

T Y P E F A C E

THE • BAPT • QUARTERLY • REVIEW

Linking the type community

IN THIS ISSUE

As I write this in February, the countryside is starting to wake up with primroses emerging in the woodlands and lambs gamboling in the fields whilst, in our own gardens, snowdrops and crocuses are in flower and daffodils about to burst open with their golden trumpets heralding the arrival of Spring. I hope that all of you will have a great 2005, that you will enjoy belonging to our BAPT community and that we provide you with items and events that are both interesting and stimulating. The Board also hopes very much that we shall see you at the Annual Conference in Milton Keynes: 13-15 May (see Page 4) - book now! It should be a great weekend with plenty of networking opportunities and food for thought (and consumption!).

Our issue starts, as usual, with David (our President) briefing you on developments being promoted and activities being considered by your Board since his report in the Xmas issue. Then follow three items relating to members of your BAPT Team. We were delighted when Dr Sophia Dunn agreed to take on the role of Interest Area Co-ordinator for Psychotherapy & Counselling and she introduces herself to you on Page 6 and hopes that those of you interested in this application of type will get in touch with her. Then the Board was thrilled to learn that Charlotte Craig, Secretary to the Board of Trustees is now Dr Craig, having obtained her Ph.D from the University of Bangor - very well deserved Charlotte!

Next comes a new column *Letter from Europe*. Stuart Attewell, who was elected to the Board last year and who lives and works in Paris, tells us about the APTs in Europe. Some of their members have already said they will come to our May Conference when we shall be very pleased to meet them.



Then follows an interview by Judy Allen (Conference Chair) with Damian Killen, who will be leading the Pre-Conference Workshop on *Type and Conflict*.

We then feature the last in the series of three articles from our overseas expert, Roger Pearman, his second on the *Ethics of the Administration of the MBTT®*. In this one Roger looks at the challenges we face as administrators of the MBTT® and the opportunities this provides for our own personal and professional development.

Phil Dickinson then, in *The Map is not the Territory*, draws our attention to the different lenses available to us when looking at individuals, and the danger of only looking at the map and possibly los-



ing sight of the real person. He utilizes different maps of the Isle of Wight, road map, Ordnance Survey maps and marine charts to show how different they are in depicting what is essentially the same thing.

Then we are delighted that Susan Nash, for the Management & OD Group, has written another of her well-informed articles for us. Susan has just returned to the UK after a long spell working in the United States where she built up a formidable reputation in her field and we are lucky to have the benefit of her experience. She introduces us to her *Teamwork from the Inside Out* approach to working with diverse teams. I would also draw your attention to an all day Workshop that she has arranged on *Survival Games Personalities Play* to allow UK residents to benefit from the insights of Eve Delunas, who worked with David Keirse, author of *Please Understand Me*, for over ten years (see Page 14).

Then we are privileged to have an article from Geneviève Cailloux and Pièrre Cauvin who have written for the Multicultural Issues Group on *France through both ends of the MBTT® binoculars*. They introduced the MBTT® into France some 20 years ago and are in charge of the Qualifying Program so are particularly well equipped to provide us with an analysis of French culture through the lens of type. Geneviève and Pièrre both hope to come to our Conference in May. Come along and meet them!

This is followed by the first of Sophia's articles as Interest Area Co-ordinator for Psychotherapy & Counselling when she describes, very movingly, how she came to the MBTT® and how she has found it useful in her clinical practice, it being a non-threatening way to introduce patients to their own individuality.

continued on page 2

continued from front page....

Charlotte Craig then reports on the Symposium of the Network for Psychological Type in the Christian Faith held in the Autumn, which featured the Rev Canon Bruce Duncan and Professor Leslie Francis as keynote speakers. Bruce is, of course, leading our next BAPT Workshop on 15 April (see Page 8). I would also draw the attention of those of you interested in this application of type to the next Network Symposium from 16-17 November 2005, details of which are published in Noticeboard on Page 34.

We then turn to some of our regular columns. Firstly, Steve Myers reviews one of CAPT's latest books *Mapping the Organizational Psyche* by John G Corlett and Carol Pearson, which will be deposited in the Library and be available for you to borrow. Peter Malone then does his usual Film Review this time focusing on two portrayals by award winning actress Dame Maggie Smith in *Ladies in Lavender* and *My House in Umbria*.

This article is followed by two of Nancy Silcox's columns. The first of these, in the *Guess the Type* series, reports on the speculation as to Harrison Ford's type preferences. She also invites you to think about the type preferences of the fashion icon Mary Quant to be discussed in the Summer issue of *TypeFace* and of leading astronomist Sir Patrick Moore in the Autumn issue. In her second article in her 'Types of ...' series Nancy then addresses *Types of TV* - do you agree with her take on this?

We then round up with the usual Noticeboard giving details of events planned during the Spring which I hope will be useful to you.

Also included is a note once again of the latest acquisitions to the BAPT Library. Do please take advantage of this excellent facility available for your use.

I do hope that you will find something of particular interest for you in this issue of *TypeFace* - keep the articles coming!



**GILL CLACK
(ENFJ) Editor**

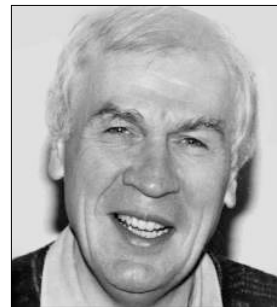
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PRESIDENT'S COLUMN

DAVID STILWELL (ENFP)
President, BAPT



Forget April in Paris ...

... Look forward to May in Milton Keynes!

Yes, it's Conference time again. And the stage is set for yet another great opportunity to meet up with old friends, make some new ones, and learn a good deal more about Type into the bargain.

Fresh from her success with last year's Conference, Judy Allen has once again been busy putting the programme together for this year's Conference. And a very attractive one it is, too, with no fewer than seven different sessions to choose from. This year sees the return to more parallel sessions in true Conference style, the objective being to give greater choice and broaden the appeal.

Details of the programme have gone out and bookings are being taken. We already have a number of people from Europe who are planning to come. Holding it at Kents Hill Park should make it easier to get to. As well as making all the details available for download from our web site, we are also trying something new this year by putting an advertisement in *The Psychologist*, the journal of the British Psychological Society. They introduced a discounted rate for registered charities this year, so we thought it was worth trying to see if we could attract an even wider audience.

Beryl Mathews has, once again, despite having more than enough to do on the membership front, volunteered to act as Conference Secretary handling all the conference administration, bookings, and so on. It's a vital role which tends to get overlooked, but without which there simply would not be a Conference. Beryl's period of office as

Membership Secretary comes to an end at this year's AGM and, being no longer eligible for re-election, she will be standing down. We therefore need someone else to take over this key role. If you are interested and would like to know more, get in touch or contact Beryl at membership@bapt.org.uk.

Charlotte Craig, too, has found she will have to relinquish her role as Board Secretary in August. Although only taking on the role last summer, she has been a great help and her impending departure comes as a blow. That aside, we are, though, delighted for her as not only has she now been awarded her doctorate, but she has also been offered a place on a primary teacher training course starting in September; something she was really hoping for. So we need someone else to take over from her too. Again, get in touch if you can help. Meantime, well done Charlotte!

You will remember that it was through this very column a while back that I was delighted to announce that we had successfully negotiated for BAPT members to receive the *Journal of Psychological Type* as from 2003, and, indeed, that this would be at no additional cost. Since then we have all been waiting for our copies to arrive, but for reasons which are beyond our control and not entirely clear, none have in fact been published and, consequently, it has not appeared ... anywhere. We now understand that APT has severed its links with the publisher, which means that not only is it no longer available to us in bulk supply, but it will also no longer be circulated by APT to its members in the USA either. The Journal now has a new

publisher, the Center for Applications of Psychological Type (CAPT), and is changing to electronic form only. It will appear monthly as a series of single articles and is available from CAPT on individual subscription of \$36 per annum (see advertisement on Page 11). In the circumstances, we have decided to review its content as a regular feature of *Research Corner*.

The first of our new public Introductory Type Workshops was scheduled to take place in January. Maybe it was the time of year, but unfortunately it didn't attract a sufficient number of people and had to be cancelled. The next one is planned for the end of May, so we hope that will prove more popular. If you know people who might be interested in going along, take a look at the details on the web site. These workshops are great value in all respects.

Talking of the web site, there's just space enough to tell you that ours has recently been revamped and given a bit of face-lift, thanks to Pat Bond. Take a look.

Don't forget that Bruce Duncan is leading our Spring Workshop coming up soon in April. This is a little later in our Workshops' Calendar than usual to accommodate both Bruce's availability and that of the venue. Those of you who have been to Swanwick will appreciate why it is popular. Bruce is well known for his excellent workshops and this one will be no exception. If you haven't booked yet, tarry no longer.

The same must be said for the Conference too. See you in the land of the concrete cow!

BAPT CONFERENCE 2005 PROGRAMME

13th – 15th May 2005

Kents Hill Park, Milton Keynes

BOOK NOW !!!

Pre-Conference Workshop
Friday May 13th

Seeing Eye to Eye

An opportunity to explore, demonstrate and understand the connection between MBTI® preferences and the experiences and management of conflict.



Damian Killen is an expert in conflict resolution, change management, intercultural learning and team building

BAPT Conference

Friday evening 13th to lunchtime Sunday 15th May

Participants will be able to choose and attend three half-day workshops from the six listed below which are all designed to improve our understanding and practical application of MBTI® theory:

- **Which are the best exercises for verifying type?**
- **Time and Space Navigation – an alternative to time management**
- **Hand Features linked with Jungian Function- Attitudes**
- **Negotiating with Type**
- **Type and Diversity**
- **Archetypes, as partners in our life's journey**

Other attractions:

- **What Am I Like?** – another opportunity to see the recent BBC TV programme and to hear from Rowan Bayne about his experience of being in front of the camera
- **Developing the European Connection** – chance to take part in, and contribute to, an event designed to focus on greater integration between BAPT and other MBTI® related European organizations
- **BAPT AGM** and an informal opportunity to meet the BAPT Board

And not forgetting:

- Meeting old friends and colleagues once more while making new connections

**NEW INTEREST AREA CO-ORDINATOR
FOR PSYCHOTHERAPY & COUNSELLING**

SOPHIA DUNN (INTP)



My first career in the marketing of telecommunications products and services was fun – a rich experience which allowed me to develop much skill and understanding. During my ten years in marketing I used the MBTI® to build and understand project teams within organisations, and to maintain group support, respect and cohesion within my own team. I am now able to bring this experience, as well as the understanding I gained of myself in the process, to my work as an Executive Coach with iPsych.

