament (which tends to need examples and specific details when starting a task that had not been tackled before) she realized that if she gave him time, when he had organized his system and process, he would be very self-driven – which he was and is now a high performer in her team. So much has been written on effective leadership styles, and yet the simplest, and yet most complex, approach appears to be leading each individual as they want to be led based on their Temperament, Interaction Style, and Type. For instance, an individual with preferences for ESTP (an In-Charge Improviser) tends to have an innate need for freedom and to be impressive in the present moment with a drive for immediate action. A Behind-the-Scenes Catalyst (INFP) tends to have a need for meaning and developing potential in others with a drive to take time to achieve a quality result. Each can be an effective team member and will respond to different leadership interactions and approaches.

Team Development

This year, we were able to work with a variety of new store leadership teams. The purpose of this was to understand each team member's preferences, Temperament, and Interaction Style. In this session, activities were used to identify potential Connects and Conflicts between team members (through the lens of Temperament). For instance, an Improviser and Stabilizer on a team might "Connect" through the shared focus on tangible results and use of concrete language. They might "Conflict" with the desire for freedom versus the desire to follow the prescribed process. By capitalizing on Connects, the Conflicts can be become Complements.

We also explored how to flex energy to smooth communication with other team members (through the lens of Interaction Style). From there we created and analyzed the team profile: sample comments below:

Potential Strengths

- Quick moving and thinking
- Able to work in an unstructured ambiguous environment
- People/Values focused
- Tuned into what needs to be completed in the here and now: Able to problem solve in the moment

