

TYPEFACE



The quarterly magazine of the
British Association for Psychological Type

LINKING THE TYPE COMMUNITY



BAPT CONFERENCE

2nd—4th APRIL 2020

20:20 Vision:
Clear Insights on Type
Programme Overview
Inside

Volume 31 No.1

Winter 2020

BRITISH ASSOCIATION FOR PSYCHOLOGICAL TYPE (BAPT)

Registered Charity No. 1045772

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Cover Photographs: Kents Hill Park Conference Centre with keynote speakers: John Beebe, Susan Nash, Carol Shumate and Dario Nardi (top). Kents Hill Swimming Pool (bottom)

Cover Design: Salmon Consulting Ltd. **Graphic Design:** Angelina Bennet. **Printing:** Lulu

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EDITOR'S NOTE

GILL CLACK (ENFJ)



This issue contains a good mix of offerings – I hope you will find it stimulating and of interest. We start with Sarah's *President's Column* where she outlines the work the Board has been doing to produce this year's Conference and the enormous contribution of Chris Rigden in updating the web site. BAPT is looking for someone to assist Chris by taking over the e-Newsletter and Twitter from her and helping with the Conference programme. Do contact Sarah or Chris, without commitment, to learn more of what is involved, if you think you might be interested.

Then we have five articles relating to the upcoming 2020 Conference to be held again at Kent's Hill Park from 2-4 April. The first is a very comprehensive overview of all the sessions by Susan Nash, Conference Chair, followed by short pieces from the four keynote speakers: John Beebe "*Cultural Attitudes*", Susan Nash "*Flawless Facilitation: Tips and Tricks for Engaging all Types in the Learning Journey*", Carol Shumate "*Type and Body Language*" and Dario Nardi "*Same Type: Different Brains*". These will give you a real flavour of what is on offer. We do hope you'll be there to enjoy them.

This is followed by a report from Angelina Bennet on the Australian APT's Conference held in Melbourne in November when the theme was "*Going Deeper with Psychological Type*". Our hearts go out to all the Australians who are currently facing the dreadful bush fires in the South East of the country and, in an email from Peter Geyer which came to me this week, the atmosphere in Victoria where he lives is currently smoky so very unhealthy.

We then have three articles from our Interest Area Groups. The first is a Diversity & Multicultural Issues group article by Paula Aamli on "*How we take up and how we share, or don't share, space*", followed by an article under Management & Organisational Development by Catherine Stothart on "*To Do or to Delegate?*", then from Religion & Spirituality Graham Osborne writes about "*Praying with the judging functions*".

This is followed by our regular *Spotlight on Research* by John Hackston where he reports this time on research that has been undertaken by the Myers Briggs Company on the impact and client experience of MBTI® feedback, cyber security issues, under-representation of women and minority leaders and the role of personality, and the virtues of virtual teams.

Then Peter Malone reviews the movie "*The Two Popes*" starring Anthony Hopkins as Benedict XVI and Jonathan Pryce as Francis. Both these actors were nominated for Oscars for their performances.

This is followed by Nancy Silcox's regular '*Types of ...*' column where this time she draws on her own experience of being involved in a very bad car accident on the motorway and speculates on how different types process and learn to come to terms with the trauma suffered. Thankfully Nancy wasn't badly hurt and is now recovered.

Throughout the issue, you will find some shorter pieces: a notice advertising the next BAPT 'In Conversation ...' Webinar, the latest type cartoon produced by Rob and Heather Toomey, the *2 Ps in a Pod*, and *Words of Wisdom from the Master* with a saying from Carl Jung. Details are also included of the next meeting of the Midlands Group on 31 March in Birmingham to be led by John Hackston with the title *Using Type to Thrive in a Complex World* (page 38).

We hope you'll enjoy reading these pieces.

GILL

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DEADLINE FOR CONTRIBUTIONS FOR SPRING 2020 ISSUE: 1st APRIL 2020

PRESIDENT'S COLUMN

SARAH PERROTT (ESFJ)

President



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

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Very Happy New Year, wishing you all 2020 vision for all that you are involved with.

The BAPT Board managed a face-to-face meeting in December 2019. Susan Nash, Director of Events, was in the UK and all other Board members travelled into London for our meeting and conversation. Virtual meetings are increasingly the norm in our very connected world; however, nothing beats an old fashioned face-to-face. Having said that, we took the opportunity to invite two of our Type colleagues from mainland Europe to join us virtually. This was easily done through our Zoom link in which BAPT has invested. We were very keen to include them in our conversation about the Conference in April of this year. Whilst we are thoroughly underway with all the usual planning, having a specific European focus and input we thought would add value to our conversation for future years. Katherine Hirsh and Mette Babitzkow Boje joined us and certainly did add value and a different perspective. Katherine is based in Germany and Mette in Denmark.

There were several valuable suggestions for promoting the Conference more widely in Europe and offering a 'networking with a structure'. This idea would provide an opportunity for those at the Conference to discuss topics, probably in their own language, over a likely breakfast session. The Board is committed to offering resources and opportunities for all those attending the Conference to gain as much value as possible. We would value having other links in other European countries in the same vein. Please do let me know if you might be interested in being involved in this way.

Susan has developed a superb programme for the Conference. Ever flexible, she has been able to add in Dario Nardi, who became available to present post the deadline. Dario is doing both a Pre-Conference workshop on Thursday, 2nd April starting at 9am and a plenary session on Saturday, 4th April. Dario is a celebrated member of the global Type community helping to bring Typology into hard science. An opportunity to hear him is not to be missed. Other expert Type presenters include John Beebe, Jane Kise, Ann Holm, Carol Shumate, John Hackston, Katherine Hirsh, Sue Blair, Angelina Bennet, Susan Nash

and ... the list goes on. A real Who's Who in our Type world. Please do check out the programme on our website and book to come to the Conference. It promises to be one not to be missed.

<https://www.bapt.org.uk/events/bapt-2020-conference/2020-programme>

Christine Rigden, who is our fabulous IT expert, tech guru, webmaster, e-news writer and general all round great person, and such a committed member of the Type community and BAPT Board, has undertaken a full review and revamp of our website. Our website is over five years old and needed updating and reviewing. Chris has worked with a website firm to upgrade and stabilise the BAPT website, ensuring that it is fit for purpose and operates well. This is both from an end user perspective and BAPT's perspective. We now have a better-maintained WordPress theme. Better-chosen and maintained plug-ins. An easier to use registration process and more reliable connections with PayPal. All of this leading to an improved handling of membership data. Importantly, process improvements on how Events, Articles and Practitioners' Lists are implemented. And lastly an updated look to the Home page. There have been a few glitches, which have been rectified, but overall this has worked very smoothly. The Board wanted to say a very big and heartfelt thank you to Chris for all her hard work on this project. Whilst most of it is relatively 'invisible' to the membership it is of vital portance for BAPT and has enabled the smooth running of payments and of the website features generally.

Chris is currently responsible for the Facebook page of BAPT, the running of the website, writing e-news and managing Twitter and LinkedIn. We are looking for someone who would be interested in being part of the BAPT Board and willing to take on the e-news, Twitter and assistance with the Conference programme. There are existing templates and processes that make both the handing over and continuing of these tasks very straight forward. Again, please let me know if you would like more information about what this would involve.

Enjoy the rest of *TypeFace* and I look forward to seeing as many of you as can make it to our Conference from 2nd – 4th April, 2020.



BAPT 2020 CONFERENCE - PROGRAMME OVERVIEW

SUSAN NASH - PROGRAMME CHAIR

I am very excited to tell you about the upcoming BAPT Conference on April 2-4, 2020. The theme for this year's Conference is **20:20 Vision: Clear Insights on Type**. We are delighted to welcome international speakers and experts in type who are covering a wide range of topics stimulated by the Conference theme. These will undoubtedly lead to many fascinating discussions, and there will be plenty of opportunity to network with other type enthusiasts and learn more from each other.

Our keynote speakers are:

- John Beebe
- Dario Nardi
- Carol Shumate
- Susan Nash

In addition, both John Beebe and Dario Nardi will offer workshops (for a moderate additional fee):

- Dario Nardi on Thursday morning April 2 will cover **Priming the Alchemy of Opposites**
- John Beebe on Sunday April 5 will cover **Connecting with Culture through Psychological Types**.

Finally, Jack Aaron is offering **FREE Socionics Assessments** throughout the Conference. More detail on how to register for these will be included in your Conference registration.

This year the Conference will be held again at Kent's Hill Park in Milton Keynes, which has purpose-built conference facilities, a gym, pool, steam room and sauna and, of course good travel connections. (10 minutes by taxi from Milton Keynes railway station).

With such an important topic, I want this Conference to be the most successful yet, so please forward the website link to colleagues (even if not BAPT members) to let them know about this great learning and networking opportunity.



Now let me provide the highlights about our keynote sessions and an overview of the three tracks of concurrent sessions exploring many facets around the theme of **20:20 Vision: Clear Insights on Type**.

HALF-DAY PRE-CONFERENCE WORKSHOP with Dario Nardi



Thursday April 2, 9:00 am - 12:00 pm

Priming the Alchemy of Opposites

Dario Nardi, PhD is an internationally renowned researcher, speaker, and instructor in neuroscience, personality, and education. He was certified in type in 1994 and has authored many books including *Neuroscience of Personality*, *8 Keys to Self-Leadership*, *Jung on Yoga*, and *16 Personality Types: Descriptions for Self-Discovery*.

ALL-DAY POST-CONFERENCE WORKSHOP with John Beebe

Sunday April 5, 10:00 am - 5:00 pm

Connecting with Culture through Psychological Types

Jungian analyst John Beebe is the author of *Energies and Patterns in Psychological Type*. He has written the foreword to the recent Routledge Classics edition of Jung's 1921 book, *Psychological Types*. His eight-function, eight-archetype model of type is widely applied.



KEYNOTE SESSIONS



Thursday April 2, 1:00 pm - 2:30 pm: Connecting with culture through types

In this keynote session, C. G. Jung's theory of psychological type offers us tremendous insight, yet people who are identical in type may still approach the world with very different attitudes and assumptions. How we make sense of the world involves emotional investments and intellectual frameworks that tie to, but also go beyond, type. Joseph Henderson, a co-author, with Jung, of *Man and His Symbols*, worked on this problem in his *Cultural Attitudes in Psychological Perspective*. Henderson observed that different people apply different cultural values as they engage with the world around them. He called these the social attitude, the religious attitude, the philosophical attitude, the aesthetic attitude and, a relative latecomer, the psychological attitude. With the help of an illustrative clip from a classic film, and applying type theory, **John Beebe** will lead us in exploring these orientations toward what is offered already by our culture.

Friday April 3, 9:00 am - 10:30 am: Flawless Facilitation: Techniques for Training all Types

Have you ever run a Type workshop that has not gone as planned and you wonder why?

In this keynote session, **Susan Nash** will share relevant knowledge, core skills and innovative techniques to help ensure that every session you facilitate “lands” successfully.

The key elements we will review to maximize learning and retention for all Types are:

- How to strike a balance between giving participants the information they need (the “What” of facilitation) and delivering a session in such a way that everyone will internalize the learning (the “How” of facilitation)
- How to create psychological safety which is essential for adult learning
- How to design an effective active learning workshop using the T.E.A.C.H. Methodology
- How to vary delivery styles and pace for different parts of the session to ensure the programme flows effectively.



Saturday April 4, 9:00 am - 10:30 am: Type and Body Language



Interest in psychological type is flourishing on social media sites, and “selfie” videos posted by young people about their types offer a huge database of information about type, especially on the body language of each type. In this keynote session, **Carol Shumate** will share with us some of these candid videos, to identify the facial expressions, gestures, and speech patterns of the types. Young people tend to show the extremes of type because they have not yet learned to moderate their personalities. Jung himself depicted extreme versions of the types, and film clips that exaggerate type preferences modernize his descriptions for us. Learning to spot the mental functions sets us on a pathway to identifying whole type. A proprietary handout from Carol’s forthcoming book will help guide participants in spotting functions and type preferences. Participants will be encouraged to share their own tips on how to recognize the types.