Throughout my corporate career, I worked as a volunteer with sexually abused children and

their parents and developed a deep commitment to helping those in psychological distress. Heeding a request from my own soul, I changed careers just over a decade ago and since then have trained, worked and supervised as a psychotherapist in three of London's major teaching hospitals. I hold an MSc in Counselling Psychology from City University and a postgraduate Diploma in Clinical Psychotherapy from King's College London. Although my primary training is in the use of the cognitive analytic model of psychotherapy (CAT), I also make extensive use of existential and Type tools, as well as insight and understanding from my Buddhist practice

in the treatment of individuals, couples and families at The Bridge.

I am currently working on an MBTI-based model of short-term psychotherapeutic intervention. I am keen to hear from clinical members of the BAPT community with your insights, case histories, speculation and observations regarding the clinical use of the MBTI®.

You can email me at Sophia@bridgepsych.com and I welcome you to visit my websites: www.ipsych.com and www.bridgepsych.com. I look forward to hearing from you.

C O N G R A T U L A T I O N S



TO CHARLOTTE!

BAPT was delighted to learn that Charlotte Craig, Secretary to the Board of Trustees, has been awarded her Ph.D from the University of Bangor for type-related research within the church community. Her thesis was entitled *Psychological type preferences of churchgoers in the UK: an empirical study*. We congratulate her on this splendid achievement after many years of work.

LETTER FROM EUROPE



I was talking to Lieve Vermeulen this morning. She runs the Benelux "Type" Association (www.type-association.org) and lives near Antwerp. Talking is a manner of speaking as we were sitting at our computers exchanging messages: me in Paris and she in Belgium. Lieve was my first contact in pursuit of BAPT's goal of bringing all the European Associations for Psychological Type together.

The Benelux Association, founded early last year, regroups independent trainers, consultants and other professionals involved with MBTI® and other Jungian type-based instruments, who are interested in improving their skills and meeting like-minded people. She'll be coming to BAPT's Conference in May to start planning in earnest for a European Association. She wanted to know if others from her group could come too. The more the merrier!

We've not yet met, but we now have friends in common. She was in Toronto at the 2004 APT Conference and later met with David Stilwell in London. Lieve is turning her attention and energy towards organizing a European Conference for next year. Fortunately her husband is in the large scale conference/exhibition business and can lend a hand.

We were supposed to meet at the semi-annual German Type Association Conference, near Bonn, in November last year but she couldn't make it at the last moment. Bettina Dölken of the DGAT (www.dgat.de) knows Lieve well, as do her fellow Board members, Georg Stüer and Jörg Schwall. The DGAT has about 175 members and has recently expanded its psychological horizons to include those using Jungian type models other than the MBTI®. They have acquired particular expertise on questions of ethical applications of such Jungian derivatives. They are looking forward to pursuing a European agenda but recognise

STUART ATTEWELL (INF) Continental Europe Co-ordinator



that all their members are not yet convinced of its pertinence.

The DGAT has created www.eapt.com for a future European Association and have posted a draft mission statement for everybody's consideration.

The Conference was fun. Language barriers were overcome by informal translations coming from all sides. It often became difficult to hear the original presentations as the concern was so strong that I not feel excluded. Between demonstrations of Steve Myers' MTR-i™, explanations of MBTI Step II® and the study of facial features in relation to personality type, the day was full and enriching.

René Rijns came from Sweden for the day too. He splits his time between the Conference Centre that he runs there with his wife, Nootje, and a consulting business mainly based on Dutch clients. He joined us for discussions on our respective views on what a European Association should look like and how it should operate.

René was representing the fledgeling Swedish Association "Skandinaviska Typen" (www.skandinaviska.se) which is being reorganised by Margareta Lycken. Both will be at the May Conference. They don't want to turn their organization into a formal "APT" but there is perhaps room for different forms under the European umbrella. In May we want to decide who can be a member of the EAPT and what form it should take.

I was in Bonn both as Continental European Coordinator for BAPT and as European Delegate for the French Association (www.aftp.asso.fr). Their President, Paule Depetris, learning of what we were trying to do in Europe, didn't want to be left out. Paule invited me to lunch prior to my trip to make sure that we were on the same wavelength.

Last year, the AFTP also changed its statutes to embrace a Jungian public outside the MBTI® world. The Board feels that they should have a wider appeal without sacrificing their "psychological" roots. The AFTP is similar in size to the BAPT, but is developing a regional structure. They are interested in our experience of Annual Conferences lasting several days. They normally meet for a few hours on an evening, once a month, outside the summer holiday period.

I'm talking to the French Association tomorrow night about our Conference in May. They are holding one of their regular meetings where a member makes a presentation on different aspects of their work. With luck, representatives from the Rouen and Lyons branches will be there and word will spread beyond the capital. Perhaps we'll have a few cars coming over from France in May.

I now also have contacts in Denmark and Poland in our search for other national type Associations. I haven't yet had any luck in Spain and Italy. The wider that we spread the net, the better will be Europe-wide meetings when we get them going.

Moving to other news, Liz Hallows, from Houston, Texas, was in Europe recently with her husband Stephen who was on business. She stopped off in London and saw Gill Clack and then came on to Paris and we had a very pleasant evening together. Liz will be presenting her research on "Hand Features and Type" at the BAPT Conference in May.

I would be delighted to hear your opinions, suggestions and questions on this letter and other connected matters and you can contact me at stuart.attewell@wanadoo.fr.



SEEING EYE TO EYE

An interview with Damian Killen

JUDY ALLEN (ENTP)
BAPT Conference Chair 2005



I was fortunate enough to hear Damian Killen speaking at the APT Conference in Toronto last year. His engaging manner, together with my knowledge of his work in the area of Type and Conflict, presented me with an ideal choice for the presenter for the BAPT Pre-Conference Workshop. Providence continued to smile upon me as he agreed!

The purpose of this article is to introduce *TypeFace* readers to both Damian and his important work that he will be sharing with us in May.

I asked him first to tell me how he became interested in the MBTI® instrument. Some twenty years ago, when he was working in the youth ministry for the Dublin Diocese, he attended a workshop that included an introduction to the MBTI®. The leader simply got attendees to complete the questionnaire and then provided results in the style of “this is who you are”. Despite this Damian could see some value in the instrument. He then ran a pastoral ministry course for religious sisters, brothers and lay people to prepare them for work in parishes. This included a “proper” MBTI® whole day course taught by a sister who was also an MBTI® practitioner. After this he was hooked and wanted to train himself. He did this with the help of sponsorship that he later repaid by teaching MBTI® to over 200 people “for free.” It was some time before he realised MBTI® could be used on a 1 to 1 basis!

So, “*How did you come to work in the area of Type and Conflict?*” seemed the next logical question. Being steeped in experience, Damian wanted to develop something of interest, and Betsy Kendall (from OPP) suggested that as he was already working in the area of conflict this might be an area to pursue. He had already developed a model which was not type related and had ideas about how type

theory might inform that further. “*Going back to the pastoral ministry days, the team that I belonged to consisted of an ISFJ, INFP, ENFJ and two ENTJs. In those days, being relatively MBTI-ignorant, any time disagreements arose we responded intuitively ‘Oh, that’s you TJs or you FPs.’*” Thus the belief was formed that the last two letters were what most influenced conflict situations.

Danica Murphy (a colleague in “Thrive”) and Damian teamed up to research and write up the work on conflict. They interviewed 50 people of known type preference, aiming to talk to three of each type. The data was then collated and patterns looked for using:

- Whole Type
- Individual letters
- The last two letters

“*Lo and Behold!*” said Damian, “*it tallied*” - the last two letters were key. They then designed a two-page questionnaire that was completed by 600-700 people of known type. The findings were presented at the APT Conference in Minneapolis in 2001 and CPP agreed to publish the work as *Introduction to Type and Conflict* which they did in 2003.

So, I asked, “*how does it work in practice?*” Part of the answer is provided in the workshop description that readers will find in their Conference Pack. We agreed that the best description is always found in a story and so it was in this instance.

Damian worked with a team where trust was minimal and conflict “*a frequent visitor, often in public fora.*” The atmosphere did not inspire those who worked with the team. There was some pre-existing MBTI® knowledge but it was not being applied to the conflict. Damian

chose to work with a live business issue. As soon as discussion started it disintegrated and, although it came somewhat back on track, it didn’t resolve fully. He revisited the MBTI® with the team and focused on the last two letters. The team had a predominance of TJ and TP together with two FJs who saw themselves as peace-makers. Using the model of:

- P to create space
- T and F to add value
- J to seek closure

this seemed to crack the problem. It did fall apart once more but was quickly recovered and, apart from improving relationships, the intervention also pulled a loss making company back into profit.

From his experience Damian believes that the J/P dichotomy causes the most difficulty in terms of getting things done – or not. The T/F kicks in around the modus operandi and it is, therefore, this combination which is most related to successfully managing conflict.

We concluded with an Old Irish proverb:

“Why do we judge others by their behaviours and ourselves by our good intentions?”

I ended our conversation with a feeling that always gives me a glow. My intuition had told me that Damian would make an excellent Pre-Conference Workshop leader and, with more detail, I am even more certain! He said that the Workshop will help us understand the intentions behind someone’s behaviour and thus enable us to see not just the behaviour but perhaps understanding better how to respond in conflict.

BAPT is pleased to announce its next Workshop:

THE INFERIOR FUNCTION

Teacher, guide and friend

FRIDAY, 15 APRIL, 2005.

Hayes Conference Centre, Swanwick, Nr Alfreton, Derbyshire.

with
BRUCE DUNCAN, MBE.
 (Canon Emeritus of Salisbury)



The inferior function is the Achilles heel of even the most heroic consciousness: somewhere the strong man is weak, the clever man foolish, the good man bad, and the reverse is also true.
 (Carl Jung, *Collected Works*, 9i para.430).

Most people quickly understand how knowledge of their Myers Briggs® type helps them value their own strengths and recognise and appreciate differences in others. It often comes as quite a surprise, however, when they discover that type holds the key to opening up dimly lit areas of their personality, or to providing insight into apparently undesirable or troublesome traits in behaviour.

This Workshop is about the fourth function, generally known as the inferior. It is the one of the four functions - sensing, intuition, thinking, feeling - in anyone's personality which is the least preferred and, therefore, least developed. It has primitive, childish and archaic qualities, and yet when recognised can be a teacher, guide and friend. Repressing the inferior leads to the black and white opinions all too frequently voiced in doctrinaire religions, political, academic and scientific circles.