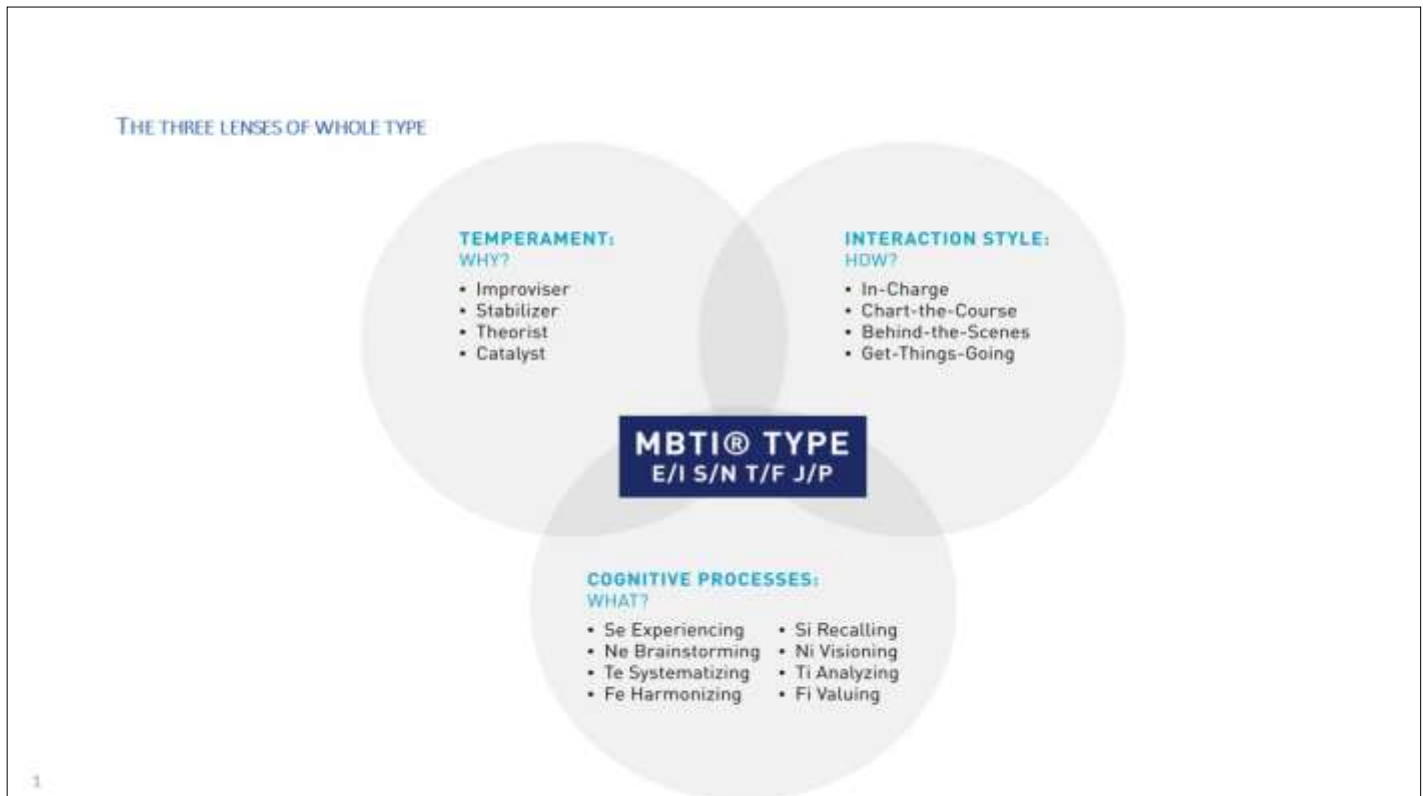
Potential Blind spots

- Lack of overall strategic direction (no Ni)
- May not use relevant facts and data in making decisions (one Te)
- May struggle with sticking to a process (one Te and no Chart-the-Course) – constantly changing direction
- Three Stabilizers might initially struggle with no previous experience in opening a new store (Si)

From this analysis we were able to create an action plan to introduce skills, techniques, and approaches to improve team functioning.

Improving Facilitator Effectiveness

One of the largest applications has been in using the knowledge of Temperament and Interaction Style to raise facilitator effectiveness. There can be the assumption that a great facilitator is high energy all the time to engage and inspire learners– not so! Beyond the knowledge, skills and techniques needed to be able to



deliver adult active learning, applying Interaction Style to HOW facilitators vary their energy for different elements of learning is key. Here are a few examples.

Use In-Charge energy:

- When there is knowledge to impart
- When the session needs a clear direction
- To redirect the session if going off track

Use Chart-the-Course energy:

- When preparing –what are the desired goals, milestones, and process
- To give clear step-by-step instructions
- To signpost status during the session

Use Get-Things-Going energy:

- To raise energy when needed
- To engage if some participants appear disengaged
- To use fun/humor to create connection

Use Behind-the-Scenes energy:

- When there is a key issue that needs to be heard and considered
- When the group is exploring an issue that is relevant for achieving the quality goal of the session
- To help bring together multiple viewpoints/perspectives

While this may seem quite simple, many facilitators struggle with adapting their style to different sections of the program.

Individual Effectiveness

Several applications this year have been introduced since the pandemic to help in remote working and aiding in the transition back to the office. In our work with the Type Academy, we were able to explore how each of the Interaction Styles could get their drives met in a remote environment, as well as exploring new ways to reduce the stress of the pandemic through the lens of Temperament.

Summary

Helping individuals build self-awareness and self-knowledge using the three lenses of Type, Temperament and Interaction Style provides numerous ways to enhance the human spirit, build performance and raise resilience. I am sure, as the world continues to evolve, we will have the opportunity to explore many more ways that we can use Type in both the global, organizational, and individual contexts.



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.

Email: JHackston@themyersbriggs.com

SPOTLIGHT ON RESEARCH

JOHN HACKSTON (INTP)

Welcome to the first ‘Spotlight on Research’ column of 2023. I’m starting this article by talking about pain and ending by talking about a quite different sort of pain. Despite that, I hope you enjoy the content along the way!

The pain of social isolation

How did you experience social isolation during COVID? K. Mikayla Flowers and her colleagues were interested in how people with chronic pain were affected, and how this related to their personality type, in particular Extraversion-Introversion. 150 individuals suffering from chronic pain completed a subset of the MBTI® questions, looking only at Extraversion-Introversion. They also filled in questionnaires relating to their levels of pain, loneliness, stress, depression and sleep disturbance both before and after social distancing. The results showed that, for those with an Extraversion preference, pain interfered significantly more with their lives during social isolation than it had previously; for those with an Introversion preference, there was no such significant increase. Those with an Extraversion preference were also more likely to show increased depression, loneliness and sleep disturbance. Further analysis showed that the association between E-I and the change in pain interference was partially accounted for by changes in depression and sleep disturbance. In other words, Extraverts with chronic pain were more likely to suffer from depression and sleep disturbance during lockdown, and this in turn made the pain more of an issue for their daily lives.

It may have been useful to see how other aspects of type related to this scenario, and indeed to have used verified (best-fit) type. Nevertheless, an interesting example of how the physical and psychological can interact.