Saturday April 4, 2:45 - 3:45 pm: Same Type, Different Brains

Both nature and nurture shape us. Based on neuroscience data of hundreds of people, it is clear that people’s brains vary and type impacts how we are wired. At the same time, culture, sex, career, and age also impact how we express our type preferences. For example, three individuals might all identify with INTP preferences yet have varied careers, for example, engineer, psychologist and artist. To no surprise, their corresponding skills and brain wiring, their developed selves, are quite different. In this keynote session **Dario Nardi**, following a brief summary of brain basics, will draw on a large neuro-imaging sample of ENFP subjects to discover how they vary. In particular, the data reveals two “flavours” or “subtypes” of ENFP: one analytical, the other holistic. In addition, flavour is something that can shift with age and life choices. We conclude with some thoughts on how we can make our explanations and descriptions of the types more inclusive.



CONCURRENT SESSIONS: THURSDAY APRIL 2, 2020

Thursday April 2, 3:00 pm - 4:30 pm: Leadership Development w/ EI & Personality Type



Have you ever worked for an inspirational leader; someone who inspired you to be at your best more often, to develop and grow and work through adversity? Is this the leadership legacy you want to be remembered by?

Two tools, Emotional Intelligence (EI) and the Pearman Personality Integrator, have created quite a buzz in their respective communities and for good reason. They help you understand more about who you are and how you relate to others in a variety of settings. In this session **Laura Virgilio** will help you explore how to incorporate personality type and emotional intelligence when developing leaders in a workable way. Learn how to build a business case to use emotional intelligence in the workplace, how these two tools can combine to paint a more vivid picture for yourself and others and how to leverage strengths and harness opportunity areas.

Thursday April 2, 3:00 pm - 4:30 pm: Developing a Developmentally-Informed Type Model

The hierarchy of preferences (HOP) is integral to Type classification and identification because the Types are identified by their profile of preferences. This presentation from **Mira Biramany** has two foci; to present results from a replication study of previous research on the HOP (Biramany, 2017) using data from Dario Nardi's Interstrength™ Assessment and to modernize the current Type taxonomy based on current findings on the HOP. The statistical analysis replicates a formative study on the HOP and adds a cross-sectional analysis on age in an attempt to produce empirical data on mental function specialization across the lifespan. This will elucidate two aspects of the theory: one, the statistically significant profiles of preferences, or "Types," and two, hypothetical developmental trajectories associated with each statistically significant Type cluster that emerges from the analysis. Results will contribute to the development of an empirically validated, developmentally informed Type model.



Thursday April 2, 3:00 pm - 4:30 pm: The Pitfalls and Promises of Typing from Afar



Type ethics hold that individuals decide for themselves which type preferences name their best fit type. Yet, all type experts "read" types, spot type in movie and book characters, and speculate about the preferences of public figures. How do we do this accurately? How do we do it ethically? In this session, **Jane Kise** and **Ann Holm** will be using *The Bully Pulpit* by Doris Kearns Goodwin as a case study. Why type two American presidents, their spouses, and two "muckraker" journalists? Because of their amazingly entertaining true stories—you can't make this stuff up! If you don't manage to get to the book (it's a fantastic audio as well), we'll have handouts with "type clue quotes" so you'll still be able to add in your views. We guarantee this will be a lively conversation as the presenters actually don't agree on who is which type!

We will start with a small, then large group discussion of a handout showing our differing arguments for President and "Rough Rider" Theodore Roosevelt's type preferences. We will then introduce how to use multiple type models and life experiences to type President William Howard Taft, his very interesting wife, and the male and female founders of McLure's magazine and the origins of investigative reporting. We will conclude with a group-generated list of what does and doesn't matter in typing from afar.



Thursday April 2, 5:00 pm - 6:30 pm: Insights on Positive Impact and Influence



No one tells you how to get on with other people. Most of us pick it up as we go along, perhaps it “comes naturally”, perhaps we learn from role models and experience, or from books and training courses. It can be a hit and miss affair, until we learn about personality type, then it becomes clearer.

In this session, **Catherine Stothart** will explore influencing styles, and how making other people feel good is a key ingredient for getting on well with them. Knowing the strengths and the potential pitfalls of your Interaction Style enables you to behave in a more charismatic way to have a positive impact and influence on others.

This session will be interactive, with video clips, questionnaires, group discussion and actionable outputs.

Thursday April 2, 5:00 pm - 6:30 pm: How to Manage a P who is Always Late

The lateness of Ps can cause major conflicts and inefficiencies, but what can we do about it? The surprising truth is that Ps always want to be on time, and hate being late. However, Time Management training is written by Js for Js, and completely fails to address the real issues. The reasons behind a P's lack of punctuality are complex and difficult to resolve. The obvious solution “Just leave earlier”, doesn't begin to address the problem. In spite of good intentions, they just can't do it.

But there is hope! **Teresa Moon** has developed an original toolbox of ways in which Ps can successfully address their tardiness, so come to this session if you want to understand the psychology of lateness, and how to manage it. The answers may surprise you – e.g. you will discover why the most common remedy used by Js, achieves exactly the opposite result.



“I found Teresa's tips insightful, practical and easy to implement”. Sheila McAlpine ISTJ BAPT 2018.

Thursday April 2, 5:00 pm - 6:30 pm: Questionnaires versus Word Association



Throughout our lives we leak our type - which can change as we mature and engage the Transcendent Function. But our conscious brain does not necessarily keep up! Hence questionnaires can be like yesterday's news - out of date. In this session, **Roy Childs** will explore the advantages and limitations of questionnaires and introduce people to a less conscious, less ego-driven approach known as the 'Watchword Technique - Self-discovery the Jungian Way.'

CONCURRENT SESSIONS: FRIDAY APRIL 3, 2020

Friday April 3, 11:00 am - 12:30 pm: 2020 Team vision: clear insights into groups



In this session, **Sterling Bates** will help us see teams and people in full colour, not black and white. Learn how to peer into the heart of teams using multiple models of psychological type. Leverage modern reporting tools to do analytics across models and create compelling visuals using color, size and shape. Multiple lenses showcased in the presentation including: Interaction Styles, Temperament/Essential Motivators, 8 Cognitive Process/Dynamics and Whole Type all working together. With each model we can dive deeper and use the dynamics and sub-groupings to provide tailored insight. e.g. for Essential Motivators, looking at Pragmatic vs Affiliative dynamics across the team. For Whole Type, looking at the exterior letters, the Attitude Pairs of the team members. Analytics can allow people to quickly see the lopsided parts of a team, powering insights into where the team likely has gone wrong and will go wrong in the future. The right visualizations can make it much easier for the team members to learn what they need.

Friday April 3, 11:00 am - 12:30 pm: Archetypal Jazz - Cognitive Functions & Music

Join this session for an overview of the 8 Jungian Function-Attitudes (Cognitive Processes) and how they take on a tension or harmony relative to the Dominant function. **Richard Owen** will use the analogy of music: how notes similarly express an emotional quality relative to the key centre. Joining Richard's two passions of music and psychology in a presentation for the first time, this session will feature some live guitar music, exploring the tonal landscape of 8 musical modes to represent Beebe's Archetypes. Expect a sonic journey ranging from the powerful and celebratory Hero, to the jarring atonal clash and existential dread of the Demonic Shadow. There will be examples of functional tensions within specific Types to illustrate the concept; plus time for shared reflection on your reactions to the music.



Friday April 3, 11:00 am - 12:30 pm: Exploring Gender Differences in Type Development



In the session, **Daniel Fleshner** will explore patterns in the development of mental function polarities within and across gender, including our findings from an analysis of variance on the differences in function profiles in various age and gender groups. It will also seek to start a dialogue about how the social construct of gender influences Type development and how the study's results might contribute to the evolution of understanding gender-bound Type differences. In an age where gender identification is more fluid than ever, it is increasingly important to understand the polarities (anima/animus) of function development that supersede traditional views of gender, so that Type practitioners can better understand clients' worldviews and provide culturally competent services.

The session will include a review of current literature in comparison to our study, findings from an ANOVA on mental function profiles, and a discussion on how to integrate the study's findings with modern narratives of gender.

Friday April 3, 1:30 pm - 3:00 pm: Specific or Broad? What is a Powerful Question?

What is possible? What is the dream? Coach training programmes emphasize the value of powerful questions, those that are meant to provoke the client into deeper thinking about themselves or a situation. Given that the NF temperament prevails at the International Coaching Federation, in this session **Ann Holm** will investigate is there an unintended blind spot around how to phrase a truly powerful question for the various clients we might encounter? Explore case studies and videos to see what engages our clients when we pose our powerful questions. The session is intended to be interactive with participants weighing in on the examples presented and bringing their own experiences to the conversation.



Friday April 3, 1:30 pm - 3:00 pm: Dynamic Problem Solving with 8 essential questions



Great work! The whole team participates and completely supports important decisions. But what if your team still makes lopsided decisions? When teams are comprised of similar personality types, who focus on the same essential questions, they may ignore important aspects like “what’s the problem we are trying to solve?” or “how did we get here?” or “how will this make the team stronger?” In this interactive workshop, **Markey Read** will introduce the Decision-Making Wheel, a much-needed update on the Z-pattern, a practical and accessible tool for use with a general population. Come join the fun!

Friday April 3, 1:30 pm - 3:00 pm: Same type but so different - Why?

It all started during a type training when 4 INFP participants recognized themselves in their type description but could not admit that their three colleagues would have the same type. We were able to understand the why when we discovered that they each had different “Deep Motivational Drivers” (DMDs) which lead to very different expressions of their type.

Since then, I have explored the impact of those DMDs on type. I have experienced that participants facing difficulties to assess their true type have often DMDs that are somewhat “conflicting” with their preferences.



In this session, **Jean Luc Dupont** will help you discover what DMDs are and identify your own DMDs to explore how they influence your type. We will end up by considering a kind of “typology” based on the combinations between DMDs and type preferences. (The Deep Motivational Drivers were discovered by Bertrand Theraulaz and Ralph Hippolyte, the two founders of the ActionTypes® approach.)

Friday April 3, 3:30 pm - 4:30 pm: Clarity through Collage - Using Images in Coaching



Images are the language of the mind. When we work the mind’s images directly, we can discover powerful new insights, gain clarity of purpose and the motivation to take action. **Anna Crollick** will introduce the use of an arts-based method in coaching and provide the opportunity to experience a taster of the UnglueYou® methodology – a process that creates a route for unconscious thoughts to surface and be represented in the tangible output of a visual narrative. We will explore how working with images can help motivate, raise awareness of how we feel and pave the way for clarity of mind, confidence and better decisions. We will explore, create, discuss.

Friday April 3, 3:30 pm – 4:30 pm: The Grander Picture of Typology

Traditional typology minutely focuses on the individual, examining how we function within ourselves and in relationship to others, often relying on assessments and psychometrics to draw conclusions. In this session, **Vicky Jo Varner** will invite you to look at the bigger picture and consider the typology of macrocosms, whether they be families, social groups, communities, businesses, common interest groups, or even whole countries. This concept can be further applied to ideas, such as philosophical ideologies, psychological models, religions and historical eras. We will draw upon typology as modeled by Jung in *Psychological Types* to examine the evolution of ideas, as well as delve into the views of other authors such as Hillman, Jennings, Toynbee, Spiegelman, Bridges, and Wheelwright. Attendees will be invited to participate in reflective exercises aimed at expanding our classification habitus to encompass whole systems and evaluate them typologically.



Friday April 3, 3:30 pm - 4:30 pm: Taking type mainstream: a new type hypothesis

Presenting a refined model of the Jungian cognitive processes that explains Jungian jargon in terms of plain language and psychological theories that are popular in mainstream academic psychology.

Specifically, **Nico Burns** will:



- Discuss I/E in the context of Embodied Cognition: the idea that cognition is not something that occurs in the mind/brain in isolation, but requires an interaction-loop with the external world. In this context, I/E can be seen as processes that require differing regularities of interaction.
- Compare J/P to Dual-Process Theory (as popularised by Daniel Kahneman's *Thinking Fast and Slow*).
- Compare T/F to the Is-Ought distinction, where roughly: Thinking is reasoning about what is true/false/possible/impossible, and Feeling is logical about what is good/bad/liked/disliked.
- N/S analogy still a WIP.