To experience the inferior function we only have to listen to a couple quarrelling in public or a row breaking out in a church meeting. We only have to recognise the infant, the fool, and the exciting possibilities of the un-lived life in ourselves. Or, on a wider canvas, we may look with horror and bewilderment at the scourge of religious and political fundamentalism.

Bruce Duncan will also show how the inferior function provides clues to the hidden and often despised 'shadow' and holds the secret key to the unconscious totality of the personality.

Course fees: £85 (BAPT members) £110 (Non BAPT members)

Lunch and refreshments are also included.

(Non BAPT members are invited to join at the time of booking and benefit from the lower rate.)

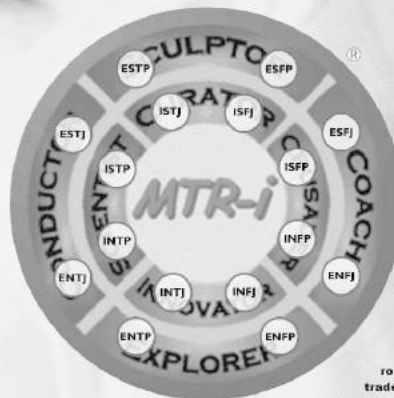
Booking forms: Enclosed with *TypeFace*. Otherwise available from the BAPT Office, Tel: 01242 282990, or by Email: office@bapt.org.uk or download from the website: www.bapt.org.uk

Accommodation: Available at the Hayes Conference Centre (Dinner, B&B: £35.00) - Tel: 01773-526000; www.cct.org.uk/thehayes.

**Do you look forward
to getting up in
the morning?**



**Does your job
role match your
personal preferences?**



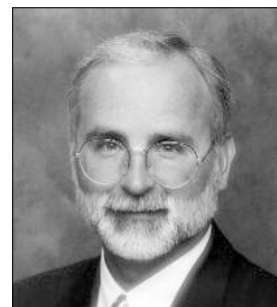
MTR-i, the wheel, and the eight team
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ETHICS OF MBTI® ADMINISTRATION AND INTERPRETATION - II

[This is the second in the series of two articles by Roger Pearman on the ethics of the administration and interpretation of the MBTI® and what we, as practitioners, can learn from the process. Gill Clack - Editor]

LEARNING AND COURAGE

ROGER R PEARMAN (INFP)



Roger Pearman is an APT Past President, Myers Research Award winner, McCaulley Contribution Award winner, and prolific writer and workshop presenter on psychological type.

Email: pearman@leadership-systems.com.

I've had the opportunity to work with thousands of professionals who use the MBTI® and psychological type. I'm delighted to report that I've never met a professional who set out to do the wrong thing. In fact, most users of the MBTI® and psychological type are eager to share the model as a helpful framework to enhance self-understanding and enrich relationships. Regrettably, three kinds of issues keep arising related to the use of the Indicator, even among those who earnestly care about application issues. My hope is that by sharing these observations each of us will explore what we can do to reduce the problems associated with using this tool, as well as many other psychological instruments. The three issues are organized as follows:

Contracting and Administering

When a manager calls seeking a presentation on the MBTI® to help "*address our team's communication problems,*" it is tempting to jump in and have the group members learn their type and leave them with a few good tips on what to do next. Unfortunately, this is a set up for disappointment and the likelihood that the MBTI® will lead to deeper problems or at least magnify the divisive issues within the group. The problem is the expectation that the MBTI® will somehow address a larger set

of issues that the group is unwilling or unable to work through.

On the other hand, if the consultant/trainer works with the team of individuals to set up a framework for effective communications, address team norms and team member responsibilities, and create a context for learning how differences magnify, then learning about type can be an incredible tool for insight and demonstrating mutual regard.

"A challenge we face ... is having the courage to learn from each other"

The inadvertent "over sell" of any tool usually hurts the client, diminishes the model or tool, and keeps the consultant from being invited back. We need to make sure that appropriate expectations related to the use of the MBTI® are outlined in our discussions with our clients. If a client "*just wants the MBTI®*" then this is a warning that expectations need to be aligned. (An excellent set of guidelines are in the MBTI® Manual in the last part of Chapter 13.)¹

A second challenge we face in this regard is having the courage to learn from each other by asking about situations and discussing how the

use of the Indicator might be more effective next time. This means we have to be willing to participate in dialog and feedback, which means being open to learning and change. So many errors get repeated because of the lack of seeking and giving feedback.

Interpreting

All of us have been in group settings when to our amazement, participants began looking at each other's reports, making all kinds of declarations about other people, and thoroughly distorting an interpretation process. While each of us truly respects the importance of confidentiality, and making sure that each individual "owns" that his or her report data, sometimes events conspire to work against us.

Another unsettling situation is when the manager, or individual who hired you, asks for the MBTI® data of participants, even after you have explicitly stated in writing that data are confidential and will not be shared.

It is all too easy to offer quick tips to address these situations, but the reality is that these are difficult circumstances that emerge well beyond our control. How we respond, of course, makes all the difference. Certainly an important part of our response is based on how we set up the whole experience - did we

“contract” properly with the group and with the manager? Just about every type exercise that you’ve ever imagined or seen can be done without putting people into type alike discussions. Having lists that prompt discussions about behaviors, preferences, and differences are often as effective as having the Es and Is separate to talk about their differences.

With the group example above we have to be very intentional about discussing how their current in the moment behavior reflects how they operate with each other, and if so, how does this work for or against them. While it is tempting just to tell the manager asking for the data that “I can’t give it to you,” we are likely to do the manager and the participants a favor by discussing the underlying mental model of protecting and supporting others to promote development. Chances are that the manager is making false assumptions about predictions that can be made from the MBTI® which need to be explored.

Professional Development

What are we regularly doing to enhance our knowledge and skill with using the MBTI®? Are we doing the same presentation we’ve been doing for months, even years? Are we really certain that the claims we are making about the Indicator have empirical support?

It is troubling that so many people are qualified to administer the MBTI® and so few participate in regular professional development or personal exploration about type. I’ve been working with type since 1979 and I feel like I’m just really beginning to understand the full depth and richness of this model.

Our discernment improves as we have the courage to admit we really don’t know. The more demanding kind of courage is when we appropriately address the misinformation that our colleagues seem plagued announcing as “truth” to an unsuspecting audience. How

“Our discernment improves as we have the courage to admit we really don’t know.”

often do we ask each other something like this: “I heard you say ... and I’m wondering about the source of those data. This seems so different from what I’ve read in the research reported in the Manual ... let’s talk.”

We also need to assess our learning strategies in that our typical efforts may create blind spots when thinking about using the MBTI®. Consider these:

- Collaborate with those whose preferences are different?
- Seek out information that opposes a given hypothesis about type?

- Check out multiple sources and report type data trends?
- Follow the same design or intentionally “try” new ideas?
- Explore the “mental model” within each type?
- Pursue a breadth of knowledge on a given type topic? Identify new sources?
- Stretching to apply new, usual material related to type?
- Intentionally seek out dialog with representatives of each of the 16 types?

These strategies “scratch the surface” of our learning options. Bottom line is that when we expand our self knowledge and our professional knowledge, we do a better job for our clients and feel more satisfied - and confident - with our work.

Share any reactions with me at pearman@leadership-systems.com.

Reference:

1 Kirby LK, Barger NJ, Pearman RR Uses of type in organizations. In: Briggs Myers I, McCaulley MH, Quenk NL, Hammer AL (Eds) *MBTI® A guide to the development and use of the Myers-Briggs Type Indicator®* 3rd Edition. Palo Alto, CA: Consulting Psychologists Press, Inc. 1998.

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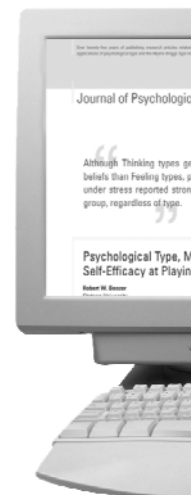
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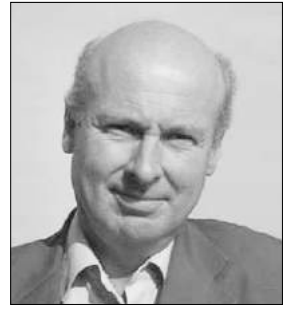
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THE MAP IS NOT THE TERRITORY ...or

How to increase and ease acceptance and engagement with MBTI®?



PHIL DICKINSON (INFP)

Phil Dickinson (INFP) is a Management Development Consultant, Facilitator and Trainer. His work ranges from individual coaching, running short training courses for Effective Relationships in Business, Unleashing Potential and other interpersonal skills focus, through to designing and running Leadership and High Potential programmes spanning 9-12 months. He uses MBTI®, NLP, and Action Learning. He works with IBM, BBC, NHS, and a number of other clients. He also co-delivers Enneagram training at Emmaus House. Email Phil@people-developments.co.uk.