Type and the Big Five

Adrian Furnham has carried out several studies looking at the correlation between the MBTI® assessment and other personality questionnaires. In one of his latest papers, he looked at the relationship between

the MBTI® model and a ‘Big 5’ questionnaire, the NEO-PI(R). This assessment measures the standard five factors (Neuroticism, Extraversion, Openness, Agreeableness and Conscientiousness) but also, for each factor, six facets or subscales. For Extraversion, for example, the facets are Warmth, Gregariousness, Assertiveness, Activity, Excitement Seeking and Positive Emotion. The names of the facets here perhaps give a clue to the differences between NEO-PI Extraversion and MBTI® Extraversion-Introversion, and Furnham hoped to give “a much more detailed and nuanced analysis of the precise relationship between the Big Five traits and the four MBTI® scores” than for previous studies looking just at the five overall traits.

7,538 men and 1,949 women, working for a wide range of organisations in the private and public sector, took part in development centres during which they completed the MBTI® questionnaire and the NEO-PI(R) as well as other assessments. Scores on the four MBTI® dimensions were used rather than type categories such as E or I or reported or best-fit whole type, one limitation of the study. The overall correlations were modest; E-I showed a correlation of .20 with Extraversion, T-F with Agreeableness (-.35) and Conscientiousness (-.20), J-P with Openness (-.16) and Conscientiousness (.14). Some relationships found in other studies, such as S-N with Openness, were not seen. However, the correlations between the MBTI® dimensions and the NEO-PI facets demonstrate that though there is some overlap between the MBTI® and the Big Five, the two instruments are measuring quite different things. The two instruments have a different model of the way that personality is constructed, suggesting that rather than being seen as two opposing approaches, they could be used together effectively to give a fuller description of an individual. In particular, the S-N dimension seems to be adding something different to the understanding of personality when set against the Big Five model. One criticism sometimes levelled at the MBTI® is that it does not cover Neuroticism; this study suggests that the Big Five could equally be criticised for not covering how

people approach information, Sensing-Intuition in type terms.

Are you a credit to your type?

Have you ever defaulted on a loan, or missed a payment? Hyunwoo Woo & So Young Sohn investigated how people's behaviour on peer-to-peer lending sites related to their personality type. Using the anonymised data of 55,820 borrowers from the Lending Club site, they built a different credit scoring model for each of the 16 MBTI® types. As a by-product of this process, they presented some interesting findings; for example, the type most likely to default on a loan was INFP, the type least likely was INTP. As I have INTP preferences and my partner has INFP, I may share this with her.

There is a clear ethical issue with this study. To predict how great a credit risk an individual would be, an algorithm was built up weighting a range of factors such as size of the loan, income, and the purpose of the loan. A different model, with different weights, was developed for each psychological type. The system could then in effect offer a loan to person A with one type but refuse a loan to person B with different type preferences but who was otherwise identical. There were methodological problems too. The researchers did not actually have type data from the 55,820 people in the sample. They did, however, know each person's job, and they made the rather dubious assumption that people in the same job were more likely than not to have the same type; so everyone with job A was classified as having type X and so on. Things were yet more tenuous, unfortunately. As a basis for their classification, they used a list of likely careers for each type that they found on the Truity website. As this only suggested a limited number of jobs, they then created an algorithm to link any additional job with one of the listed jobs, purely based on word similarity.

So a superficially interesting study which becomes more and more flawed as you go deeper and deeper. Perhaps I won't share this with my partner after all.

A different sort of pain

And last, and indeed least, to a rather troubling piece of research, and a different sort of chronic pain – the ongoing pain of seeing type mis-represented and (potentially) used in selection. Thank you to Catherine Stothart for flagging this up to me. Luka Tomat, Peter Trkman, and Anton Manfreda were interested in examining two issues, the personalities that might be most suited to different information systems (IS) roles and the extent to which candidates tended to 'fake good' on job-specific desirable personality characteristics. Two reasonable questions perhaps, but unfortunately their methodology was rather suspect.

452 business school students were asked to complete what the authors refer to as "the MBTI" (though given the description of the number of questions and the scoring method, this was clearly not an official MBTI® version). 151 were kept as the control group; the remainder were given a description of the characteristics of a particular IS specialism and the name of a potential employer looking to hire students for this job before they completed the questionnaire. All rather unethical, as, to quote the paper, "Participants were unaware that their participation was only part of the research experiment

and not a real job offer. Besides, they were misleadingly told that the names of matching participants would be sent to potential employers seeking entry-level candidates at the considered business school". This also, of course, sets the MBTI® up as a tool to be used in selection, something that we as type practitioners know should never be done. The authors justify this by saying that the MBTI® assessment "is most popular for categorising personalities to fit specific professions (Furnham, 1996) and hence is used most broadly in hiring decisions (Rushton *et al.*, 2007)", though the study by Rushton and his colleagues that they cite in support of this idea in fact only shows type differences between students self-selecting into different courses of study, not the use of the MBTI® in any recruitment context.