Finally, he will talk a little about the exciting possibilities bringing Jungian type into the mainstream could enable. There will be time for questions and discussion at the end.

Friday April 3, 5:00 pm - 6:15 pm: Setting the Record Straight

Join doctoral student **David Pool** as he reviews some of the type-related corrections he has successfully contributed to Wikipedia, National Public Radio (NPR), and the *Hidden Brain* podcast.

We will examine how to successfully correct national speakers like Dr. Adam Grant and Dr. Brian Little, while examining insightful commentary from *Science Friday's* Ira Flatow and Harvard's Steven Pinker.

Special attention will be given to the ethics of journalism, including a local member station response from Oregon Public Broadcasting's (OPB) President, Steve Bass and from NPR's final Ombudsman before they eliminated that position; Liz Jensen.

Audience members will have the opportunity to help correct recent falsehoods published by Merve Emre and broadcast nationally, on *All Things Considered*.



Friday April 3, 5:00 pm - 6:15 pm: Mastering the Dominant - Invoking the Inferior

Research shows that the most common problem identified by Type therapists is not related to the unconscious functions, it is the dominant function that can run away with itself, often causing some mayhem along the way. By invoking the inferior function we can exercise some damage limitation. However, this is not easy to do. The task is helped by the superb road map supplied by our knowledge of the cognitive processes. In this session, **Sue Blair** will explore how and when our dominant function may be exaggerated and how the Inferior function can come to the rescue - if we let it! This will be a session where we learn from each other how the dominant and inferior functions present themselves in our lives and how to create balance when it is most needed.



The session will include the following:

- Brief overview of the cognitive functions
- Who is saying what about the dominant and inferior functions?
- What do we mean by balance?
- Case studies

Friday April 3, 5:00 pm – 6:15 pm: Introduction to Music Typology of 16 types



In this session, **Olga Tangemann** will introduce participants to a theory of Musical typology and the method of analyzing the type through music preferences. They will learn new skills of differentiating types of music associated with 4 functions and 4 types of psychic energy TPEs: Id, Ego, Superego and Superid. The session will contain small group discussions and problem solving in relation to music preferences and type identification.

CONCURRENT SESSIONS: SATURDAY APRIL 4, 2020

Saturday April 4, 11:00 am - 12:15 pm: Does using the MBTI® really make a difference?

Some see type practitioners as charlatans but I, and the practitioners that I talk to, genuinely believe type can make a difference. In this session, **John Hackston** will help participants explore and apply the evidence, and access tools to build their own evidence bank.

We'll look at what 'making a difference with type' means. In groups, participants can discuss their stories and examples, reporting these back. We'll look at the evidence available, including stories, case studies, client research, ROI studies, and validity. In doing so, we'll share case studies and present findings from our latest research, with handouts and links so that participants can find out more. We'll discuss how different types of evidence may convince different audiences. And there will be an interactive game or two.



We aim to equip people to gather their own evidence and will share models and questions that we have used in evaluating our own programmes. In an interactive session, participants will be able to try these out.

Saturday April 4, 11:00 am - 12:15 pm: Blurred Vision: How our Type Filters See Conflict

We all have blurred vision. We rarely see reality. Our Types filter how we perceive and receive information, and this can often lead to conflict, irritation and misunderstanding. In this session, **Angelina Bennet** will look at the potential for conflict through several different Type lenses including the opposing function, inferior function, and level of development/defensiveness.

The session will be interactive and require participation from the group, sharing their experiences and perspectives. To finish on a positive note, we will also explore how to work towards ways of managing these differences effectively.



Saturday April 4, 11:00 am - 12:15 pm: How to type famous people



Typology enthusiasts often wonder what type a certain celebrity or historical figure might be. In MBTI® circles, this can often be limited by the fact that most icons, alive or dead, have never taken the test, so all one can do is speculate. In Socionics, there is no official test to take; it is a theory, rather than an instrument. For this reason, socionists have had to adapt and refine more unstructured disciplines for assessing personality type from any source.

In this crash course, **Jack Aaron** will demonstrate how you can type someone without a test, and what's more, type someone you have never met and who may very well have been dead for a thousand years. Through the analysis of interviews, letters, works of art and biographies, we will look

at figures as influential as Winston Churchill, Charles Darwin and Her Majesty, Queen Elizabeth II, uncovering the strengths, weaknesses, motivations and values that form a typological profile, revealing the personality behind the icon.

Saturday April 4, 1:15 pm - 2:30 pm: See Yourself More Clearly to Serve Clients Better

How does what you do in your practice reflect who you are as a type professional? What are your goals and aspirations for yourself and your clients? Combining active participation and reflective analysis, this session led by **Katherine Hirsh** will help you explore your personal views on facilitation and begin the process of constructing a philosophy of practice statement. We will spend time identifying what is most important to you as a practitioner; clarifying your objectives and motivations; and acknowledging and embracing your limitations as a practitioner. Throughout the session we will examine the ways in which type influences differences in facilitation style, philosophy and process and highlight how making these differences explicit can help you develop a more authentic, engaging, and effective facilitation style. Join this dynamic and interactive workshop and leave with strategies that can be applied immediately to improve your facilitation, be it with individuals, groups or organizations.



Saturday April 4, 1:15 pm - 2:30 pm: VUCA Prime through the MBTI® lens



What's VUCA? Why should we care? What impact will VUCA have on our lives in the future? What choices do we have in dealing with the VUCA world we live in? Is VUCA just another word for Change? How can we build resilience in the face of this phenomenon?

In this session, **Shirley Blenkinsop** will help us examine the threats VUCA poses to us as individuals and the validity of its antidote VUCA PRIME using the lens of the Cognitive Functions. What does the MBTI® suggest about the validity of VUCA Prime and what, if anything, is missing from the model?

Saturday April 4, 1:15 pm - 2:30 pm: Type and Entrepreneurs

Can all Types be entrepreneurs? Are there particular challenges that entrepreneurship brings? What impact are Global trends having on entrepreneurship? **Sarah Perrott** is working with the Centre for Entrepreneurs and the New Entrepreneurs Fast Track 2020 cohort. They have been using Type as part of their toolkit as they seek to establish and build their businesses. NEF Fast Track is using Type in developing leadership skills and building self and other awareness. In particular as they invite others to work with them as co-founders. Come along and hear about this case study within the area of entrepreneurship.



FREE “Socionics” ASSESSMENT throughout the Conference

Jack Aaron



Jack is a business psychologist, YouTuber and founder of the World Socionics Society, an international community dedicated to the discussion, exploration and education of Socionics, the 'Russian cousin' of the Myers Briggs®.

Throughout the Conference, Jack is offering people the opportunity to have a Socionics diagnostic assessment, a one-to-one exploration to discover what your type is, in Socionics terms.

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John Beebe (ENTP) is the creator of the eight-function, eight-archetype model of psychological types. A Jungian analyst and past president of the C G Jung Institute of San Francisco, he is the author of Energies and Patterns in Psychological Type: The Reservoir of Consciousness and co-editor, with Ernst Falzeder, of The Question of Psychological Types: The Correspondence of C G Jung and Hans Schmid-Guisan. John has spearheaded a Jungian typological approach to the analysis of film and has written the preface to the recent Routledge Classics edition of Jung's 1921 book, Psychological Types.

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BAPT CONFERENCE 2020 – KEYNOTE SPEAKER

CULTURAL ATTITUDES

JOHN BEEBE (ENTP)

Typology comes into its own when we make the stretch from self to other. We do not get there simply by learning another person's MBTI® code. We make a connection by assuming an attitude toward that person as part of the world around us which will always, in some way, be different from what we are prepared to meet.

The stretch to engage with what is unlike us is even more pronounced when the Other is not a person but the diverse group that we meet in a familial, organizational, sub-, or national culture. A way of establishing common ground needs to be found. This problem that every human faces is the subject of Jungian analyst Joseph Henderson's 1984 book, *Cultural Attitudes in Psychological Perspective*. Henderson asserts that individuals within societies have historically found a way to share meaningful group activities with others through the exercise of one of four cultural attitudes, which he names the *religious attitude*, the *social attitude*, the *aesthetic attitude*, and the *philosophical attitude*. He also postulates an emergent fifth attitude that has become particularly significant in recent times, the *psychological attitude*. This attitude Henderson dates back to the writings of William James, whose distinctions between tough- and tender-minded temperaments in his book *Pragmatism* (1907/2008) influenced Jung's willingness to take on the problem of psychological types.

We live now in a time when culture itself is changing so fast that individual psychology can barely keep up with it. To meet the world around us in a culturally sensitive way, and to be able to tolerate its complex foreignness to us, we have to turn ourselves inside out to find what resources are in us that we haven't drawn on and add those to what we use all the time when we steer via our type preferences.

The differentiation of a cultural attitude that is effective is a process that I have found to be necessary for all who want to manage the difficult task of coping with the world in which they have to live their individuality. Every working psychotherapist bears witness to the enormous

anxiety that is generated by the need to take into account not just one's own undiscovered self, whose particularities inevitably limit how one is going to try to cope with life, but also the equal reality of a culture, which can seem unfriendly and unfathomable, placing unfair demands for adaptation to an alien reality. One of my jobs as a Jungian analyst is to help each person working with me develop an attitude that can make it possible for her or him to negotiate culture comfortably.

An understanding of the eight different types of consciousness that Jung identified in *Psychological Types* orients us to the building blocks from which a cultural attitude is constructed. Stretching one's typology to achieve a cultural attitude that suits one is a creative process no less arduous than designing and building any bridge. It is the creativity needed to sustain this process that I am always hoping to release in my patients. From what emerges when that effort is successful, I have come to see that the absence of such a cultural attitude when therapy began was often the problem that drove the person to seek my help.

Contemplating an expansion of consciousness of the kind required to construct a cultural attitude will require exploring the challenges from others that complicate our way of holding and defending self-experience. I find that exploring this subject, with concrete illustrations of how types of consciousness that might normally have little to do with each other manage to combine, can lead participants to see something fresh and practical about the personal development necessary to form a conscious relationship to otherwise perplexing cultural contexts. This way of resolving challenges to the self from cultural pressures is the subject of many films, and I will show in both my lecture and my post-conference workshop film scenes that I find compelling in their depictions of the creation of viable cultural adaptations because they recreate for contemporary people what the traditions Henderson identified still have to offer us.



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.

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BAPT CONFERENCE 2020 – KEYNOTE SPEAKER

FLAWLESS FACILITATION

TIPS AND TRICKS FOR ENGAGING ALL TYPES IN THE LEARNING JOURNEY

SUSAN M NASH (ENFJ)

Director of Events

Have you ever run a Type workshop that has not gone as planned and you wonder why? In this plenary session, you will learn relevant knowledge, core skills and innovative techniques to help ensure every session you facilitate “lands” successfully.

Often it is too easy to confuse “presenting” or “teaching” with “facilitating” a very different range of skills that help engage all participants in the learning journey. In this session, we will cover the key principles in helping all Types to participate, enjoy and learn about Type in a constructive and positive way.

The key elements we will review are:

- How to strike a balance between giving participants the information they need (the “What” of facilitation) and delivering a session in such a way that everyone will internalize the learning (the “How” of facilitation).
- How to create psychological safety; a place where people feel they can contribute without negative judgment while also being in a state of “relaxed alertness”.
- How to design an effective active learning workshop using the T.E.A.C.H. Methodology, which can build the bridge from structured course design to an engaging learning climate.
- How to vary delivery styles and pace for different parts of the session to ensure the program flows effectively

Task and Group Process

Facilitation varies from presenting and teaching because it applies the principles of Andragogy – adult learning theory. For this approach, participants tend to be self-directed learners in a multi-directional context. Applying the knowledge of Task and Group Process can enable a more effective learning process. In the session, we will clarify and explore in detail the components of Task and Group Process using a great facilitator-learning tool.

Psychological Safety

Neuroscience research has shown that if learners are not aroused at all they will not engage. Equally, if they are too aroused, particularly with negative emotions, they will not be able to absorb the content. We will share a simple process to establish a state of “moderate arousal” that can help to build trust and engagement.