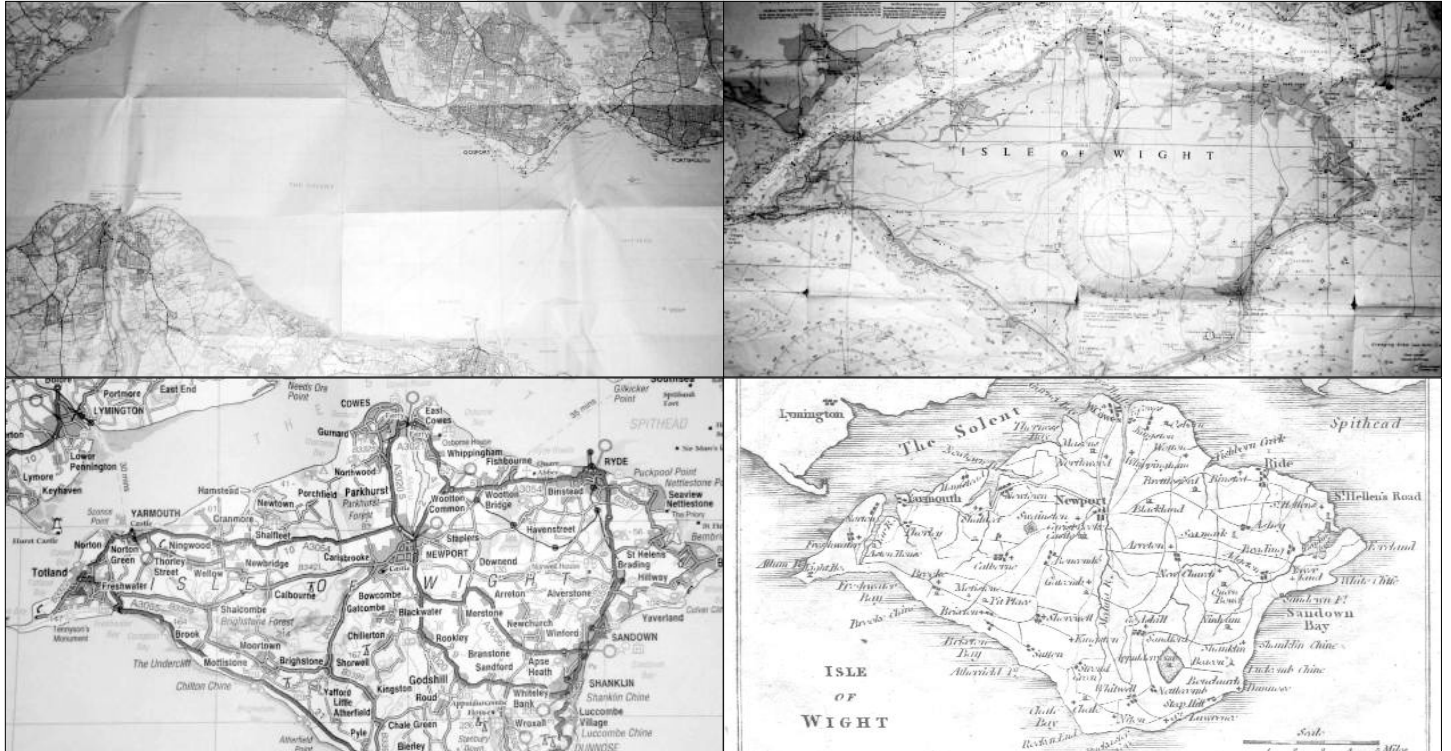
This article describes an exercise/demo that I often use, at the start of type sessions, or as an answer to some questions or objections if they arise. It is great for easing any anxiety about ‘boxing’ or ‘categorising’ that people may have.

When I first met the NLP belief “The Map is not the Territory” I sort of understood it at a “yes and so what ... ?” level. I didn’t understand what it really meant in terms of application. It

Let me describe it.

- I have 5 maps of the Isle of Wight – (but choose any area people will recognise) – A Road Atlas, an Ordnance Survey 1:25000, an OS 1:50000, an A-Z Street Map and a marine chart.
- I spread them out on the floor in the middle of the group.

- I ask “So can you see the Isle of Wight”.
- I get the reply “Yes” or, at that point, someone will say “Well OK it’s a map of the Isle of Wight.”
- Depending on the previous response I ask “So can you really see the Isle of Wight?” and at some point the agreement, that it’s just a map emerges.



was only when, in discussion with colleagues, that we devised the following exercise that the belief really became clear and more importantly the impact on our use and explanation of MBTI® and type.

- I ask “What can you see?” and usually someone will say, or will already have said “Oh, the Isle of Wight”.

- I then pick up and go with this and say “Yes, the map is not the real thing, it is just a representation of some aspects of reality, a piece of paper with ink on it. The reality is

the rock, mud, buildings etc that are xx miles over there ...”

- *“And you may be wondering what on earth this has to do with a questionnaire and personality? Well the MBTI® is just a map - it is not reality - it is a map for understanding some aspects of our psychology as human beings, it isn't reality, YOU are reality.”*

Commonly discussion ensues.

I then relate my experience at the APT Conference where most introductions were, with a quick glance to my name badge: *“Oh Hi! You're Phil and ... you're INFP”*.

I felt people were relating to the Map more than to me as an individual and I wanted to say *“Yes and I'm a developer, potter, sailor and a father and I live in Portsmouth ...”*

But I say something like *“Reality is much more than any map and let me illustrate what can happen/was happening”*.

I then pick up one of the maps and demonstrate how, if I'm going to talk to a client, who I have maybe found difficult, and someone shows me a map of how they think, that could be really valuable. So I try it and it works, and the next time I go and see them I consult the map first. I then hold the map up in front of my face to show the danger of only looking at the map because I lose sight of the real person.

I then ask: *“So which is the best map?”* by which time people have cottoned on and say *“Well it depends on what you're doing”*.

Going with that, I make the point that effective people are usually good at picking up and working with different maps as appropriate. Ineffective people see the value in a map and then try and use it for everything. For example, if I sail in the Solent and I'm fed up with running aground, when someone shows me a marine chart and how to use it, I will think great, brilliant, best thing since sliced bread. But if I then use the marine chart for a cycling holiday across the Island - I get into trouble.

So the MBTI® is a map. There are others that people will have met too such as Belbin, FIRO, etc (whatever they may have met – astrology even). We think it's an accurate map for a lot of circumstances, it seems to work and it doesn't invalidate others that people find useful.

By this time there is probably enough pulled out of this metaphor but some extras and points that can be used to answer questions later on in the event are:

There is little point in arguing about what's the same/different in each map. It may be useful when moving from one to another. Also sometimes the same reality is represented in different ways (road colours etc) and sometimes there is something on one map that is not on another. I think this comes to light particularly if a group is familiar with Belbin – Steve Myers has some material on correlations (Belbin/MBTI®) in that for some there are fits and for other types/roles there is no fit, i.e. there are some things on one map that are not contained in the other. I find the same when working with the Enneagram, there are some correlations to MBTI® and loads of exceptions and it, for me, can be a diversion to get hung up the details of these. They are different maps.

What is also very useful is to say, when discussing personal development:

- This is where I'm going.
- So what does this map tell me (MBTI®)?
- And what does this one tell me (Enneagram or others)?
- What am I finding most useful for me in my reality?

In business terms, what's the job to be done? What can this map inform us about it? What else should we consider?

When people are discussing the preferences and someone says: *“Yes, I think I'm Extravert but I don't quite do it like that”*, it's great to be able to refer back to the maps analogy. For example, an O.S. map has areas of woodland marked that are all the same colour and

described as the same thing. The reality on the ground is beautifully varied – enjoy!

The final point, that has only come up a few times, can be very profound. It's particularly relevant in Enneagram work where world-views are part of the model.

A delegate once said *“and, of course, if you and I are standing on the same spot, same time, on the Isle of Wight, we would be experiencing a different reality – or the same reality in different ways.”* People's world-views and what we “foreground” and “background” are very different.

So, along with my six lengths of rope for the living type table, the set of maps is part of my kit for any type session, not always used but very good to have. It is also easy to improvise, so recently when doing a session for Russian BBC staff in Moscow, the Isle of Wight might not have worked(!), but the hotel reception had a couple of formats of street maps and there was a separate one for the Metro/Buses etc.

Which also brings to mind the London Underground. Transport for London has the “Real Underground map” on their web site. Worth a look as it morphs from what we know, the stylised graphic diagram, which is very usable, to the real positions of the stations which look weird. So there's plenty there about sometimes maps distort reality to make them more useable.

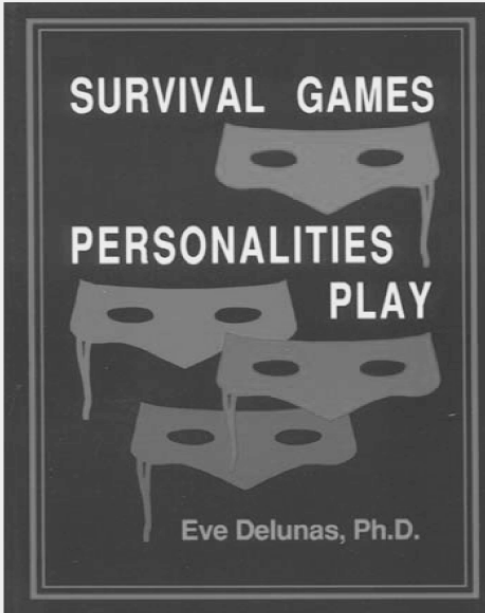
I wonder how much does the MBTI® distort reality to make it more useable? Discuss.....

One-Day Type-Users Workshop

SURVIVAL GAMES PERSONALITIES PLAY

Empowering Others to Thrive in Stressful Times

April 28, 2005



Each temperament is prone to displaying particular defensive reactions, or negative coping strategies, in times of extreme stress. In the workplace, these negative behaviours typically lower team morale and productivity, strain relationships, and generate conflict among coworkers. When we try to help the individual, our suggestions and interventions are often ineffective or end up making matters even worse! This unique workshop, based on the best selling book, will offer type experts specific skills and techniques to understand and manage these stress responses using the lens of temperament needs and values.

Dr. Eve Delunas based in California, worked with Dr. David Keirsey (co-author of *Please Understand Me*) for over ten years and is the author of *Survival Games Personalities Play*.

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MANAGEMENT & ORGANISATIONAL DEVELOPMENT

TEAMWORK FROM THE INSIDE OUT

Using Knowledge of Type and Temperament to Raise Team Productivity

SUSAN NASH (ENFJ)



Susan Nash is an international expert in business applications of Type and Temperament, focusing on improving team productivity and leadership effectiveness. Author of 'Turning Team Performance Inside Out' and the 'Teamwork from the Inside Out Field Book', published by Davies Black, she specialises in helping organisations achieve better business results by capitalising on individual personality differences. Susan runs MBTI® qualifying workshops and Master Classes for qualified MBTI® professionals in the USA and Europe. Email: susan.nash@em-power.com.

The world of work is moving from a stable business environment in earlier decades to radical, complex and increasing change. Against this backdrop of change, teamwork represents a critical business strategy to help organisations achieve diverse and challenging business goals. However, although most business people realize the benefits of working with a cross section of people, many organizations struggle with the reality of making team performance a fact and not a fantasy.