The researchers had previously developed a classification of IS roles into several core or archetypal IS professions and identified one personality type that best fitted each, for example, ENTJ for IS project manager and ENTP for IS marketing specialist. This fitting of one type to each role clearly flies in the face of how type should be used but would also be an overly simplistic way of using a trait-based assessment in recruitment. They then looked for differences between the groups and any evidence that people applying for different roles had moved in the direction of the "ideal" type for each role, using a rather unusual and data-lossy way of re-scoring the assessment results into a numerical index. They found that, for the most part, groups did not significantly differ from the control; there was little evidence of changing one's answers to fit the job. Of course, this did rather depend on how clear a picture respondents had of the job requirements, something that was not entirely clear from the paper. There were many other issues, for example, not differentiating between personality traits and types in the writeup. So, perhaps an example of what not to do – even though it achieved publication in a peer-reviewed journal.

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

Email: sec@bapt.org.uk.

BOOK REVIEW

By Jerry Gilpin (INTJ)

MOTIVATION –

THE ULTIMATE GUIDE TO LEADING YOUR TEAM

By Catherine Stothart (INTP)

Published by Routledge – 2022 – 186 pages

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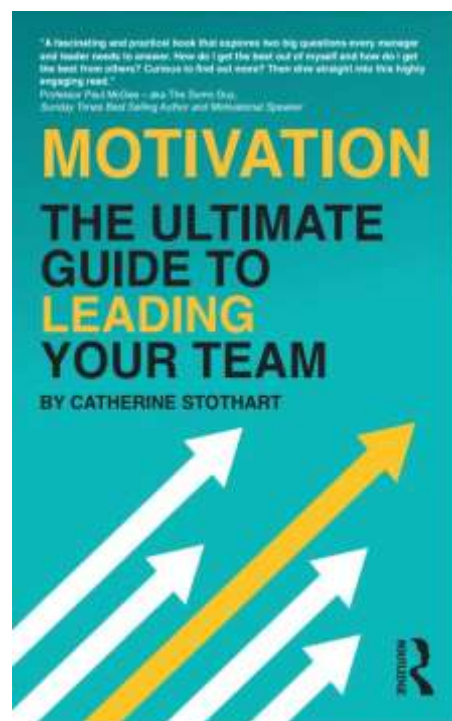
It's a bit daunting being asked to review a copy of the new book from a fellow BAPT Board member - but I needn't have worried. Catherine Stothart's book had been in my home office less than a week before I was picking it up and referring to it for a coaching tip to help motivate one of my clients, and I immediately got drawn into the helpful tables of material drawing out temperament patterns. Half an hour later I had to pull myself together and get back to my list of tasks for that morning.

Catherine covers a lot of ground in this small book, drawing from her wealth of experience in coaching and developing leaders as well as her knowledge of type. In her best-selling previous book, she focussed on the four interaction styles as a way of identifying common shared patterns across the 16-type table, and as the basis for understanding 'How to Get on with Anyone'. She begins 'Motivation – the Ultimate Guide to Leading Your Team' by outlining the concepts of motivation and purpose, and giving a number of ways for the reader to begin to think about their own purpose.

She then turns to, from the point of view of psychological type, the heart of the book, which is a presentation of the temperaments model as a key way of understanding motivation in oneself and others, including a useful self-quiz for those new to temperament to

begin to identify likely temperament preference. These temperaments – Improviser (in 16-type language, those with preferences for both S and P), Stabiliser (S with J), Theorist (N with T) and Idealist (N with F) – are clearly explained and linked at numerous points with specific motivation and other management needs.

She then turns to the task of leading and managing in general, and outlines some helpful strategies for building purpose, persistence, resilience and good working relationships for oneself and within a team. So the book functions both as a good primer for leaders and managers and as a practical, applied introduction to temperament theory.



For the person familiar with type (even if temperament theory is a new lens to you), the obvious ‘draw’ is the wealth of applied temperament material, with user-friendly tables of material on how temperament preferences relate to everyday themes such as conflict, communication, connecting to others and so on. Catherine makes it clear that individuals’ preferences will overlap in many ways, yet she helpfully draws together specific material on the core needs of each temperament, how each will tend to be motivated, how each might be engaged, developed and delegated to, and how each tends to be drawn into a sense of belonging to a work or other group. There is similar material on how each might prefer to set goals, receive feedback, be coached, and persist in action; how each temperament is affected by and can helpfully deal with stress, their likely strengths in leadership roles and how they like to be led as team members. All this material is drawn together in the helpful appendices, along with an explanation of some of the core models she refers to.