The T.E.A.C.H. Methodology

Many small and large companies have implemented the T.E.A.C.H. Methodology to standardize the course development process and to enable a multi-directional energy flow throughout learning. This approach is broken down as follows:

- **T**opic: (introduce what will be covered)
- **E**ngage (get the audience into an activity that will introduce or stimulate the learning)
- **A**bstract (provide the conceptual information needed)
- **C**oncrete (bring in real examples, exercises, etc. to bring the topic to life)
- **H**ow (get the audience talking about the ways they will sustain and integrate the learning going forward).

Against this framework, facilitators can structure programs that will have the right flow to ensure a strong learning experience. In the session, we will practise applying this approach to a Type Module.

Flex Style and Approach

There can be the assumption that in order to be an effective Facilitator, you have to be constantly upbeat, energetic and fast-paced. In reality, different components of the workshop require different energies, pace and emphasis in order to ensure clarity. We will look at the Interaction Style framework in relation to this need using another tool from the **Flawless Facilitation** toolkit.

Look forward to learning and experiencing key facilitator knowledge and engagement tools!

BAPT CONFERENCE 2020 – KEYNOTE SPEAKER

TYPE AND BODY LANGUAGE

CAROL SHUMATE (ENFP)



Carol Shumate (ENFP), PhD, teaches the course on psychological type at Pacifica Graduate Institute in Carpinteria, CA. She also co-edits the journal Personality Type in Depth, launched in 2010. Her goal with both enterprises is to bring together the two strands of Jungian psychology that have grown estranged since Jung first published Psychological Types: depth psychology and psychological type. She has a book forthcoming in August to be published by Routledge with a working title of Projection & Personality Type: Jung, Beebe, and the Eight-Function Model.

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Most people cannot distinguish liars from truth-tellers—at least that is the message of Malcolm Gladwell's latest book, *Talking to Strangers*. Behavioral science shows that most people judge someone who exhibits a lot of nervous movement—such as playing with hair or tapping a foot—as a liar, and someone who remains still and calm as truthful. Most will judge a person who gives a long explanation as lying and the one who makes a brief denial as truthful. Even judges make mistakes, expecting a grieving person to show pain in the face.

We in the type community have an advantage over the people in Gladwell's book. It's not that we have infallible lie detectors, but we have a tool that helps us distinguish personality type from character. We know that some personality types are in constant motion whereas others are still, that some are verbose and others untalkative, that some have a flat affect and others are animated. We don't attribute such personality characteristics to grief or remorse, or to guilt or innocence. Now, thanks to the accessibility of video, we can get even better at spotting the physical manifestations of type. Like babies learning to use their voices, when we start to develop our preferences, we use them without moderation. Therefore, at this session we will view candid videos of young people who are exploring the excesses of their personalities.

Isabel Myers helped us see the body language of the types when she created the J/P dimension, which highlighted a pattern that even Jung had not seen in his type system: J's have linear, purposive movements and P's have more random, spontaneous movements. However, knowledge of the functions provides even more clues to body language. INTPs and INTJs are both cerebral introverts, so how can we tell them apart? The INTP's dominant introverted thinking (Ti) wants to understand things and builds a framework or model of reality to acquire this understanding. By contrast, the INTJ's auxiliary extraverted thinking (Te) wants to be effective in reality. These oppositional functions affect the pace of speech and movement: The

INTP speaks slowly in convoluted sentences, while the INTJ speaks in short, rapid bursts using declarative sentences. Ti dominant types like INTPs appear tentative because they try to create the fullest possible representation of reality in speech. The Te types like INTJ speak with certainty because they focus on what can be completed, whether or not it is the whole picture of reality.

Jung's descriptions in *Psychological Types* are marvelously amusing about these differences. Describing the Ti type's manner of expression, Jung (1921/1971) said, "*His style is cluttered with all sorts of adjuncts, accessories, qualifications, retractions, saving clauses, doubts, etc.*" and "*because he thinks out his problems to the limit, he complicates them and constantly gets entangled in his own scruples and misgivings*" (Para. 634). By contrast, the INTJ comes across as certain, because, as Jung observes of extraverted thinking, "*This type of man elevates objective reality, or an objectively oriented intellectual formula, into the ruling principle not only for himself but for his whole environment,*" i.e., "*a universal law*" (Para. 585).

What about ENFP and ESFP? Both are P types, so we don't have the J/P distinction to distinguish their body language. Here too Jung is instructive. His first sentence about extraverted sensation (Se) tells us almost everything: "*No other human type can equal the extraverted sensation type in realism*" (Para. 606). The extraverted intuitive (Ne) type by contrast lives entirely in his head: "*So long as a new possibility is in the offing ... it is as though his whole life vanished in the new situation*" (Para. 613). ENFPs tend to exhibit "*the blind stares*" when getting carried away by an idea, while tripping over their own feet. ESFPs continually observe objects in their environment and explore with their hands, even when thinking of something else.

Handouts that spell out some of the physical manifestations of the functions will be distributed at this session, drawn from my forthcoming book to be published by Routledge. This is an easy way to learn about the mental functions as well as whole type. Also, we get to see ourselves as others see us.



Dario Nardi, Ph.D, heads Radiance House, which delivers body-mind books, foldouts, assessments, training and consultation. He is also a Principal Consultant with Propel, an international HR company based in Oslo, Norway and retains a Senior Lecturer title at the University of California (Los Angeles), where he taught for 14 years and was honoured with two teaching awards. Dario was Myers-Briggs® certified in 1994. He is author or co-author of 15 books and the "Personality Types" app for the Apple iPhone/iPad. After 14 years of hands-on brain research, Dario continues to break new ground with a brain-savvy understanding of personality.

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BAPT CONFERENCE 2020 – KEYNOTE SPEAKER

SAME TYPE: DIFFERENT BRAINS

DARIO NARDI (INTJ)

Would you believe not all ENFPs are the same? Likely so. In fact, Type theory and practice both tell us that one's type is a general pattern of preferences; and how we grow into fulfilling those preferences varies by career, culture, and more.

I've done brain imaging with type in mind since 2006, and I've found variation as well. In particular, I've looked at over three-dozen people who report ENFP as their best-fit type. The brain wiring of these individuals is unique for each person, to no surprise. Yet statistical analysis also reveals that among these ENFPs, there are two distinct flavors. Let's take a look at these ENFPs and the two flavors.

Study Demographics

Who are these ENFPs? If we want to draw reliable conclusions, then we should have wide demographic variety. The brain data captures the developed self, so diversity will help us sort what's nurture and what's type.

The table below summarizes the demographics by sex and career area. I also have age and culture data, which are important too, but let's start here. A total of 37 ENFP subjects is not many compared to pencil-paper studies, but it is a hefty number in neuroscience, where the information we get is so detailed and particularly objective.

<u>Career Area</u>	<u>Female</u>	<u>Males</u>
Business/law	3	5
Creative arts	2	6
Social/humanistic	10	3
Science/tech	5	2
Other	0	1

As you can see in the table, representation is not balanced among careers or between sexes.

For the purpose of analysis, I factored out these biases.

BTW, of the 37 subjects, 78 per cent were college-educated white Europeans or Americans who self-selected into the study. I recently added 8 more French ENFPs from the Paris Type Association but they are not yet factored into the results.

Two Flavors

Overall, we can group ENFPs into two flavors or subtypes that I call Holistic (H) or Analytical (A). Which flavor depends on many factors, and no one factor is deterministic. The two bulleted lists below highlight significant differences between the two flavors.

Holistic ENFPs:

Strong whole-brain pattern, maybe the strongest among all types, suggesting strong creative and intuitive skills. Many brain regions get active easily regardless of the situation. This can show up as jumping from "A, B, C" input to "Q&Z" output without a clear single path between.

- Highly auditory, attentive to word use and voice tone, which impacts a wide variety of other skills such as ease with analogies and storytelling.
- A bit more reflective than other, analytical ENFP flavor. Before acting on new input, these ENFPs are more likely to ruminate.
- Are aware of both body language and voice tone when evaluating people, but rely more on voice tone than analytical ENFPs.
- More likely to be female and/or engaged in an artistic or humanistic (people helping) profession. More common among American ENFPs.

Analytical ENFPs:

- Whole-brain pattern is present but not as strong as Holistic ENFPs. It is more in the background. What they do have is a strong goal-focused brainstorming mode aided by induction, hypothesizing, and visualization.
- Possess goal-focused visual analytical skills, are adept at noting body language (even more than Holistic ENFPs), and appreciate aesthetics. This is helpful in careers like cinematography and data analysis.
- Relatively more adept at fact-based reasoning, hand-eye-spatial coordination, strategizing while juggling multiple variables at once, and working with machinery.
- Show one of several complex behavioral circuits. Typically, these circuits help them speak and move based on values in a conceptual way.
- More likely to be male and/or engaged in a scientific, technical, business or legal profession. More common among Asian Indian ENFPs.

What do these differences mean? At least for now, we can think of these two flavors like how we already think of differences within type, akin to MBTI® Step II.

What Else?

Age and culture are important too. For example, differences by sex and career tend to disappear in older (age 55+) individuals, while cultural biases, such as between French and British ENFPs, are distinct and impact most individuals of that culture.

You can find out more, and catch up on some brain basics, at the upcoming April BAPT Conference. Just look for the session, "Same Type: Different Brains".

References

<https://www.facebook.com/notes/dario-nardi/neuroscience-of-personality-resources/10155730683011216/>

ANNOUNCING

BAPT 'In Conversation...' Webinars

In our answer to the BBC Radio 4 programme, 'A Life Scientific', BAPT board member Richard Owen interviews experts, innovators and leading figures from the world of personality psychology. Hear stories, experiences, thoughts and opinions on current topics in Psychological Type - where is it now and where is it going?



Join us for this relaxed evening chat!

40 mins at 8pm UK time

3 Mar— Chartered Occupational Psychologist, coach, consultant, trainer and author **Angelina Bennet** discusses her life and work in this field and her thoughts on conflicts between people of different Psychological Types.

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ANGELINA BENNET (INTJ)

Past President

Angelina is a Chartered Occupational Psychologist and specializes in developing individuals through personality work. She has an occupational psychology business in Buckinghamshire focussing on coaching, development and assessment. Prior to this, she spent several years working as an Assistant Clinical Psychologist with the NHS before studying for her MSc in Applied Psychology. She then worked for OPP for several years, and continues to work with them as an Associate qualifying people to become MBTI® practitioners. Her other areas of interest centre around people development include psychosynthesis and the Enneagram. She was awarded a Professional Doctorate in 2011 and her thesis focused on the further development of type theory. She is the author of 'The Shadows of Type-Psychological Type through Seven Levels of Development.'

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The AusAPT Conferences have been going from strength to strength over the last few years. I attended my first official AusAPT Conference in 2017, having co-presented the *Best of British* mini conference the previous year with Susan Nash. Since then there has been a noticeable increase in the number of international experts from all over the world in attendance to add to the astounding amount of home grown Type experts in Australia. This year our very own Catherine Stothart made her debut in Australia and made a fantastic impression on everyone – they all loved her accent too.



In Brisbane with Chris Kerr before heading down to Melbourne

The Conference program was organised into three streams – *Knowledge, Experience* and *Practice*, and the sessions were extremely varied in content all sounded fantastic; it was very difficult to choose. So I set my criteria for session choice to 1) Australian presenters, 2) Had not seen present before, and 3) Not necessarily closely linked to Type. Most of my sessions took place in the *Experience* room, and I did indeed have some great experiences in the sessions that I chose.

My day started off with the session on *16 Style Types* presented by Imogen Lamport, a renowned image consultant from Melbourne, and Jill Chivers, one of Australia's experts in Type. They have been working with Jane Kise on looking at the connections between Type and personal style (some of you may have been at Jane's presentation at BAPT on this last year). They explored the 'Ying and Yang' of clothing styles and how these relate to Type and at the end of this insightful and informative session I came out with the urge to lose weight and buy a new wardrobe. This is still a work in progress for me.....

Next I attended Daniel Blashki's session on the *The Monomyth in Media: How Type Influences our Hero's Journey*. This entertaining session concluded with Daniel getting us into Type similar groups to write the next part of a story he had outlined. All I can say is "don't give this task to IN-J Types" – too many parameters, too much need for context, generally, too many questions. In a very different session to the previous one, Evelynne Joffe also took us through the hero's journey but this time through the *Major Arcana of the Tarot*. Both Terri Connellan (presenter at BAPT last year) and I were very excited about this as we are both keen users of the Tarot – as was Jung himself.