In this article we will be:

- Defining the Teamwork from the Inside Out concept
- Profiling a Team using the Teamwork from the Inside Out methodology
- Discussing insights from the Team Profile
- Exploring intervention strategies based on this Team Profile

DEFINING THE TEAMWORK FROM THE INSIDE OUT CONCEPT

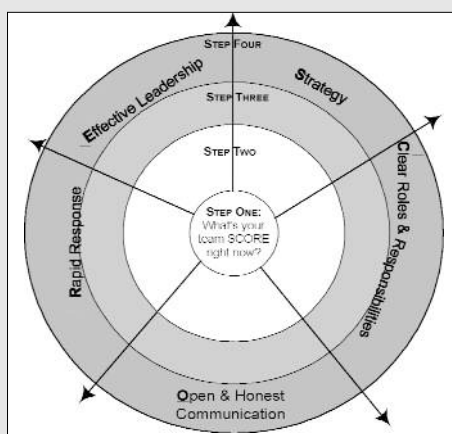
“Outside-In” Approach to Team Productivity

Many organisations focus on the critical qualities of high-performing teams and then intervene with techniques and processes to

improve team functioning. This approach is known as “Outside In”. The individual’s underlying core needs and preferences are not considered or, if so, are only addressed superficially. The challenge with this approach is that individuals will continue to respond in their habitual way, because they do not understand how their approach is impacting on team performance.

“Inside-Out” Approach to Team Productivity

The focus of the Teamwork from the Inside Out methodology (described in *Turning Team Performance Inside Out* and the *Teamwork from the Inside Out Field Book*)^{1,2} is that Temperament and Type fundamentally influence team performance and productivity, and therefore this is the place to start. The way the team performs will be a direct result of the Working Styles and Temperaments of its members. In my work with over 100 organisations and over 15,000 individuals, I have found again and again, that by introducing the core theory of type



and temperament, individuals and teams can self-diagnose potential problems and capitalize more effectively on their individual and team strengths.

So the steps in the Teamwork from the Inside Out methodology are:

1. Assess your current team performance
2. Profile individually each team members' personalities
3. Create a team profile
4. Create a plan of attack to raise team performance based on this team profile

PROFILING A TEAM

At the top of the next page is the description of a European Technical Support Management Team comprised of members from three different countries. Lynn is the Director of the team.

To profile the team we list the team members' names and then their:

- Temperaments
- Information gathering function
- Decision making function
- Type (Working Styles)

Name	Temperament	Information Gathering Function	Decision Making Function	Type
Lynn	Idealist	(Ni) Visioning	(Fe) Harmonising	ENFJ
Stephen	Rational	(Ni) Visioning	(Te) Systematising	ENTJ
Cameron	Rational	(Ne) Brainstorming	(Ti) Analysing	ENTP
Chris	Rational	(Ne) Brainstorming	(Ti) Analysing	ENTP
Clive	Guardian	(Si) Recalling	(Fe) Harmonising	ISFJ
Mike	Artisan	(Se) Experiencing	(Fi) Valuing	ISFP
Susanne	Artisan	(Se) Experiencing	(Fi) Valuing	ISFP
Kai	Artisan	(Se) Experiencing	(Ti) Analysing	ISTP
Ruud	Artisan	(Se) Experiencing	(Ti) Analysing	ISTP

(See Appendix for explanation of the extraverted and introverted forms of the cognitive processes)

Temperaments

ARTISANS 4	GUARDIANS 1
RATIONALS 3	IDEALISTS 1

Team Temperament: Artisan
(the most common)

Team Leader Temperament: Idealist

Functions

INFORMATION GATHERING	DECISION MAKING
(Se) Experiencing: 4	(Te) Systematising: 1
(Si) Recalling: 1	(Ti) Analysing: 4
(Ne) Brainstorming: 2	(Fe) Harmonising: 2
(Ni) Visioning: 2	(Fi) Valuing: 2

Preferences

EXTRAVERTING: 4	INTROVERTING: 5
SENSING (Concrete): 5	INTUITING (Abstract): 4
THINKING (Objective): 5	FEELING (Subjective): 4
JUDGING: 3	PERCEIVING: 6

Team Type: ISTP

Team Leader Working Style/Type: ENFJ

DISCUSSING THE TEAM PROFILE

Temperament

The Team has an Artisan temperament. The strengths of this temperament would be that the team is likely to be quick moving, adaptable, excellent at reactive tactical problem solving, and astute at seeing options in the moment. The potential challenges could be that there may be change for the sake of

change, limited root cause analysis, and the relative absence of processes and procedures.

Looking at the breakdown of temperaments within the team, the following issues may also arise. With only one Guardian in the team, this could mean that job responsibilities may not be defined and consistency may not be valued. With three Rationals there is likely to be a clear strategic vision, although team members may be more autonomous than team focused. (Artisans

and Rationals tend to be the pragmatic temperaments. Guardians and Idealists are the collaborative temperaments). With the Team Leader being the only Idealist, her focus on purpose and meaning might appear ungrounded to her team members. This is likely to be compensated for by her interest in fostering individual growth. She is likely to adjust job roles to capitalise on individual talents and offer career development opportunities.

Cognitive Processes: Information Gathering

All four information-gathering functions are represented in the team. The most common decision-making process is Se (Experiencing). This means that the team is likely to be alert to current changes in the market place and have a good handle on what it will take to meet customers' short-term needs. With only one member using Si (Recalling) there may be a tendency to recreate the wheel by not considering what has worked before and adapting previous experience to current situations. With two team members using Ne (Brainstorming), there should be positive energy and an ability to "think out of the box". With two members using Ni (Visioning) there are also likely to be breakthrough solutions.

Cognitive Processes: Decision Making

All four decision-making functions are represented in the team. The most common decision-making process is Ti (Analysing). This might mean that new points of view are articulated and debated, and that there is a focus on effectiveness rather than merely efficiency. With only one team member utilising Te (Systematising), there could be a tendency not to organise and plan work output in the most effective way. In fact, one of the needs for the team at the beginning of this work was to become more organised and follow through on plans. No one had completed the pre-work set before the meeting! As two members use Fe (Harmonising), there was good sensitivity to team dynamics and willingness to compromise on key issues. Finally two members using Fi (Valuing), helped the team to demonstrate moral integrity.

Team Type

The Team Type (created from the most common

preferences) was ISTP, the diametric opposite of the Team Leader's Type ENFJ. On a good day, this can mean that the Team Leader is complemented in achieving her goals with the team's natural preferences. On a bad day, it could mean that the team could be frustrated in their push to accomplish concrete goals in the current moment with the Team Leader being focused on the future and valuing more abstract ideas.

Connects and Conflicts

The Connects and Conflicts diagram is a way of visually representing the team profile. The closer the "bubbles", the more commonality you are likely to have with that person. The diametric opposites can mean that there is potential for conflict, but can be strength if these differences are understood and valued.

This diagram shows that:

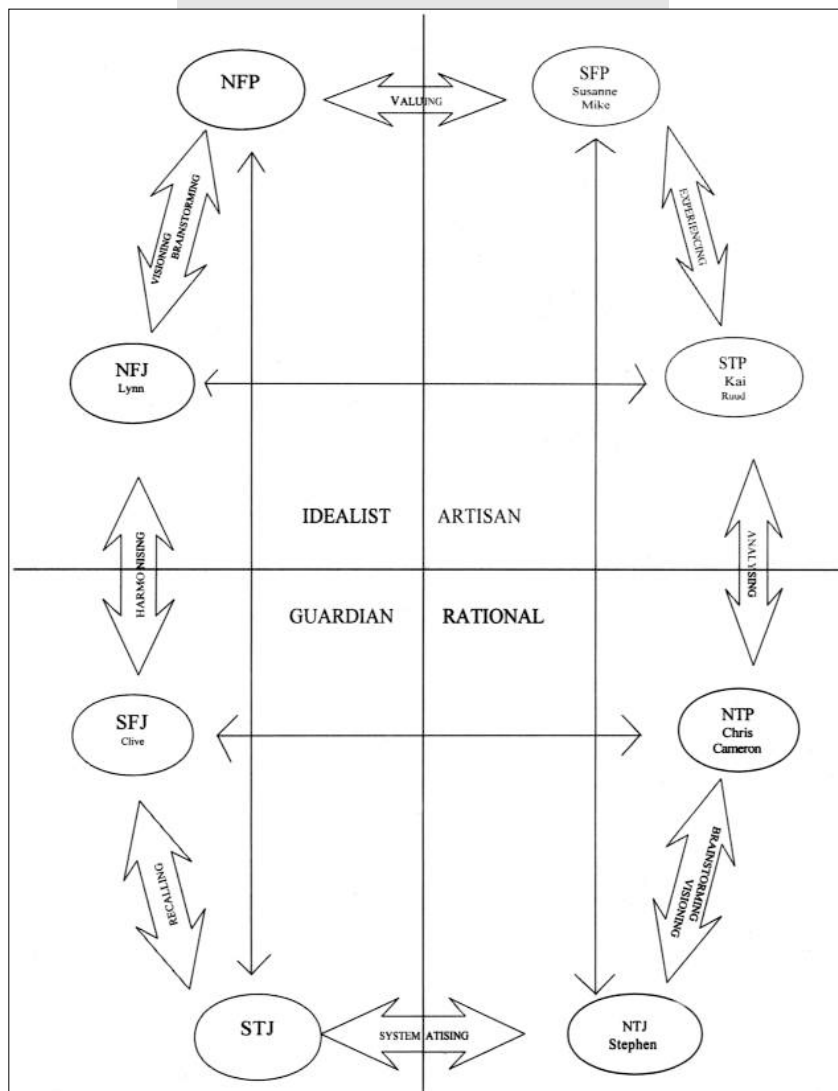
- Most of the team are on the right hand side of the diagram. This could mean that Clive and Lynn may feel like they view the world differently.
- There are no Idealists using Brainstorming and Valuing. This could mean that one point of view is neglected.
- There are also no Guardians who use Recalling and Systematising. This could mean that they are missing someone with detailed follow through and process development skills.

EXPLORING OPTIONS FOR RAISING TEAM PERFORMANCE

Using this data as a backdrop, team members then discussed how they could use these principles in raising team performance. This empowered them to select the right approach for their team, rather than having to rely on a consultant trying to provide a prescriptive remedy. As a result the team owned its action ideas and moved down the road more easily towards increased team productivity.

A sample of the actions the team decided included:

- To listen more closely to Clive when he contributed, because he tended to bring the valuable historic perspective that the team was lacking. Also he needed to feel valued in contributing to the team.
- In every team meeting when ideas were discussed, the team agreed to ask the questions "Who is going to do what by when?" to encourage more Te (Systematising).



- Lynn decided that she would limit her requirement for consensus for every decision (Fe: Harmonising) and realised that in some situations her role meant that she had to just make the decision. She also realised that the rest of the team did not want agreement in the same way that she did.

As you can see, applying the Teamwork from the Inside Out Methodology can provide a common language to explain differences, and a common frame of reference for diagnosing potential team challenges, thereby resulting in more effective long-term team performance management.