This is also a book that might well be useful to new and experienced managers looking for strategies to motivate, lead and empower their team, even if temperament is new to them. Catherine includes and refers to many familiar models and applies them to the demands of leading a team. Her own preference for introverted thinking is reflected in her approving use of Kurt Lewin’s words: *‘nothing is as practical as a good theory’*; and she gathers together theories from Alder-

fer, Maslow, Herzberg, Covey, Ryan and Deci, McClelland and others to substantiate her approach. There is a lot of theory here. It’s lightly enough worn to be useful, but builds real confidence that her work is founded on solid ground. For those new to leadership roles, it is not only a helpful grounding in theory but also a practical tool to be used. So you can start with this book from the temperament ‘end’ or the leadership ‘end’.

The only thing I felt that would have improved Catherine’s book was if it had were possible to provide more space for reflection within the text. As an experienced and excellent practitioner, Catherine does provide frequent points to stop and reflect; but there is very little physical room on the page in which to do so, with the result that the book as an artefact needs a little more space to ‘breathe’ - simple things like bigger margins would help as well. I expect that the practical economics of publishing lies behind this, and that Catherine had no control over it, but it is a shame all the same, as the content is so thorough.

But that is a small point. This is a book that will appeal to all four temperaments – the wealth of quotations and case-studies in the first half of the book especially should appeal to the NF Idealist reader (who of course one might expect to be motivated by any book that attends so closely to human flourishing); the practical tips and handy tables make it an easy book for the SP Improviser to pick up and use; the NT Theorist (like me!) will value the comprehensiveness and theoretical base, and the SJ Stabiliser its thoroughness and attention to detail. So it is a book which embodies what it preaches, and you can’t ask for much more than that! It’s certainly one I shall keep close to hand and continue to refer to.

[Note: *Catherine Stothart (INTP) is a Leadership Coach with 30 years’ experience with top multinational companies – currently Airbus and Google. She has coached and trained hundreds of leaders to engage and motivate their teams and to develop themselves. She brings some of 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 second book, based on temperament, Motivation: The Ultimate Guide to Leading Your Team, (Routledge November 2022) helps readers to motivate their teams, improve their wellbeing, and feel motivated themselves. Catherine is BAPT’s Director of Events. She has lived in Egypt and Brazil and now lives in Chester, UK. Email: catherine@essenwood.co.uk.*





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

Email: petermalonemsc@yahoo.co.uk.

TYPEWATCHING AT THE CINEMA

LOOKING FOR RICHARD PLANTAGENET AND PHILIPPA LANGLEY

The Lost King

PETER MALONE (INFJ)

Richard Plantagenet. Richard III transcending his winter of discontent to his summer as the usurping villain. Shakespeare's version, of course (it's deeply into this writer's consciousness - in his last year at school, studying *Henry IV Part I*, the world of Hal, Falstaff and Hotspur, early in the 15th century), he was overpowered by Laurence Olivier dramatically, forever Richard. (And a shock to learn now that Richard was only 32 when he died.)

Shakespeare prevailed but then the true believers and crusaders (from novelist, Josephine Tey, to Richard III clubs, Ricardians) laid down the gauntlet against a politically-inspired calumny by the Tudors and Elizabethan playwrights.

Philippa Langley. English, wife and mother, living in Edinburgh, suffering a debilitating ME and chronic fatigue syndrome, on whose exploits and book, *The Search for King Richard*, this film is based.

Watching a local performance, initially unwillingly, Philippa begins to question what she has seen and heard, buys books, reads intensely, makes contact with Ricardians, is intrigued, fascinated, obsessed, on a quest to vindicate the good opinion of Richard. And then to discover his burial place. We know that in 2012, she found it (in collaboration (stormy) with the authorities of the University of Leicester. MBE in 2015 for services. 2018, having persuaded the Royal Family to declare that Richard was a legitimate king of England and not a usurper.

This film by Stephen Frears (more than 50 years an interesting film and television work) in collaboration with Steve Coogan, writer, actor, as they did with *Philomena*, aims to make this a highly enjoyable cinema treat. And, judging by large crowds in cinemas, older of course, during high temperature summer days, they have succeeded.

Yes, it is pro-Philippa and, yes, some of the University boffins and managers appear as self-centred, acting unprofessionally,

something which commentators question and refer to the documentary, *King Richard, the King in the Car Park*, 2013. But this is fine British filmmaking that knows its audience.