I very much enjoyed the session presented by Meredith Fuller and Brian Walsh – *Love: Family of Origin and Partner Attraction*. This was a more Type related session, in which we plotted our family trees, the Types of our family members, and the nature of the relationships we had with them. The aim was to see if there were any patterns that we have brought from childhood into our adult relationships. Sadly there was not enough time to go as far as we would all have liked, but the initial insights were very interesting.



Stirling Bates up close with a kangaroo

So, that evening we had the Conference dinner followed by a talent show (I would guess that this was inspired by BAPT Conferences). Dario Nardi managed to make an ordinary guitar sound like a sitar, Phil Kerr – noted Beatles fanatic – surprised everyone by performing a non-Beatles song, there was a recital of some traditional Australian poetry that was very emotive, and also a demonstration of ‘mind reading’. Mary McGuinness – noted Elvis fanatic – had her son and daughter at the Conference. Her son made his mother very proud by playing and singing *Wooden Heart*, and her daughter, Catherine, wowed everyone with her amazing art work, selling greeting cards of her own design on the book table.

The grand finale of the talent show was a performance by ex-AusAPT President, Andrew Mountford, who, unexpectedly and surprisingly, had re-written Ruby Tuesday and Space Oddity as songs about me and my connections with AusAPT. Very flattering and very amusing – thanks Andrew.

The following morning we went high-tech and had Roger Pearman beamed in from his home in the US. He enthused everyone with an update on his latest research on *Type and Type Development*. If you want to take part in his study contact him at typestudy@leadership-systems.com

Later that day I attended excellent sessions by Sue Daniels and by Peter Geyer. Sue presented on *Type and Career Success*, incorporating various models for finding purpose (IKIGAI – a Japanese model for finding career purpose), and Tom Peter’s *Personal Branding* approach; so a well-rounded exploration of the subject, centred around Type. Peter presented a ‘very INTP titled’ *Dispassionate Look at Type and Emotion*, in which he considered different emotions and what they mean to different people.

One of the most memorable sessions of the Conference for me was Julie Andrews’ *Alone Together: Artist in Transit*. The session was not Type related and although Julie is a Type practitioner, she spends most of her time as an artist. In the session she described an amazing project she had carried out where she invited train passengers to spontaneously draw a picture about what they could see on their journey – or whatever else came to mind. The resulting pictures were lovely to see, but what was more striking was the effect on the passengers of engaging with the task. Julie reported that people who had travelled on the same trains every day but never spoken began to connect with each other by sharing their drawings, and people who believed that they could not draw were surprised by what they had produced. In short, there were many additional unforeseen effects on the passengers and the local community arising from the project. To finish the session we all went outside armed with paper and pencil to sit by the Yarra River which runs alongside the hotel, and to create our own drawing. It was a really enjoyable and inspiring session.



Admiring our etchings with Julie Andrews



Conference Dinner and Dario on guitar

Of course there were many more presentations at the Conference that I didn't attend, but I did not see a disappointed face coming out of any of the other rooms.

The Conference was concluded in the hotel bar for a late afternoon drink followed by a very cosy meal in a local restaurant. More of us decided to go to than there were spaces at the table; hence the cosiness.



Scenes from the very cosy dinner, and the Yarra River by the hotel

Once again, AusAPT put on a fantastic and unusual event that was enjoyed by everybody. So a big thanks to the Conference committee, and a huge thanks to Sue White for hosting me for the week. Next year's Conference is being held in New Zealand, so get collecting those air miles!



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.

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DIVERSITY & MULTICULTURAL ISSUES

HOW WE TAKE UP AND HOW WE SHARE, OR DON'T SHARE, SPACE

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Internet-land at the dawn of the 2020s

As I write this piece, we are on the cusp of the turning of a new year – and a new decade – and if you engage with social media at all, you will probably recall people making and posting lists of their achievements or, in certain circles, their failures and, um, non-achievements.

Of course, if you choose not to engage on social media, that's probably a wise choice, mental health-wise. Up-sides of being active online in the 20-teens have been: Quick access to an Aladdin's cave of resources (or, if you prefer, 24/7 entertainment); the chance to interact with others on topics of mutual interest and concern; and access to diverse communities and perspective. The downsides of the twenty-first century Internet are well rehearsed and, looking back through my list of positives, I realise that the problems could be grouped as shadow manifestations of the benefits: Misinformation; people online feeling isolated, alienated or targeted; communities sealed off in self-reinforcing echo chambers; and, of course, the disturbing tendency for people to behave *really poorly to each other* online.

[As I notice myself wanting to frame this as a discussion about a "shadow side" of the Internet, I'm reminded, of course, of Jung's theories of the shadow self, and by extension, reminded also of the Jungian roots to the thinking of Myers and Briggs as they sought to understand human personality preferences and successful (and unsuccessful) human interactions.]

Personally speaking, my experiences of presence online (in what is admittedly a very small, quiet corner of Internet-land) have been almost entirely generative, supportive, creative and encouraging (and long may that continue!). But, of course, there are indications all the time of the ways that people online can be vicious about – and to – one another.

Often the pantomime villain language and behaviour comes through, as we might expect, when groups who are well known to disagree with each other happen across each other – or

seek each other out. But sometimes "civil war" also breaks out in Internet-land.

People who thought they saw things the same way turn out not to – and the Internet seems to be particularly poorly equipped to support people to handle whatever vortex of emotion is provoked when that happens.

The rock-star Amanda Palmer has achieved a certain notoriety for her (extremely effective) crowdfunding of her work – her 2013 TedTalk has been viewed more than 11.7 million times and she has more than 15,000 contributors on the artist funding platform, Patreon, with whom she interacts regularly online, offering up-close-and-personal glimpses of her life as a songwriter, performer and women's rights campaigner. Amanda Palmer has a gift for creating a sense of closeness and community – but she also regularly sparks controversy and sometimes that controversy bubbles up "inside the camp", among Palmer's fans and followers.

In an interview ahead of a gig in Cardiff last October, Palmer referred to one such incident:

"I also just watched my Facebook fans eat each other's souls out this past week over race issues and how to communicate about them... My community, like humanity, is incredible when it pulls together and horrific when it decides to do battle upon itself." (Cullen, 2019, n.p.n.)

Which brings me to the Myers Briggs Type Indicator (MBTI)[®]. Let me rush to say that I am NOT suggesting that MBTI[®] prevents people from getting sucked into Internet controversy. That *clearly* isn't the case. However, MBTI[®] is one of my key go-to resources for navigating interpersonal difference – reminding me that, no matter how I think the world is, it's *really* not the case that what's obvious (and appropriate) in my eyes will be so for everybody.

I haven't written a list of highlights of the last decade, but if I had, mine would certainly include encountering and receiving training on the MBTI[®] which, for me, was as part of a small

group corporate training in Paris in 2012, facilitated by Dr Angelina Bennet.

I think I've said this in every one of the articles I've written for BAPT, but two things I deeply value about the insights offered through the MBTI® are:

- I. the possibility of making better sense of my own experiences and preferences (in other words, MBTI® helps explain me to myself); and
- II. the opportunity to build empathy for how the world appears to work best for others who may have experiences and preferences that are very different from my own (in other words, MBTI® gives me a language and resources for building mutual understanding with other people).

Walking, entitlement and "micro-kindness"

There may be endless reasons why people fight with other people on the Internet. To my own mind – and without doubt I'm over-simplifying – it seems that in many (most? all?) of these controversies, there's an element which is about identity. Who am I? Am I "okay"? What does who you are – or appear to be – imply about who I am? Is *that* okay? Can we *both* be okay?

This doesn't, of course, *just* manifest online. Framed like this, the argument can take place anywhere – in our workplaces, our homes, our friendship networks and interest groups, our places of worship if we have these, on transport systems – and on the pavement.

As it happens, over the past couple of years, I have been doing a lot of walking – and journaling about walking – for my studies on organisational change (I have been studying via Ashridge Business School, now Hult Ashridge, since October 2014, first a part-time Masters and now a part-time Doctorate).

I've looked for opportunities to make walking part of my ordinary everyday life and in keeping a walking journal, I have been trying to pay attention to the experience of being a (mostly urban) walker, mostly in Western cities. I have been trying to notice my own condition, mental and physical, day by day; my environment, and what within the environment catches my attention; and how I interact. So I've been very interested when I've come across other people's accounts of experimenting with walking – and very (VERY) interested when these experiments have dared to stray into considering questions of identity.

For example, Monica Hesse, a columnist for the *Washington Post* who writes on the social impacts of gender, recently published an article entitled, "I walked 'like a man' for a week and here's what I realised." As you might be able to guess, this was an experiment which involved Hesse refusing to concede space when walking in public places and paying attention to what happened (spoiler: several times, having not made room or moved aside, she bumped into men). From the framing of the headline you might also be able to guess that Hesse makes some effort in the article to avoid – and attempt to defuse – "all men are ..." / "all women are ..." statements.

Ultimately, Hesse decided that she didn't like the "no sharing the pavement" version of herself:

"My experiment with sidewalk leaning-in was short-lived; it felt pointless and rude. And I didn't like the entitlement it created in me, the gradual sense that other people 'should' move. I didn't like feeling that way. And I figured I did enough other annoying public things — fumbling for my Metro card at the turnstile — that I should share the sidewalk with extreme politeness." (Hesse, 2019, n.p.n.)

Reading about Monica Hesse's experience actually wasn't the first time I'd come across this as an idea – somewhere in the Twittersphere over the summer there was quite a jokey exchange between various women in London where they recounted playing a sort of "hold one's space / don't give way" during rush hour (in commuter terms, this is perilously close to a blood sport).

Initially it seemed mostly sort of harmless or funny – but I found the whole thing rapidly less amusing when I realised that black women were writing about similar experiences in relation to white people. Haja Marie Kanu, for example, has published a blog-post called, "Have you noticed white people never move out of your way?" The politics of the pavement.'

In that post, Kanu quotes extracts from her own journal – in two vivid examples, the white people egregiously taking up space, not sharing space or cutting into Kanu's own space, are white women. I was apparently more surprised by this than Kanu herself.

Again, I hope it's clear that I'm not suggesting I (now) know what it's like to be a black woman in western contexts that continue to be white-normative or white-privileging. I don't know what it's like. That isn't my own story and it isn't my background – I'm white, and middle-class, from an originally working class background, one or two generations ago, with (my solidly white) family originating from the Midlands, South Wales and Southern Ireland.

I am trying to develop a better habit of listening – for example, we read Michelle Obama's autobiography, *Becoming*, for our work book club (somebody else's pick) and I thought she did an excellent job of conveying something of the affective experience of having created controversy by virtue of being a tall, black, educated, female – and "in the room". And for a white perspective, I have found Eula Bliss articulate and unflinching (see for example, her 2015 article in the *New York Times* or her 2017 podcast conversation with Krista Tippett).

And I'm trying to complement this by tuning in to the dynamics around me – the intended and unintended consequences of how I take up space, what I expect / require and how I share, or don't share. Back to Hesse for the last word:

"The word 'microaggression,' describing subtle (and often unintentional) slights that accumulate over time, has been mocked to the point that it's lost some meaning. But it would be lovely to get behind its corollary: micro-kindnesses. [This involves cultivating] awareness of the space we take up, and the subtle ways our actions mean other people get less or more space." (Hesse, 2019, n.p.n.)

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TWO P'S IN A POD BY TOOMEY & TOOMEY



As the holiday feast came to a close, Peter suddenly realized that he was surrounded by a table of Judgers who had all planned ahead by wearing stretchy clothes ... whereas he was now in the market for a new belt.

[*2 P's in a Pod* is a cartoon series produced by Rob Toomey (ENTP) and his sister Heather Toomey (ESFP). They have worked closely on creating animations for TypeCoach (www.type-coach.com) and this is a playful side project. These items are produced here in *TypeFace* with their permission.]

MANAGEMENT & ORGANISATIONAL DEVELOPMENT

TO DO OR TO DELEGATE?

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In my work as a leadership coach, I have found that one of the hardest things for new managers to learn is how to delegate tasks to others. They find it difficult to balance the need to delegate with their desire to retain control and it can seem easier just to do more themselves.