References:

- Nash SM. *Turning Team Performance Inside Out: Team types and temperament for high-impact results*. Davies Black, 1999.
- Nash SM, Bolin C. *Teamwork from the Inside Out Fieldbook: Exercises and tools for turning team performance inside out*. Davies Black, 2003.

APPENDIX

Jung’s Cognitive Processes Defined

INFORMATION GATHERING	DESCRIPTION
Experiencing (Se Extroverted Sensing)	<ul style="list-style-type: none"> - Gathering concrete data in the here and now - Seeing options in the moment - Reading sight, sound, smell, taste body language cues immediately
Recalling (Si Introverted Sensing)	<ul style="list-style-type: none"> - Gathering sensory data and using this to compare and contrast current data with past sensory experiences - Past data can be viewed almost like a videotape - Recognising what is real
Brainstorming (Ne Extroverted iNtuiting)	<ul style="list-style-type: none"> - Implying patterns and meanings from current information - Reading between the lines to what is not obvious - Thinking out loud hypothesising and exploring possibilities
Visioning (Ni Introverted iNtuiting)	<ul style="list-style-type: none"> - Assimilating data unconsciously which comes into consciousness as a complete picture - Needing time to incubate before the concept is clear - Pulling internally resulting in “ahas” and shower solutions
MAKING DECISIONS	DESCRIPTION
Systematising (Te Extroverted Thinking)	<ul style="list-style-type: none"> - Making decisions using logical criteria to sequence and organize resources to achieve goals in the external world - Using Causal effect logic - What is the most logical way to achieve the end goal?
Analysing (Ti Introverted Thinking)	<ul style="list-style-type: none"> - Making decisions where information gathered is evaluated and sorted against an internal logical point of view - Analyzing data as to what is logical - How could we look at this situation differently/ improve the system?
Harmonising (Fe Extroverted Feeling)	<ul style="list-style-type: none"> - Making decisions using subjective criteria to optimize interpersonal interaction - Demonstrating sensitivity to others wants and needs: meeting and greeting/self disclosing to connect - How can we minimize conflict and achieve buy-in?
Valuing (F Introverted Feeling)	<ul style="list-style-type: none"> - Making decisions based on an internal values and beliefs system - Assessing what is fair to all? - Privately tolerant of differences until beliefs are crossed



MULTICULTURAL ISSUES

FRANCE THROUGH BOTH ENDS OF THE MBTI® BINOCULARS



GENEVIÈVE CAILLOUX (INFP) AND PIÈRE CAUVIN (INTJ)

Consultants in Organizational and Personal Development, Geneviève Cailloux and Pierre Cauvin introduced the MBTI® in France in the mid eighties. Since then, they have been in charge of the Qualifying Program. They have written several books and brochures about Jungian typology, team cohesiveness, and personal development. They have delivered numerous lectures and workshops at APT Conferences. Emails: genevieve@osiris-conseil.com and pierre@osiris-conseil.com.

Not only was Catherine Stothart kind enough to ask us to write a paper about the MBTI® in France, but she also provided us with the basic idea of what could be of interest for a reader of *TypeFace*: "I think an analysis of French culture through the MBTI® lens would be of great interest to our readers and if you would like to add anything about how people in France are using the MBTI®, that would be good". Hence the two parts of this paper and by the way, its title:

- the MBTI® as seen by French people, or is there any specificity in the way we use the MBTI® in France ?
- French people as seen by the MBTI®, or what do French people look like through the MBTI lens ?

THE MBTI® IN FRANCE

The story of the MBTI® in France began in 1985, when we discovered it by chance in a workshop. Though not at all "test-oriented" we found this one fascinating. One thing leading to another, we eventually ended up devoting most of our time translating and promoting the MBTI®, writing about it, delivering the qualifying training and master classes.

It took about 10 years for the MBTI® to take off. There are many reasons for that. Some are linked to individuals; others are related to the French context. Among those is the fact that Jung was far from being recognized by the leading scholars. French psychology, as taught in universities, was very much

Freud-Lacan dominated. Jung is quite often considered at best as a dissident disciple, at worst as an esoteric parapsychologist. One of the well known French university professors in organizational behaviour wrote that "Jung's theory cannot be used in management or group processes. It is too individualistic since its main principle is the individuation". One wonders if this person has ever read Jung at all!

Fortunately, "the times they are a'changing"! One of our faculty members at Osiris is both an MBTI® practitioner and a Jungian psychoanalyst. The MBTI® is now rather well known: more and more calls for tender mention "MBTI® required"! And France counts about 2,300 qualified MBTI® users. Much less than in the UK, but still a fair amount which is regularly increasing by 250 a year and we expect more for the coming years.

As you may know, French people do not speak English, at least as their mother tongue – and not that much as a foreign language either. This blatant fact was both an impediment and a trigger for development.

An impediment, because we couldn't use any of the existing material without translating it – and that is a long, costly and deceiving process. Of course we work with translations: not only obviously the questionnaire but also the basic brochures, *Introduction to Type* and *Introduction to Type in Organizations*. And thanks to OPP these brochures, as well as some other documents, are built the same way in all European countries using the MBTI®.

But the language barrier also pushed us to develop our own material. This shows in several ways:

• Publications.

We have written two books about the MBTI® for the general audience (*Personality types* and *Become who you are*) which sell pretty well, over 10,000 each. We have several brochures and guides and, what we are most happy about, two CD-ROMs as technical helps for the practitioner. The *Type explorer* describes the function dynamics through tables, drawings and a lot of hypertext links; the *Group profiler* presents in a few seconds a group's physiognomy according to several criteria.

• Training.

Since the very beginning, we developed our own master classes. Right now our catalogue offers 10 master classes in different fields of application of the MBTI® plus a 28-day training in coaching. Altogether we offer the opportunity of attending 54 days of training after the qualification!

• Research.

Our interest is mainly in type dynamics and development. We have created a workshop to better deal with the shadow, using symbols and creative work. We have identified five ways to use the function dynamics. And we have associated type development with Voice Dialogue, a methodology of personal



growth developed by two Californian psychologists, Drs Hal and Sidra Stone. To make it short, Voice Dialogue is to adapting strategies what the MBTI® is to cognitive processes. Based

in the same Jungian ground, these two approaches complement each other very well.

FRANCE SEEN THROUGH THE MBTI® LENS

Let us now take our binoculars the other way around and look at the French culture through the MBTI® lens. The mindful readers of *TypeFace* may already know some of our ideas on this topic since, in the Autumn 2004 issue, there was a perfect summary of our presentation at the International Panel at the APT Toronto Conference. We distinguish between three levels of expression of a given culture:

- **The stereotype**

This is the external perception of exaggerated characteristic behaviours. In this way we describe French people, with a beret on their head and a stick of crusty French bread under their arm, trying to gate-crash any time they have the possibility to do so. Queuing in order escapes the French mind; and the American four way stop where the first to arrive is the first to start would be in France a crashing game. These are just some expressions of the French counterdependence that so often irritates our Anglo-Saxon friends.

The stereotype is a distorted, amplified, simplified, often negative and always rigid way of looking at the other's strangeness. But it points to deeper differences that are linked to archetypes.

- **The archetype**

This is the model, or the reference point, to which many things are compared. In Jungian terms it comes from

the collective unconscious and gives form to the individual psyche. René Descartes incarnates one of the strongest French archetypes, the critical mind. *"The first principle is never to take for true something which I do not know being so for sure"*. (Discours de la Méthode). All trainers we have come across and who have taught in France, whether they were French or not agree on one point: in the first five minutes of a workshop, you'd better be prepared to answer a few nasty questions, the objectives of which are to test your quality and competence, which will never be taken for true unless you prove them. And participants will help by providing you with the opportunities to demonstrate your skills!

In the MBTI® world such a behaviour is usually related to Thinking as well as the clarity of mind in which the French glory. The art of delivering a speech, or writing a paper, divided in parts and subparts, clearly articulated to reach a conclusion balancing the introduction is taught in our schools as a subject per se. *"Which is well conceived is well enunciated and words to express it flow easily"*. This sentence of Boileau is part of our heritage; we have drunk it from the bottle at an early age!

- **The type**

In MBTI® terms, this is the expression of the preferences on the four basic cognitive processes of the psyche. Does the type fit the archetype and the stereotype? Do not take it for true unless you have proved it! If we keep looking at the French culture, French people should be more "T" than "F". Well the figures we have do not fit the hypothesis. Let us be careful: we do not have figures based on a representative sample of the French population. However, all the data we have gathered – including samples of managers - show about 60% "F" for males and 70 % "F" for females.

This striking difference between archetype/stereotype and type leads to three comments:

1. It is highly probable that some behaviours are more representative of the culture than of the type. In other words, that the type expresses itself differently according to the culture. What could be a typical "T" behaviour generally speaking could just be the expected behaviour of somebody living in a culture dominated by a "T" archetype, even if this person is an "F" with "F" neighbours! It does not make the studies any easier but certainly a lot more fun!
2. This difference does not seem particularly French. The USA offers another example, on the E/I scale. Obviously the stereotyped American is extraverted: the *"Hi Joe"* with the slap on the shoulder is a required first contact. The archetype tends also toward Extraversion. As a matter of fact, the first white settlers had crossed the ocean. And then they crossed the continent; and then, space. Does it mean that American people are extraverted? Yes, but very, very slightly: 52%. Nothing compared to the strength of the archetype. It would be worthwhile to examine if this also happens in other cultures.
3. Were it the case, we would have a nice dichotomy, between the archetype or the unconscious and the type or the operational conscious ego, as if the archetype was compensating in the collective psyche for the statistical type of the population. It is a typical Jungian pair of opposites, isn't it? The last question is: how to reconcile these two opposites? But that is another story ...



PSYCHOTHERAPY & COUNSELLING

DIFFERENCE IN THE THERAPEUTIC MIRROR

SOPHIA DUNN (INTP)



Sophia Dunn is a clinical psychotherapist based in London. Along with her husband, Mark Dunn (INTJ), Sophia heads a small private psychotherapy clinic, The Bridge, and its executive coaching arm, iPsych. Having trained, worked and taught for the past ten years in the area of personality disorder within NHS, Sophia is currently involved in the development of an MBTI® based model of clinical psychotherapeutic treatment. Email: Sophia@bridgepsych.com.