And Type?

First of all, looking for Richard's type - but, of course, *The Lost King* is about Philippa Langley's character, personality and Type.

According to the rehabilitation of Richard and his mere 32 years, the questioning of his dastardly deeds, moves him from something like a manipulating, cruel INTJ (with, as actor Eric Porter once said of Shylock, "an ingrown soul") to a portrait of a good man, possibly a great King, with a sense of justice (establishing the principle of innocence until proven guilty), a king who might have united England. But, Bosworth Field, Henry VII, the Tudors ... The way Philippa Langley speaks of him, he is all things to all people, every attitude, every function, like the Jesus of the combined four Gospels or Jean Valjean in the various versions of *Les Misérables*, an omnivert. But, no, he was defeated, his





kingdom for a horse (no, that was Shakespeare's line). John, Philippa Langley's ex-husband, wonders aloud what the 16th century England would have been like with him, no Reformation ...

Now, looking for Philippa's Type. An initial caution. We remember that she was suffering debilitating enmities and chronic fatigue syndrome, tired, sometimes listless, not always acting according to her true and full self. But, once she begins her quest to vindicate Richard, she comes alive, her ex-husband and sons discovering her at her best, as do we the audience.

The evidence from the screenplay is that she is quite introverted, certainly getting her energy from inside rather than from the external world. She does not like going out particularly. She enjoys reading. But, once she is on her quest, out she goes into the world – although, it is interesting that at the final digging, she can't stay watching, she retreats, by herself, to a cafe. It is when she goes on her quest, that she becomes more decisive than she has been, often relying on others for final decisiveness, but making moves for research, for fundraising, for pursuing the goal of finding the king's remains.

A word of praise for Sally Hawkins. One reviewer remarked that she never gives a bad performance – and she usually communicates on screen the power of fragile strength.

The screenplay also indicates other aspects of Philippa's type. Several times during the film, the academics and business types tend to dismiss her because her perceptions are



based on hunches (while they want facts) and she does use the word "feel" many times in her defence of Richard. Later, a friend from the city of Leicester does advise her to drop the words and language of hunches and feelings in her presentations for the future.



Which does suggest, perhaps more than suggest, she would identify as INFP. Initially somewhat self-effacing, it is her INFP quest that brings her to her full self. Her innermost drive is a Feeling drive, a subjective assessment of Richard III, critique of the prejudices against him, motivation that he should be rehabilitated. This is her inner strength, keeping her going on the quest. And while people observe this in her and react to it, it is in her face-to-the-world intuitions that they have to deal with her, the fruits of her detailed research, her discovery that Richard was not thrown into the river at Leicester but that he was buried, her exploration of maps, the possibilities of where he might have been, was probably, buried.

And her INFP quest is dramatised in the film as the excavations in the Leicester car park begin, and the initial finding of some bones which the archaeologists think belong, probably, to some Friar. But, she becomes more determined that they are the bones of Richard, spending her remaining £800 to extend the excavation, and is proven right.

So, Sally Hawkins Philippa Langley, dramatising an INFP, is an affirmation/vindication of the strength of this particular Type and its potential for development/individuation.



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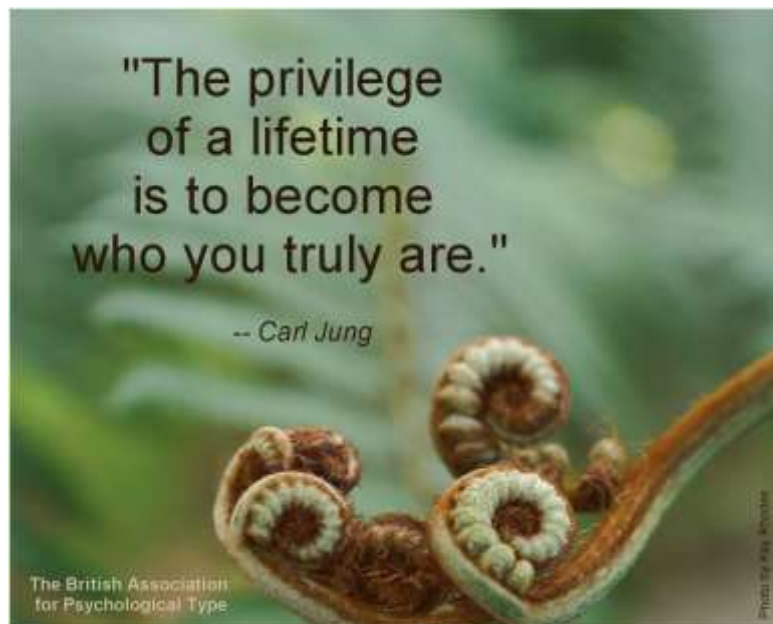
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"This is from a series of images crafted by Christine Rigden, one of the more fun aspects of her role when she was BAPT Webmaster."