In this article, I am going to look at:

- Tips for delegating effectively to all temperaments and styles
- How to appeal to different temperaments when delegating
- How to choose the appropriate interaction style when delegating

Tips for delegating effectively to all temperaments and styles

Most people are motivated when they feel they have some autonomy over what they do and how they do it, so it is important to delegate in such a way as to maximise their sense of empowerment. It's also important to provide support when you delegate, so as not to overwhelm people with too much responsibility before they are ready.

Here are some tips for delegating in a way that achieves "supported empowerment":

- Decide on **areas of responsibility** to delegate (e.g. producing the monthly financial report) rather than one-off tasks ("do the report today")
- Clarify your **expectations** with the person to whom you are delegating (e.g. the content of the report, the deadline)
- Delegate the responsibility with the appropriate **authority** to carry out the task
- Ask open questions to ensure they **understand and agree** e.g. "what are your thoughts", "how will this affect you", "how will you go about it", "when can we review progress"
- Agree with the person how you are going to **monitor** it – what progress reporting is required
- Monitor progress on the due dates as agreed, not before
- Ensure the person agrees to do it and has the **skills** to do it, and find out what help they might need from you or others
- Use delegation as a way to give people the **opportunity to learn and develop**, not just to dump tasks on them that you don't want to do

Temperament	Core needs	They like to be recognised ...	Appeal to their desire to ...
Improviser (SP)	Being noticed Making an immediate concrete impact Having freedom	For <i>how</i> they work and contribute	Solve problems in the moment and get immediate feedback
Stabiliser (SJ)	Being responsible Contributing to the team Having structure and consistency	For the <i>results</i> of their toil	Work in a team and contribute to concrete results
Theorist (NT)	Being competent Having autonomy and control Being an expert	For their <i>ideas</i>	Demonstrate their competence and work with experts
Catalyst (NF)	Being special Making a difference Having purpose or meaning	For <i>who</i> they are	Help others develop and grow

Credit to Susan Nash and David Hodgson

How to appeal to different temperaments when delegating

Temperament is about your core motivation – why you do what you do. It is about your core needs, and reflects what is important to you, and what you value. When our core needs are not met, we experience temperament-related stress, and may adopt unhelpful behaviours. When our core needs are met, we perform better and we may operate in a state of ‘flow’.

Understanding the core motivation of your team members enables you to delegate to them in a way that taps into their core needs. This means they are more likely to be engaged and willing to be accountable.

The chart on the previous page shows the core needs of each temperament, what they tend to want from their leaders and what aspects of work appeal to them.

How to choose the appropriate interaction style when delegating

Interaction Style is partly about how you communicate and build rapport with other people - the impact your behaviour has on them. Interaction Style is highly situational – while we have a style that comes naturally to us, we can flex it when required.

When you delegate, it's important to consider the person's level of skill and motivation and adapt your Interaction Style accordingly.

The “Skill – Will” matrix is a useful tool to help you judge what style would be most effective for delegating to someone, depending on how committed (will) and how capable (skill) they are.

You can adapt your Interaction Style depending on what approach you believe is needed for the person, i.e. depending on where they fit on the commitment and capability axes.

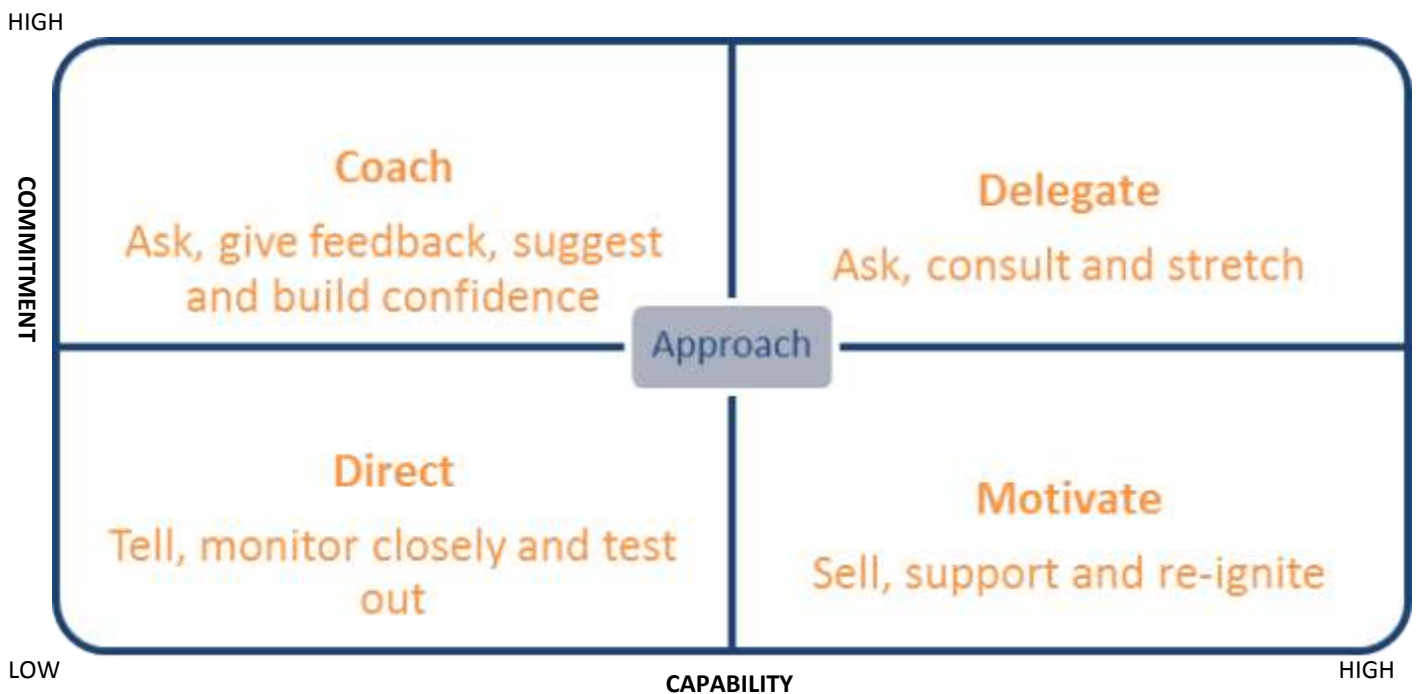
- For someone low in commitment and capability, a Directing, “tell”, approach might be appropriate, to clarify for them what to do and how to do it. In this case, an In-Charge/Mobiliser or Chart-the-Course/Navigator style could be the most effective Style.
- For someone low in commitment and high in capability, a Motivating approach might be appropriate to help them become energised towards the task. In this case, Get-things-going/Energiser could be the most effective Style.
- For someone high in commitment and low in capability, a Coaching, approach might be appropriate to help them work out and build their confidence in how to achieve the task. In this case, Behind-the-Scenes/Synthesiser could be the most effective Style.
- For someone high in both commitment and capability, a Delegating approach (i.e. leave them to get on with it in their own way) is likely to be most appropriate.

For each Interaction Style there are different strengths and pitfalls related to each approach – a Mobiliser style will work well with someone low in commitment and capability, who needs a Directing approach; however, a Mobiliser style can be a complete turn-off for someone who is motivated and would prefer to be coached to help them work out what to do for themselves, rather than be directed.

If you have a Synthesiser style, listening and being patient with your team member may come naturally to you and this fits well if a Coaching approach is required; but this style may be ineffective, and could potentially be seen as “soft” by an individual who is not performing because they lack motivation.

The point is to be aware of when you need to flex your natural Interaction Style and adopt the characteristics of another style, in order to delegate in the best way for the person's situation.

The Skill/Will Matrix



Source Unknown

Your Interaction Style	Benefits when delegating	Pitfalls when delegating
In-Charge Mobiliser	Gives clarity about the task, what needs to be done by when <i>Useful with new, unskilled or demotivated employees</i>	Can take away responsibility from others <i>Not so useful when you need buy-in from others</i>
Chart-the-Course Navigator	Gives clarity about the course of action, the steps to be taken <i>Useful with new, unskilled or demotivated employees</i>	Can limit the scope for others to put in their ideas <i>Not so useful when people need to be energised</i>
Get-Things-Going Energiser	Gives enthusiasm and a sense that everyone is working together <i>Useful with employees who need encouragement</i>	Can seem overwhelming and unfocused <i>Not so useful when people need a plan to work to</i>
Behind-the-Scenes Synthesiser	Gives openness and a sense that everyone's input is important <i>Useful with employees who want to bring their own ideas</i>	Can seem unclear about what is required <i>Not so useful when people need clear direction</i>

To sum up, when delegating, you need to consider what you are delegating, why you are delegating, and how to delegate appropriately, taking temperament and interaction style into account.

(Note: some parts of this article are adapted from Catherine's book *How to Get On with Anyone: gain the confidence and charisma to communicate with any personality type*)



WORDS OF WISDOM FROM THE MASTER!

"We must admit that what is closest to us is the very thing we know least about, although it seems to be what we know best of all"

(C.G. Jung)

[This quotation is reproduced, with their permission, from the August, 2008, issue of the Newsletter of Type Resources Inc.]



RELIGION & SPIRITUALITY

PRAYING WITH THE JUDGING FUNCTIONS

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In my article in the February 2019 issue, I offered some thoughts for a spiritual dimension to life with today's focus on Mindfulness, meditation, Yoga, stilling. It would seem appropriate to continue with some thoughts on praying using our Function-Attitudes. The initial article focused on prayer using the Perceiving functions; this article will focus on prayer using the Judging functions.

When starting out on an exploration of a prayer life, the natural place to begin is by praying out of one's Dominant function. As one becomes more used to a pattern, even a discipline, of prayer, there is a rich seam to be mined in experimenting with prayer out of one's Inferior function. A word of caution – one needs to be in good shape, physically, mentally and spiritually to do so; if not, the results can be rather overwhelming.

The material in this article is based on prayer and personality workshops that I have delivered with my friend and fellow practitioner, Angela Butler. My thanks to her for her support, advice and guidance.

So, the **Judging** functions:

Thinking - using the 'head' grounded in logical analysis, statistically about 50% of the UK population. Often spoken of as 'objective' because it is experienced from outside a situation.

Feeling – using the 'heart' grounded in our moral and ethical values, again statistically about 50% of the UK population. Often spoken of as 'subjective' because it is experienced from within a situation.

Thinking prayer – the prayer of reason

People with a Thinking preference typically like structure and hate repetition. They tend to need intelligibility in Church services and logic and reason in their prayer lives. St Thomas Aquinas may well appeal as a role model as these Thinkers will be constantly searching for truth and meaning; for them God IS truth.

God tends to be found in the mind and experience and Thinking Spirituality can be challenging in its search for justice, righteousness and truth. Church doctrine can be all important – 'what is that I am supposed to believe and hold true?'

Thinkers will often need to feed their minds, so Bible study becomes prayer in the classical sense of reading and meditating on the word. They will tend to be suspicious of emotionalism in worship or of any numinous religious experiences, as such experiences may well defy logic and reason. Should a Thinker have such an experience, it will be all the more earth-shattering because of that scepticism. Remember St Paul, that doctrinal scholar and master rhetorician, and his encounter with the living Jesus on the road to Damascus. A profoundly disturbing encounter, not least as it challenged all that Saul had thus far understood to be true about the coming of the Messiah.

Thinkers often find the Gospel of Matthew more accessible and acceptable, with its logical structure, topped and tailed with a genealogical frontispiece, the setting out of prophecies from the Hebrew Scriptures and their fulfilment, the five books of 'teaching', the logical progression of the road to Jerusalem and its inevitable consequence, and then the concluding chapters, culminating in the Great Commission and the promise 'I will be with you always, to the end of time'.

Thinkers may find it difficult to make the leap of faith from reason and logic and may, therefore, delay a decision to come to faith. Having made such a decision, preachers with a Thinking preference, or Thinking contributions in meetings or Bible Studies, may well sound like a discourse from the head and Thinkers will almost certainly be impatient with devotional thought and speech in which they see little reason.