As a clinician and executive coach, I am delighted to be asked to represent those with an interest in using the MBTI® clinically for *TypeFace*. I hope that this new Special Interest area will provide a forum for comment and discussion amongst clinicians of all sorts – counsellors, psychotherapists, psychologists, coaches and other health professionals - who find the MBTI's offer of psychological understanding of difference useful to their practice.

I was first introduced to the MBTI® about fifteen years ago. I was then a marketing executive and completed the Indicator at a professional conference. I remember being both fascinated and horrified by the process, finding it both insightful and unexpectedly invasive. In the first instance, the convenor failed to explain the attitude of Introversion properly. (I now understand that he also failed to explain the whole notion of 'preference' properly, as well as other important things.) I remember that, for a moment, all I could hear was the word 'Introvert' and suddenly felt as if I had been 'exposed' for the withdrawn, isolated, 'nerdy' girl I once had been. At that time I felt myself to be a competent, successful 35-year-old professional, thoroughly enjoying both my work and my place in the world. For me, being told that I was an 'Introvert' meant quite simply that I had failed at my significant efforts of building social skill and facility; that all my work with groups of people – training, managing, team building - were a farce. Without a more clear,

MBTI® or Jungian-based understanding of the word 'Introvert' I simply took its social, vernacular meaning to heart. I was unprepared for this 'eruption of my inferior function' in a work context. I remember taking my book and my profile down to the pool area of the sumptuous resort, putting my sunglasses on and struggling with tears.

At the time, it was fairly devastating. When I look back on it now, I see it as very helpful. Every time I introduce the MBTI®, I momentarily cast my mind back to that first experience. It reminds me of the care I must take to safeguard the subjective experience of

me was quite nifty. It was true enough to be spooky, but looking at myself the way the profile described me, I began to warm to those characteristics I had always disallowed in myself. Having missed one conference seminar, I decided to go to the evening cocktail party and see if I could unearth *another* INTP. I did. He was the company Chairman. Meeting each other that evening through the lens of Type was a delightful and validating experience.

The seed had been sown. Now, fifteen years later, I see myself as halfway through a second successful career as a psychotherapist, supervisor and trainer. For the first years of my therapeutic career, I did not use the MBTI®, although I was fortunate enough to have a supervisor during my training who was interested in its use. In the last two years, I have begun a program of giving the Indicator to every patient, every student, every supervisee. I have encouraged the other therapists in my clinic to qualify and, wonderfully, several of them have.

The MBTI® has much to offer the clinician and the patient. First, it offers a benign and positive 'starting point', a glimpse of the way things might look for a person if all was going well. It also offers an initial opportunity to look away from the problem that brings the client to therapy, and toward the areas of a person's being in which they experience

Don't crowd anyone without a first-class reason

Wyatt Earp

personality and provides a clear reminder of the dangers of imposing the MBTI®.

But the experience also fascinated me. I recall as I recovered from my emotional reaction, my dominant function (Ti) seemed to 'right' itself and take charge. I wondered, "*How can a questionnaire, however sophisticated, uncover and quantify so easily those things about my nature which I have spent twenty years trying to change, modify and, failing this, hide?*"

I took my sunglasses off and looked at my profile again. Actually, the way it described

themselves enjoyably and with confidence. The patient stops *being* a problem and becomes, more realistically and less damningly, a person with a successful personality – who also has a problem. This is a very different place to begin. Vitaly, the MBTI® provides a non-pathological, growth-oriented starting point. If kindly and carefully administered, it can offer even the most distraught and self-destructive person a place where they can begin to give themselves *permission* to be as they prefer. This was the self-to-self process that started for me that afternoon by the pool. At the time, I had not had nor felt I needed therapy. But as I look back, I realise that that moment was the very first time in which I experienced self-to-self relationship that was *non-adversarial*.

Many people fight themselves much of their lives. Many of the qualities of self they battle against are not at all harmful or ‘bad’ in themselves, but are experienced by the person as undesirable, invalid, in conflict with family, culture, work, spiritual or peer group expectations. We learn early on to be self critical, to seek out and compare ourselves with societal norms, and often when we find ourselves different, we begin to see ourselves as ‘abnormal’, and this in itself can create a problem. The yardstick we measure ourselves by does not accommodate normal personality difference.

So the MBTI® provides the mental health clinician with much more than a starting point. For while there are therapeutic models (many of the humanistic models, for instance) which do not address psychological suffering in terms of what is wrong with a person – neuroses, psychopathology, complexes — neither do they frame or name what is right with a person. From my point of view, regardless of how a therapist approaches providing clarity or solutions to a problem, to be able to speak to a person

about how they prefer to be enables a kind of respectful accommodation that no other therapeutic tool I have used has ever done quite so well.

As a therapist, it allows me to begin with something much less threatening (and potentially self-damning) than *the problem*. It allows me to take a look and see how the organisation of a person’s life suits their needs. Are their basic ‘type-needs’ – those associated with their preferred attitudes and functions being adequately met? If Extravert, does the person’s work and social life provide enough opportunity for satisfying extravert validation? If iNtuitively preferred, does the person’s work require a lot of attention to detail? Is the work too concrete, not providing enough opportunity for the exercise of imagination? If the person is

*We can make our minds so like still water
that beings may gather about us
that they may see, it may be
their own images
and so, live for a moment
with a clearer, perhaps even with a fiercer life
because of our quiet.*

W. B. Yeats

Perceiving preferred, is their life too structured, too routine? And so on. Often this first look at how the life suits the person’s preferences reveals directly a great deal about how the presenting problem arose.

For those of us who use an analytically based model, the MBTI® provides a non-blaming way of looking at developmental difficulties. What events and environmental factors in the person’s life encouraged and supported the development of their preferred attitudes and functions, and what prevented their optimum growth and develop-

ment? Answering these questions near the outset of therapy allows us to identify developmental deficits, and points the way forward toward an understanding of how certain preferences came to be constricted or undifferentiated. Such developmental obstacles and the resulting rigidity in the expression of the preferred attitude or function can sometimes point directly to why a certain difficulty arose, and can also illuminate the negative self-beliefs that can arise when a person is actively prevented from expressing a preference. Non-acceptance and critical disapproval of a preferred way of being can result in internalised non-acceptance which, in turn, allows for the ‘splitting off’ of ‘parts’ of the personality that are disallowed. This can in turn surface in symptoms as diverse as dissociation, eating disorder, somatic difficulties, obsessive or compulsive problems, addictive behaviours and so on – in which the person self-destructively ‘acts out’ the preference in a dysfunctional way.

I was trained in the use of existential, rogerian, cognitive and analytic tools. For me, the MBTI® has offered a fresh, intelligent and respectful way to structure and use my familiar therapeutic tools. Importantly, it provides me with a new way to lean kindly and intelligently ‘forward’ to meet my patients where they are.

I encourage all of you who use the MBTI® in a clinical context to contact me and share your experiences. I am especially interested to hear from those who would like to contribute something to this space - an article, an insight, a case history. I can be contacted by email at Sophia@bridgepsych.com, or you may write to me: Sophia Dunn, Clinic Co-Director, iPsych, The Bridge, 30 Borough High Street, London SE1 1XU.

SYMPOSIUM OF THE NETWORK FOR PSYCHOLOGICAL TYPE AND CHRISTIAN FAITH 2004

CHARLOTTE CRAIG (ENTP)
BAPT Board Secretary



Charlotte Craig is a Research Assistant in the Welsh National Centre for Religious Education at the University of Wales, Bangor and Secretary of the Network for Psychological Type and Christian Faith (E-mail: c.craig@bangor.ac.uk).

Over the past few decades there has been an increase in the number of people engaged in practice, study, or research, using Jung's notion of psychological type in the churches. This rising interest was noted and responded to by Tony Horsfall and Leslie J. Francis who agreed to try and bring together these individuals in order to share ideas, experi-



ences, and good practice. At a first meeting in December 2002, when a group of people interested in Jung's notion of psychological type and the Christian faith met at Bawtry Hall, the Network was born.

Since then, the Network has gone from strength to strength. The number of members in the Network has increased each year and there are currently over 130 people on the Network mailing list, based all over the United Kingdom and Ireland. The Network is centred round the Annual Symposium. Having outgrown our initial meeting place, Bawtry Hall, this year over 50 people gathered at the Hayes Conference Centre, Swanwick.

The keynote speaker this year was the well-known MBTI® practitioner, lecturer and author, the Revd Canon Bruce Duncan. Until recently Principal of Sarum College, Bruce is currently serving as Chaplain at the University of



Exeter. Bruce's works include the important book *Pray Your Way* which applies psychological type theory to issues of prayer and the life of faith.

Bruce spoke brilliantly on the topic of the Christian life and the inferior function, putting the notion of the inferior function into the wider context of Carl Gustav Jung's writings. He then challenged members of the Network to take seriously the importance of the shadow and the less developed functions for understanding both conversion and spiritual development.

Alongside the keynote sessions, members of the Network offered workshops and research papers on a number of different topics. Leslie Francis spoke on the topic of *Faith and Psychology: application and integration* and provided a reasoned argument for theologians, psychologists, and the church to recognise the value of personality psychology for the Christian life. John Morahan introduced *Orpheus: a "Big Five" personality test for use in ministry* as an alternative model of understanding personality. Paul and Sally Nash explored *The Ignatian Examen as a Tool for Developing Type*. Susan Sadler spoke from her experience working for Care For

Mission on *Jungian type as a tool in counselling*. I outlined *Psychological types of churchgoers in the UK* based on a study of nearly 3,000 churchgoers.

One of the most valuable moments of the symposium was the 'Marketplace' when members of the Network shared their experi-



ences, perceptions, and questions. Members found many areas of common concern, such as the use of psychological type theory in relation to counselling, stress and burnout, engaged and married couples, young people, ecumenism, and cultural issues. Moreover, members found they shared interests in new developments in personality theory such as the MBTI® Step II, as well as FIRO-B and Orpheus.

If you would like to learn more about the Network for Psychological Type and Christian Faith, then please contact the Network Secretary: Charlotte Craig, Welsh National Centre for Religious Education, University of Wales, Bangor, Normal Site (Meirion), Bangor, Gwynedd, LL57 2PZ. Tel: 01248-382829; Fax: 01248-383954; E-mail: c.craig@bangor.ac.uk; Website: www.bangor.ac.uk/rs/pt/type.

"Everything should be simplified as far as possible but NO FURTHER" - Einstein

TYPE DYNAMICS INDICATOR

reconnecting with Jung

- New Thinking
- A more penetrating questionnaire
- New questions about Type

Think it through...