TYPES OF HOLIDAY DECORATIONS

BY NANCY SILCOX (ENTJ)

Assistant Editor



E-Glitterball S-Star T-Snowflake J-Cookies
I-Snow Globe N-Angel F-Nativity P-Dove

This is appearing in the Winter Issue of *TypeFace* and so we might turn our minds to the celebrations that come during the dark of winter. Whether Diwali, Hanukkah or Christmas, we celebrate with lights and decorations from Hanukkah candles, Divali fireworks or Christmas trees, so let's speculate whether Psychological Type expresses itself in how we decorate our homes over the holidays. Space does not allow for every celebration, so I am focusing on Christmas decorations in this issue.

E - Extraverts are outwardly expressive and might have lots of colourful, bright, animated decorations. Outside in the garden, strings of flashing coloured lights, and inside, holly, ivy and mistletoe. Their tree is likely to be as tall as their ceiling can allow and the presents below would appear early and be wrapped in festive patterned paper and tied with large bows. Their favourite tree decoration might be ornaments with lots of glitter and sequins.

I – Introverts might prefer more subtle decorations. Outside there would perhaps just be soft white lights around the window and around a small tree or bush in the garden. Their homes might have strings of snowflakes and paper chains made by the children. The decorations that held special meaning would come out each year to tell the family story with those who have shared their special moments. A modest tree might be decorated with a few chosen ornaments and their favourite tree decoration might be a snow globe.

S – Sensing Types love tradition as well as those decorations that delight the senses. Outside might boast colourful lights everywhere—on the eaves, windows, hedges, trees and even the dustbins! Inside you might find frosted pinecones, nuts and a nutcracker in a bowl, candy canes, a gingerbread house, decorated iced cookies, poinsettias and holly wreaths as well as strings of lights and groups of candles smelling of pine and cinnamon. A favourite tree decoration might be the star on the top of the tree.

N - iNtuitive types love all the smells, sounds and stories associated with special times of the year. These types love the 'magic' of special decorations that evoke romance and happy times. Over the Christmas season they take delight in putting up a tree smelling of cedar and lighting up the room. Outside they might install a nativity scene with stable and shepherds. A favourite tree decoration might be the angel on the top of the tree blowing a trumpet symbolizing 'Joy to the World'.

T – For the **Thinking** Types who think things through logically, Christ is the 'light of the world', and so strings of lights, tinsel to reflect the light, mirrors and candles have special significance. These lights that can be reused each year which makes sense economically as well, although nothing with glitter that makes a mess. Outside might boast blue icicle lights along the eaves and Advent Candles and spray-on 'snow' in the window. Their favourite tree decoration might be snowflakes among the boughs.

F – Outside, a group of deer beside a tree might hint of a **Feeling** preference. These Types involve the whole family in decorating, both in helping to put them up and in having everyone choose things to include. Strings of Christmas cards hang in the windows from friends and family. They focus on relationships and 'the reason for the season,' to include stars, sheep, incense and carols as well as seasonal chocolates to share. Their favourite tree decoration might be a set of nativity scene figurines to hang on the tree.

J – Judging Types tend to plan the whole year around and would be putting presents away from the January sales and buying ornaments in June! Outside you might find snowmen in the garden and lit up snowflakes in the windows. Inside decorations such as wreaths, candles and tree, go up early according to their schedule, and taken down at the designated time. Their favourite tree decoration might be hand-decorated cookies made weeks beforehand.

P – Those who prefer **Perceiving** love variety and novelty. Perhaps outside Santa's grotto might play Rudolph The Red-Nosed Reindeer when activated by the motion sensor and they might rig their doorbell to play jingle bells. Surfaces draped in tinsel, stars, strings of bells, holly and mistletoe above each door. Expect colourful, flashing lights, and a huge tree absolutely covered in exciting ornaments. A favourite tree decoration might be little animated ornaments such as a dove with flapping wings.

My aunt, after she retired, had a little holiday job decorating offices for businesses in her area. She loved to assess the company's brand and values, to choose the decorations and ornaments that reflected the company's personality. Think back and see if the way you decorate—or don't—reflects anything about your Psychological Type?