Thinking spirituality tends to be logical and rational – the demands of the conscience are very important. Their approach to worship and prayer tends to be objective, sometimes even impersonal, and Thinkers can be alienated by overt shows of friendliness or emotion. It is the Thinkers, particularly the introverted Thinkers, who may have most difficulty in sharing The Peace, who are most

critical of some of the modern hymns and choruses or in joining hands in prayer with others; PDA s R not US (Public Displays of Affection).

Those who prefer Thinking will, almost certainly, have strong emotions but will not find it easy to express them and will, therefore, tend to shy away from forms of spirituality that are too emotional. On the whole, Thinkers want to *understand* emotions whilst Feelers want to *experience* emotions.

The Thinker's instinctive position is a determination to speak the truth rather than to make people feel good so, in their corporate spiritual life, Thinkers will tend to screen out their own and other people's emotions so as to speak and do what is RIGHT. As they like coherence, order and discipline in their devotional life, they will typically find that words rather than symbols are important. For the Thinker, prayer is faith seeking understanding.

In Function terms, Sensing Thinkers (STs) tend to be attracted to practical, action-oriented spirituality and may well need specific times of prayer. iNtuiting Thinkers (NTs) will typically be most attracted to mysticism where reflection on possibilities challenges them. Having said that, they may only be prepared to hear a personal testimony if they respect the person giving it. To the SJ Temperament, the really important thing is a sense of belonging - rejection by, or exclusion from, a significant group is deeply wounding.

Those in the ESTJ subset may have to go through a crisis (e.g. retirement) in order to develop, or even find, an inner life. They tend to become very committed - mostly to practical things - and will probably always be suspicious of their inferior Feeling function which they tend to think of as weak. Because the outer world is constantly calling their Introversion shadow, they may move into a way of praying that is attractive to their Auxiliary Function (Sensing) as it is in tune with their outer world. There may come a point in life when that no longer feeds them and they don't know where to turn - that may be the time to return to the neglected Dominant Function (Thinking). An interesting exercise for an ISTJ is to find and pick a flower, and then think imaginatively!

Those who prefer Thinking in their prayer lives will benefit greatly from leaving the safe haven of the mind and venturing into the deep waters of the heart.

Feeling prayer – the prayer of relationship

There is a seeming paradox in the prayer life of those who prefer Feeling – for people who thrive on being in relationship with others, there is a deep need for silence. It is in silence that they can get in touch with their feelings, that the prayer experience can be reviewed and reflected upon, that the 'affective' moment can be pinpointed, the high moment of closeness with God.

Because of the need to be in relationship with another person, Jesus is likely to be important to a Feeler, the way he interacted with those he met, all those stories in the New Testament that show love, compassion, sorrow, fear and trust.

Feelers experience God through relationships with people and things. Their image of God will typically be as redeemer, faithful one, life giver, healer, reconciler, forgiver. Their relationship to

God is personal and all-important. Extraverted Sensing Feelers in particular often need to find value and meaning in personal intimacy with God that is then expressed in service to others. Typically they will empathetically understand someone's needs and then offer practical help to ameliorate the life situation they have encountered.

The spiritual gift of those who prefer Feeling is love and joy and they are likely to grow best in an environment where people are actively and overtly valued, loved and wanted. However, there will be differences - especially in the case of Introverted Feelers, with their unshakeable internal value systems, there is a need to develop their moral values as part of their spirituality; this will often be the reason why some Feelers will widely vary or disagree in their opinions and beliefs.

When it comes to Scripture, Feelers may well find the Gospel of Luke to be more accessible than the others because of his attention to people, especially those on the margins of the society of the day – women, children, Gentiles, lepers and others in need of healing. Not only that, but it is addressed personally to Theophilus:

¹ Many have undertaken to draw up an account of the things that have been fulfilled among us, ² just as they were handed down to us by those who from the first were eye witnesses and servants of the word. ³ With this in mind, since I myself have carefully investigated everything from the beginning, I too decided to write an orderly account for you, most excellent Theophilus, ⁴ so that you may know the certainty of the things you have been taught. (Luke 1.1-4 NIV UK)

Those who prefer Feeling are often described as 'people people' – empathetic, encouraging and appreciative – usually more tactful than their Thinking sisters and brothers. They can take things to heart and can be greatly hurt by criticism or lack of appreciation ... which they will often take personally. Their great concern is for harmony – both external and internal. Extraverted Feelers are usually more expressive whilst Introverted Feelers typically have intense and deep commitments and loyalties that may not be easily observable or expressed.

For all Feelers, conflict can be very stressful as it disrupts harmony, especially when it occurs in Christian faith families where the imperative should be to love one another. Personal gestures like glances, touch, Ps and Qs ('pleases' and 'thank yous'), phone calls, letters are important to Feelers, both to give and to receive, as signs of care and Christian concern. Church for them is about family, and harmony/disharmony will affect how they feel about it – they may suppress their own needs in favour of what they think other people may be wanting.

Feelers may be comfortable with Mantras, the Jesus prayer, story-telling, memories, past experience and testimonies and, with their highly relational spirituality, may make Thinkers feel uncomfortable. One could surmise that there would be a high percentage of Feelers among Charismatics, while Thinkers may move into this more slowly and reluctantly. They may feel slightly out of control and will be unable to explain or express what is happening to them. If and when a Thinker undergoes a charismatic experience, and receives it as the work of God,

there may be a tendency to 'go over the top'. In any event, Thinkers will need to retain some sense of control and make a conscious decision that it is acceptable!

In one Prayer & Spirituality workshop that we ran, there were several people who attended a proudly Charismatic Evangelical church. Much to our surprise, these delegates all preferred Extraverted Thinking with Introverted Sensing (ESTJ), in theory among the most unlikely to be comfortable in that environment of passionate, emotionally-charged worship and charismatic prayer. It took some time of reflection to postulate that their Dominant Thinking Function had been attracted and retained by the high quality of expository preaching (for a Thinker, Bible study often is prayer), and their Inferior Feeling Function had then been seized, and sometimes overwhelmed by, the passionate, relational worship songs – the more extravagant of which Mike Pilavachi, the founder of the Soul Survivor conferences and church, characterised as 'My Jesus, my girlfriend' songs. Indeed, one could postulate that the more extreme manifestations arising from the 'Toronto Blessing' could be Dominant Thinkers suddenly releasing years of unexpressed Feeling responses with the concomitant lack of experience of using their Inferior Function.

Going a little deeper into the Function-Attitudes, Introverted Feelers may have 'mystical' experiences and will often prefer solitude. They may well have difficulty in speaking about their own religious experience. Extraverted Feelers will incline towards 'affective' prayer – defined in the Oxford Reference as 'a kind of prayer in which the emphasis is on making aspirations of love towards God, rather than on formulating petitions or engaging in discursive reflection' – praying in groups, especially intercessory prayer that focuses on those in need.

Those who prefer Feeling hopefully have rich, relational prayer lives that they find satisfying and life-enhancing. What an adventure it could be to explore a more cerebral way of praying – it might just be a revelation.

Conclusion

I have always understood that it was an Orthodox divine who first said it, but I have yet to find a definitive attribution – 'the 18 inches between the head and the heart is the longest distance in the world'. It is a journey well worth undertaking ... in either direction.

NEW INTEREST AREA CO-ORDINATOR FOR PSYCHOTHERAPY & COUNSELLING WANTED!

I am very keen that *TypeFace* not only reports on news, workshops, conferences and publishes articles on theory development, but that it is also firmly grounded in the applications of type with which practitioners are constantly involved.

This means that *TypeFace* needs a team to cover these different areas. We are currently short of an individual to write, or commission, articles for the Spring and Autumn issues on issues related to Psychotherapy & Counselling.

Would you be prepared to help me? Or do you know someone who it might be worth contacting? Articles should be around 1,600 words long (shorter if diagrams and/or pictures are also included) and, as I said, occur twice a year – not too arduous a load I hope.

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

GILL CLACK (ENFJ)

Editor

SPOTLIGHT ON RESEARCH

JOHN HACKSTON (INTP)



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

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Ah, 2019 ... remember then?

As I write this column, a new year has just begun (and possibly a new decade, depending on how you count these things). So, having put myself in a nostalgic mood, I'm using the first *Spotlight on Research* column of 2020 to look back at the research that my colleagues and I at The Myers-Briggs Company carried out in 2019 (and that we will be presenting at the British Psychological Society Division of Occupational Psychology Conference in January 2020). Some of you may have taken part in some of these studies – you have our thanks! And if you weren't able to help in 2019, I'm sure that there will be opportunities for you to do so in 2020.

What is the impact and client experience of MBTI® feedback?

Many type practitioners, myself included, see 'the MBTI' not as just a questionnaire but rather as a process where individuals complete the instrument and then go through a self-assessment and questionnaire feedback session in order to identify their best-fit type and decide on next steps. But how do clients experience this process, and what impact does it have on them? My colleague Nikhita Blackburn has been carrying out research to find out.

125 people who had not previously taken the MBTI® assessment or had feedback completed surveys before their feedback session, soon afterwards and then six weeks later. People's experience of the MBTI® was generally positive: 87% had achieved most or everything that they hoped to. Participants found the sessions enjoyable, memorable and relevant, but were significantly more likely to have concrete actions and change the way they do things if they had a clear purpose or a desired outcome for the feedback session. Preference pair descriptions, anecdotes and considering behaviour in different situations were seen as the most valuable aspects of feedback. This is reassuring as these are core aspects of an MBTI® feedback session.

Finally, self-awareness was higher after experiencing the MBTI® process than before, which

was supported by qualitative data. This provides evidence for the value of type-based interventions in development contexts. We intend to extend this research to understand the impact on specific behaviours to do with communicating, teamwork, decision making and leadership.

How secure are you?

Cyber-crime is a growing problem both for organizations and for individuals; the likelihood is that most people reading this article will have experienced phishing or other cyber-attacks, and that for some of you, an attack will have been successful. This research project set out to examine the relationship between cyber-security behaviour and personality type, in order to develop personality-based security guidelines.

563 individuals who already knew their type completed a survey into their views about and knowledge of cyber-security issues. 64% had experienced cyber-attacks in the last year, 30% in the last month. They were, in general, aware of the dangers of cyber-attacks and took cyber-security seriously. Most reported good security behaviours (such as using a password) and were less likely to report having poor behaviours (such as leaving a note of the password next to their computer). However, there were some individual differences, attributable to job role (individuals in IT roles tending to have better security behaviours), organization (the same pattern was seen for those working in organizations where the main function of the business was IT) and psychological type. For example, those with a preference for Perceiving were less likely than those with a preference for Judging to conscientiously follow cyber-security rules or to keep their passwords and devices secure. These results were used to develop cyber-security tips for each MBTI® type. For me, it was useful to know that many respondents with my type preferences of INTP are quite knowledgeable about cyber-security issues but can tend to think they know best and ignore the rules. Not of course that I would ever do such a thing ...

Email jhackston@themyersbriggs.com for a copy of the research report and tips.

Under-representation of women and minority leaders – does personality play a role, and are things getting better?

Women make up less than 10% of executive directorships in FTSE100 companies, despite evidence that firms with female representation on the board perform better. Less than 4% of executive directors in the top 150 FTSE companies describe themselves as black or minority ethnic. Previous research has suggested that a preference for Feeling may affect promotion prospects for women, but not for men. Using a large dataset of almost 1.8 million people who had completed the US Form M version of the MBTI® assessment, this study set out to examine in more detail the interaction between gender, ethnicity, personality and level of seniority.

As expected, female and minority ethnic individuals were under-represented at senior levels. For example, 13% of men reached executive or senior management level but under 8% of women. Minority ethnic women were particularly affected; just over 14% of majority men reached executive or senior management level, but less than 6% of minority women. The number of women at senior levels increased from 2004 to 2018, but women were still under-represented in 2018. There was no such consistent trend for minority leaders.

In line with previous research, personality preferences for Extraversion, Intuition and Thinking were over-represented at more senior levels. Men were more likely than women to have preferences for Thinking, and those identifying as being from a minority group were less likely to have an Intuitive preference than those from a majority group. Detailed analysis showed that these personality differences contributed further to the under-representation of women and minority ethnic leaders.

This makes for a somewhat gloomy picture, but also highlights the opportunity for tools like the MBTI® assessment to increase an understanding of the possible issues in having a less diverse leadership style in organizations.