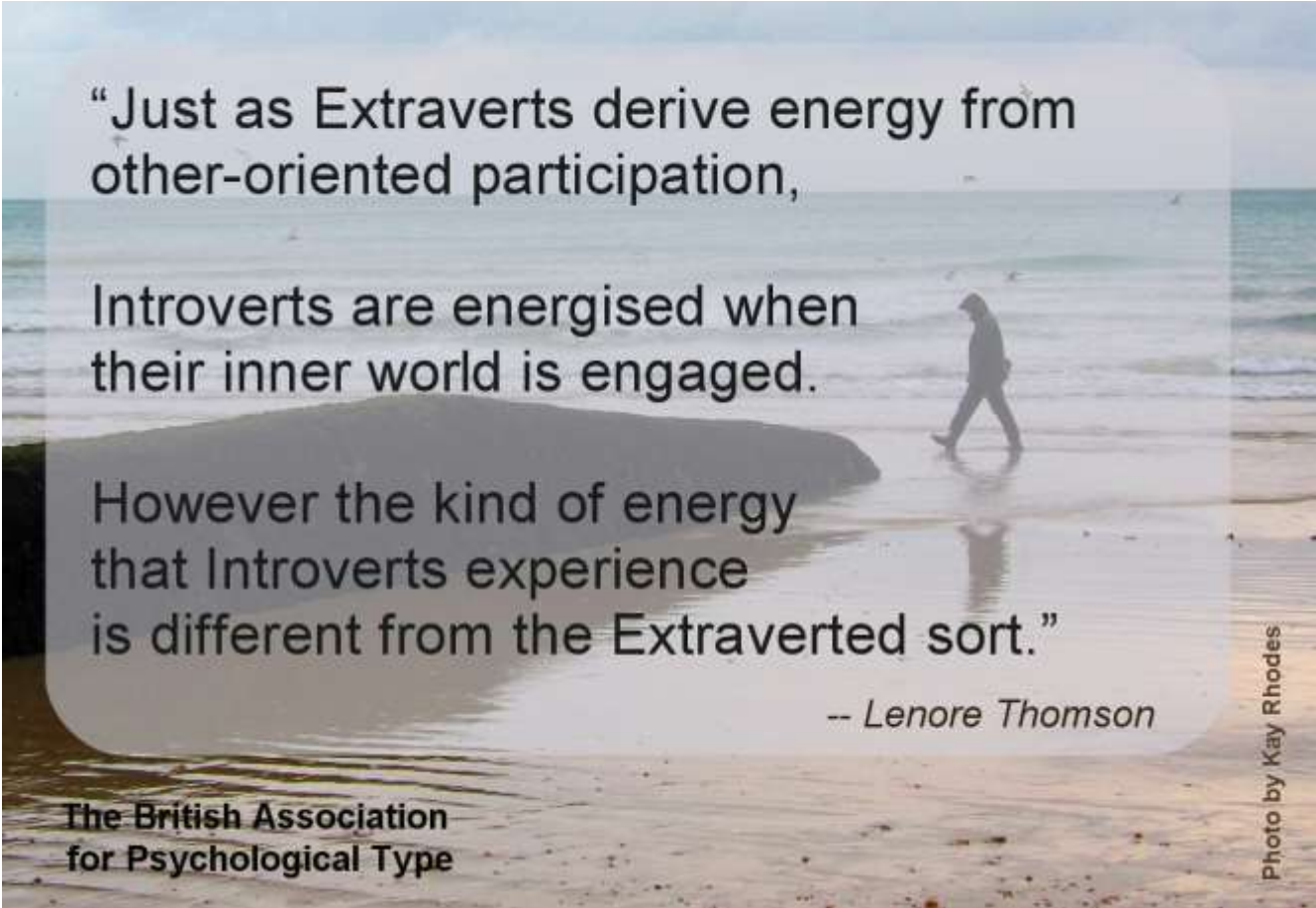
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WEB SITE ADDITIONS – MORE BACK COPIES OF ‘TYPEFACE’ AVAILABLE AND CONFERENCE ARCHIVE CREATED

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

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

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



“Just as Extraverts derive energy from other-oriented participation,

Introverts are energised when their inner world is engaged.

However the kind of energy that Introverts experience is different from the Extraverted sort.”

– Lenore Thomson

The British Association
for Psychological Type

Photo by Kay Rhodes

“This is from a series of images crafted by Christine Rigden, one of the more fun aspects of her role when she was BAPT Webmaster.”



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