What are the virtues of virtual teams?

Are you part of a team? This used to be an easy question to answer; traditional teams were co-located, with all members working in the same office or other location. Now many people work in virtual teams made up of remote workers who are not co-located but who do have a common purpose and team goals, or in several different teams with some being virtual, some co-located, and some a mixture. My colleague Helen Rayner set out to explore the experience of working in different types of team, and the role of personality in these settings. She used both the MBTI® model and the FIRO assessment in her research.

159 people who already knew their type completed a survey into their team behaviour. Some participants had previously completed a FIRO questionnaire; others completed this as part of the survey. The FIRO model looks at three aspects of interpersonal relationships: involvement (the need to belong), influence (the need for significance and control) and connection (the need for affection or intimacy). For each aspect, the assessment measures how people behave towards others (expressed behaviours) and how they want others to behave towards them (wanted behaviours).

The results showed similar relationships between the MBTI® and FIRO models as had been found in previous research. Individuals with Extraversion preferences both expressed and wanted a higher degree of involvement and connection with others than those with preferences for Introversion. Those with a preference for Feeling expressed and wanted a higher degree of connection with others than those with a preference for Thinking and would accept a higher degree of influence and control by others (wanted influence).

A number of interesting relationships between type and team behaviour were seen. For example, people with a preference for Extraversion were more comfortable expressing their emotions to the team than those with a preference for Introversion, but less likely to agree that their team generally completes its work on time or to budget; those with a Feeling preference were more likely than those with a Thinking preference to say that they noticed how other members of the team were feeling, and that they made an effort to do so. Further research will look in more detail at the differences between responses in virtual, co-located and combined teams.



References:

By the time you read this, all of these studies will have been presented in January, at the British Psychological Society's Division of Occupational Psychology Conference. Email me, jhackston@themyersbriggs.com, if you would like copies of the conference slides.

Blackburn, N. (2020). Understanding the impact of personality questionnaire feedback: the MBTI® process.

Hackston, J. (2020). How secure are you? Links between personality and cybersecurity attitudes and behaviour.

Hackston, J. (2020). Under-representation of women and minority leaders, over time and with personality.

Rayner, H. (2020). Virtual teams: Cohesion, clarity and communication.



TYPEWATCHING AT THE CINEMA

THE TWO POPES

PETER MALONE (INFJ)

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

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After short runs in cinemas, this film went to Netflix on December 20th.

There is much to like, especially the articulate and elegant writing by British screenwriter, Anthony McCarten, who was responsible for the screenplays of *The Theory of Everything* (Stephen Hawking), *The Darkest Hour* (Churchill), *Bohemian Rhapsody* (Freddie Mercury). He has done his research on Pope Benedict and Pope Francis, drawing on many of their statements as well as using his imagination to create conversations between them. He seems to have some insights into their respective Types.

Anthony Hopkins makes a credible Benedict XVI, a 'behind the scenes' performance, Jonathan Pryce a vigorous Francis. The film has a fine Brazilian director, Fernando Meirelles, whose films include *City of God*, *The Constant Gardener*, *Blindness* – and the opening of the 2016 Rio Olympic Games.

And, for all 16 Types, the look of the film is striking, the stylish photography, the Vatican settings, the 2005 conclave, the Sistine Chapel, the papal apartments, St Peter's and the Piazza, the Cardinals staying at Santa Marta, a visit to Castel Gandolfo. By contrast, the film brings Buenos Aires alive, first of all in the 21st-century, the outdoors ministry of

Cardinal Bergoglio, then black and white flashbacks to his younger years, his vocation decisions, and then a dramatisation of the drastic years of the Generals, especially in the 1970s. There are also some surprises with the musical score, not just the expected serious and religious themes, some classical music, but a number of more contemporary songs, creating atmosphere.

Some Thinking and Feeling Perspectives.

Some of the issues include the stances of each of them concerning belief and doctrine, the traditional teachings of the church, contemporary moral issues. Part of the drama is that they do not see eye to eye on some of these issues, the difficulties of combining authority and tradition with pastoral demands. But, as indicated earlier, there is quite a deal of God-language, discussions about faith and prayer, the two men devout, a confession sequence, Benedict to Francis, which takes the film beyond ordinary dialogue. Benedict displays Thinking traits, Francis more Feeling traits.

The portrait of Francis is extensive, much more than that of Benedict, black-and-white photography of him as a young man, searching for his vocation, the possibility for marriage, his choices and entry into the seminary (filmed in





black and white). There is also the controversy about Bergoglio and the generals, his turn as the regional superior wanting to protect the lives of the Jesuits, asking them to close some of their ministries because they were considered too dangerous, some defiance towards him on the part of social-minded confreres. Cardinal Bergoglio admits mistakes publicly, sorry for the decisions that he had made, reconciling with some of his confreres. Discussion could be had about Bergoglio's experience of his inferior function, Thinking, and his decisions concerning the regime.



Some Extravert and Introvert Perspectives

These difficult experiences enable him, as Archbishop of Buenos Aires to reach out to the poor. a social-minded pastor, an extravert who is comfortable in meeting all kinds of people, enjoying their company (especially in supporting his football team, San Lorenzo), familiar with aspects of popular culture, whistling Abba's Dancing Queen, talk about the Beatles and Abbey Road.

By contrast, there is no visual portrait of Benedict's life. There are verbal references, and his saying that he was more introverted, bookish, intellectual, and had not any of the pastoral outreach of Bergoglio. (Audiences may well enjoy a sequence where the two are in a side sacristy of the Sistine Chapel, tourists arriving, Benedict's decision for the two to walk through the Chapel, the tourists becoming excited – and a number of selfies!).

Intuition and Judging. They both seem to be.

Towards the end of the film there will be the 2013 conclave, the discussions, the assembly, the voting, the acceptance – and Francis not wanting special shoes, not wanting the ermine cape ("the carnival is over"), emerging to the cheering crowds and simply saying, "Buena Sera" (good evening).

At the core of the conversation is Benedict's resignation. There is a dramatic build up in so far as Cardinal Bergoglio travels to the Vatican, continually tries to persuade Benedict to accept his resignation. Because of the differences in perspective between the two, Benedict says that the resignation might be interpreted as a criticism of Benedict's direction of the church. So, there is much discussion to illustrate the different perceptions of each of the men.

Which means then that involved Catholics, with faith and loyalty, will find this two hour immersion into the life of the church of great interest, of encouragement. For nominal Catholics, the film offers an occasion, even an invitation, to more thought and assessment, re-assessment. It will be the same for lapsed Catholics. For ecumenical and interfaith audiences, the drama is both attractive and thought-provoking. And for non-religious audiences, they will appreciate good drama, good writing and performances, character studies – and an opportunity to give further thought to the credibility, life and mission of the Catholic Church.

The film then takes the advantage of quoting Francis's words of social concern, his first trip outside the Vatican to Lampedusa to meet refugees who had sailed across the Mediterranean from North Africa, images of small boats and overwhelming waves, the faces of those in need. To that extent, the ending is a venture into preaching, social preaching.

Does *The Two Popes* highlight a shift from an ENTJ papal face to the world (John Paul II), to INTJ (Benedict) to ENFJ (Francis)?



[Note: Peter's latest book *Screen Priests: Depictions of Catholic Priests in Cinema: 1900-2018* was published in 2019. It is 700 pages long, including indices of actors, directors and titles for ready reference. Available from Amazon.]

Advertisement

British Association for Psychological Type - Midlands Group**USING TYPE TO THRIVE IN A COMPLEX WORLD**

**A Half Day Workshop
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TUESDAY, 31st MARCH, 2020

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About the session – We live in volatile, uncertain, complex and ambiguous times, and things don't seem to be getting any easier. How does our psychological type affect how we adapt to and cope with this changing environment, and what part does gender play? Do men and women with the same type preferences have different challenges and strategies? Drawing on large-scale studies into type, well-being and the 'always-on culture', John Hackston will explore what the research suggests and offer practical hints and tips. This will be an interactive session, and participants will have the opportunity to explore their own levels of well-being and discuss what they think the future may hold for how we can use type to navigate our uncertain world.

About John Hackston – John Hackston (INTP) 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.

Format and timing – We gather from 10.00 am for coffee/tea and then are led by John from 10.30 am to 12.00 noon. After another half an hour to work through any group business such as future dates and speakers, those who wish to can chat and eat their packed lunches (or sandwiches from nearby Waitrose) aiming to be out by 1.00 pm. There is no charge per se, but those who are able contribute £5.00 towards the speaker's costs.

For more information, please contact Charles Worth on charles@perceivetraining.co.uk.



TYPES OF TRAUMA

BY NANCY SILCOX (ENTJ)

Assistant Editor



E-Verbalize	S-Facts	T-Analyze	J-Orderly
I - Flashbacks	N-Dreams	F-Self-Blame	P-Delay

In November I was driving up the M1 when a left-hand drive European Lorry, not seeing me beside him, came over into me, sending me careering into the central barrier. I bounced off and was flung across all four lanes to hit the other barrier before coming to a halt. The emergency services had to cut the doors and roof off my car to get me and my passengers out safely. Two of us were strapped onto stretchers and sent by ambulance to hospital, put through a CT scan and then released with no broken bones, no spilt blood or serious injury. We were badly bruised and suffering from a bit of shock with the trauma. People kept coming up to me in the coming weeks expecting me to be having flashbacks and afraid to drive, but I would say I am not that kind of person. It got me thinking how the different Types react to trauma and extreme stress. I know that there are other factors such as upbringing, culture, and faith, but I think that temperament and Psychological Type do play a major part in our dealing with these incidents in our lives.

E - Extraverts who have an outward focus may talk about their trauma and tell their story over and over. They try to remember every detail and might display their bruises and injuries. This helps them to cope and deal with the stress to verbalize it and bring it to a conclusion so they can move on. However, if they suppress or deny their trauma they may experience delayed shock when it finally comes home.

I - Those who prefer **Introversion** are, perhaps, the ones most likely to have nightmares and flashbacks as they process the trauma both consciously in their minds and unconsciously in their dreams. Sometimes writing things down may be a release so they can let go. Internalizing their stress and trauma can lead to physical illness and lowered immunity and increased susceptibility to infections like a cold.

S - The **Sensing** preference for facts and linear progression may lead them to replay things they have experienced until it becomes a past experience that they can draw on for future reference. These are the people who may find it difficult to deal with a similar environment, for example, driving past a lorry on the motorway may cause anxiety for some time after such an accident as mine.

N - **iNtuition** is a preference that links things and makes connections, so they have vivid imaginations as their trauma or extreme stress leads to all kinds of possible causes and consequences. They may face bizarre dreams that seem to bear no relation to their experience as their mind projects to what might have occurred. Their future orientation may have difficulty in putting things into the past.

T - This logical, analytical **Thinking** Type may replay a scene or event but not with fear or anxiety, rather to analyze and pull it apart to see what could have been done or what they could do in the future. This Type is the least likely to suffer from anxiety or fear. Instead, their reaction to trauma or stress may manifest in anger or outbursts against the lack of competence or care taken by others and seek to right things with justice.

F - **Feeling** Types with their subjective take might be prone to self-blame and guilt even if they were not responsible, especially if someone they were responsible for has been injured. They would like to put it behind them and forget the injury as soon as possible, yet, if someone blames them unfairly they are outraged and prone to seeking revenge. Like the Thinking Types, they also seek justice but from a different motive.

J - The **Judging** Type likes things orderly and finished, so this Type may jump right in to fix things and put things right. They are the ones who immediately ring the insurance company, get witness statements, write a detailed, step-by-step account of what happened. They are the ones who seek to help others get their paperwork filled out, get to their hospital appointments and whatever it takes to resolve the trauma.

P - **Perceiving** Types may struggle with remembering exactly what happened and in what order. They are not sure where to begin with insurance claims and put things off. They also may go over and over events in their minds thinking of what they could have done, could do or what might have happened if ... The effects of trauma and extreme stress for the Perceiving Types may stretch on indefinitely unless they get straight back to work.

While none of us thrive on trauma and extreme stress, it can be helpful to talk about it to a friend of a different Type who can help with the practicalities if you are NFP or with a different perspective to break the cycle of thought for the STJ.

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Interested?

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

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

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

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