Talk it through...



Clarifier

Think

Introvert

Read an ARTICLE

thought-provoking

- challenges questionnaire orthodoxy

- presents new evidence and research

- explores what

Type Indicators don't do



Internal

Investigator

Examine

Quantify

Explorer



Attend a WORKSHOP

- interactive, informative and fun

- extend your ideas and strengths

- experience the TDI online and on paper and get new reports and resources

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Extrovert

Discover

Energiser

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Intuition

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Find out how the TDI is different

Contact 01628 637338

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Website www.teamfocus.co.uk

Write to Heritage House, 13 Bridge St.,
Maidenhead, Berkshire, SL6 8ER



team focus

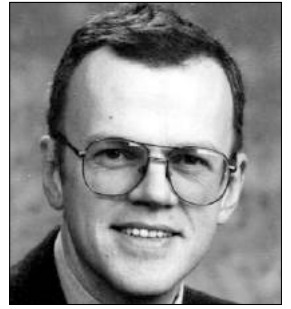
BOOK REVIEW

by Steve Myers (INFP)

Mapping the Organizational Psyche

by John G Corlett and Carol S Pearson

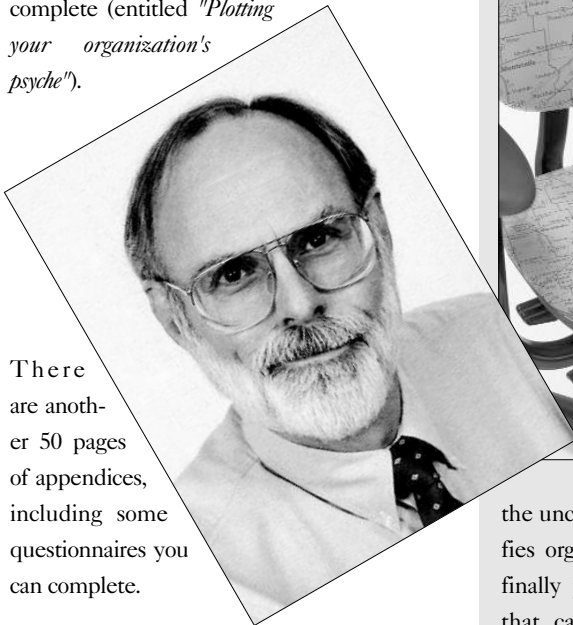
Published by Center for Applications of Psychological Type (CAPT), 2003.
ISBN: 0935652698. 209 pages.



Mapping the Organizational Psyche is a new book (published 2003) by John Corlett and Carol Pearson. I haven't met John Corlett, but he teaches organizational psychology at the University of Virginia, and is a consultant to private and public sectors. Carol Pearson is President of the Centre for Archetypal Studies, and is known to many BAPT members, having run a well-attended Workshop a few years ago at the BAPT Conference using her Pearson-Marr Archetype Indicator.

Mapping the Organisational Psyche comes with some impressive endorsements. Katharine Myers and Otto Kroegeer both recommend the book with extensive quotations on the back cover.

The book contains two main parts: the first 107 pages is a traditional text narrative describing the model and how it should be applied (entitled "*Surveying the organizational psyche*"); the remaining 52 pages contain a series of tasks to complete (entitled "*Plotting your organization's psyche*").

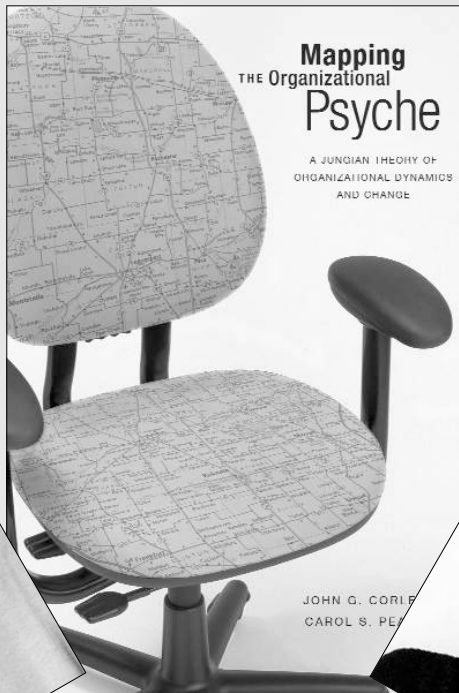


There are another 50 pages of appendices, including some questionnaires you can complete.

The book is based on Jung's "wider" theory of personality. What I mean by that is that type theory only forms a small part of Jung's theory of personality. He wrote *Psychological Types* in

1921, but then went on to write many other books about other aspects of personality, including the unconscious, archetypes, complexes, individuation, etc. This book is not about psychological type (or about concepts related directly to the MBTI® instrument) but about those other aspects of personality.

The main premise of the book is that an organisation's dynamics operate in a similar way to an individual's psyche, as Jung explained in his wider theory. Consequently, there is a lot of emphasis in the book on the impact of unconscious processes and the role of complexes, archetypes, projection etc. The book starts with an overview of the wider theory, examines



the unconscious and conscious realms, identifies organisational pitfalls and pathways, and finally provides case studies and approaches that can be used to help an organisation achieve wholeness. This is a similar progression to Jung's theory, which provided a route map to wholeness for the individual, except that it is applied at an organisational level.

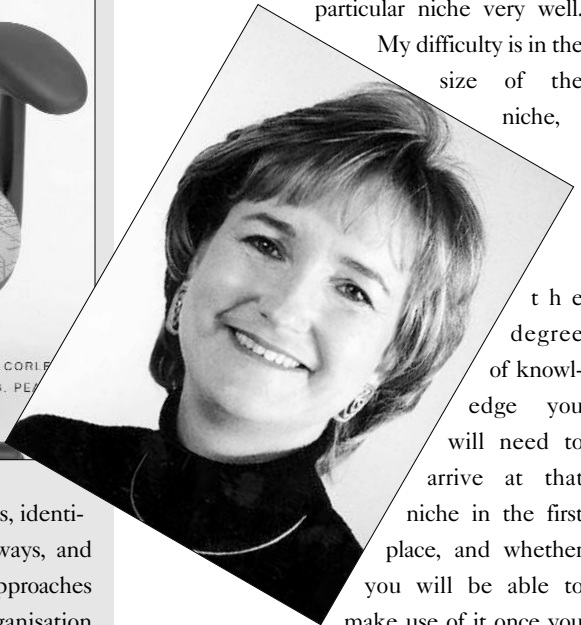
So, having outlined the contents of the book, let's now cut to the chase. Do I recommend that you buy this book?

Well, to put it simply, I'm not sure.

Let's start with the positives, and there are many. This is a seminal work by two people who clearly know what they are talking about and it covers ground that is untouched by any other publication as far as I know. It goes much further than the organisational work in Bridge's *The Character of Organisations* by applying Jung's wider theory of personality to the way organisations operate, rather than just psychological type. It is very well written, well presented and tackles a number of fundamental issues. I could eulogise this book and it would be worthy of it.

So why my equivocation?

My problem is not with the book, which fills a particular niche very well. My difficulty is in the size of the niche,



the degree of knowledge you will need to arrive at that niche in the first place, and whether you will be able to make use of it once you are there.

For example, the 'collective unconscious' is introduced on page 8; on page 17 the discus-

sion focuses on organisational complexes; and archetypes are introduced on page 18. This didn't strike me as a book for neophytes, though for those already aware of Jung's wider theory, it does offer some interesting insights.

And once you get to the organisational case studies, most of the solutions revolve around using the Organizational and Team Culture Indicator (OTCI) and Pearson-Marr Archetype Indicator, supplemented with occasional advice on how to use them. If you are not intending to use these instruments, the lessons from the book can't be applied that easily.

In fact, I reached a point (page 100) when I suddenly felt very out of my depth in applying the principles from this book: on page 99 the authors begin to discuss how to consult in this area; they point out that an accurate evaluation

of the centre of consciousness in the organisation is critical; and on page 100 they describe two approaches to take depending on whether the centre of consciousness is developed or undeveloped. What struck me is that I had no idea how to evaluate the state of development of the centre of an organisation's consciousness.

There are some resources at the end of the book that can help (various tasks and questionnaires) but these are prefaced with the recommendation to complete the OTCI. And some of the questions seem far too advanced. For example, Question 5 on Task 1, Step 1, asks you to identify the qualities that are being projected by the organisation; Question 1 on Task 1, Step 2, asks you which people are being sucked dry in the organisation and to then identify what that tells you about 'participation mystique'.

Will I be buying this book? Probably not, because I don't think I could make use of it. However, it could be useful if you are wanting to evaluate whether the OCTI approach is something you wish to get trained in, or you wish to see how Jung's wider theory could be applied to organisations, or if you are already using Jung's wider theory with organisations and want some additional ideas on how to apply it.

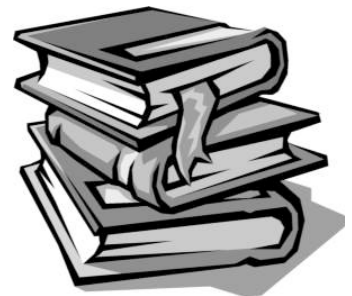
The book also serves as a very good summary of Jung's wider theory for those who want a comprehensive but readable explanation. Nevertheless, in organisational terms the book is a seminal work, but it is probably best as part of an OCTI qualifying course rather than as a stand-alone book.



BAPT LIBRARY

NEW ACQUISITIONS

FEBRUARY, 2005



Members will have received previously a copy of the Library catalogue listing all its holdings as at July 2004, together with a sheet detailing how you may borrow items. If you have mislaid this a further copy may be obtained by emailing the BAPT office at: office@bapt.org.uk or telephoning them on 01242-282990.

Since the last issue of *TypeFace* two further items have been sent to Cheltenham. These are:

Coming home to myself - Transcript of Keynote Lecture by Marion Woodman, Ph.D, at the 2004 APT XV International Conference - July 22-25, 2004 - Toronto, Canada. (To go with CD advertised in Winter issue of *TypeFace*)

Mapping the organizational psyche by John G Corlett and Carol S Pearson (published by CAPT, 2003) reviewed above.

Further acquisitions will be announced in *TypeFace* on a regular basis as they are received.

The Board hopes that you will make full use of this additional benefit to your membership of BAPT.

TYPEWATCHING AT THE CINEMA

MAGGIE SMITH, IN CORNWALL AND UMBRIA

PETER MALONE (INFJ)

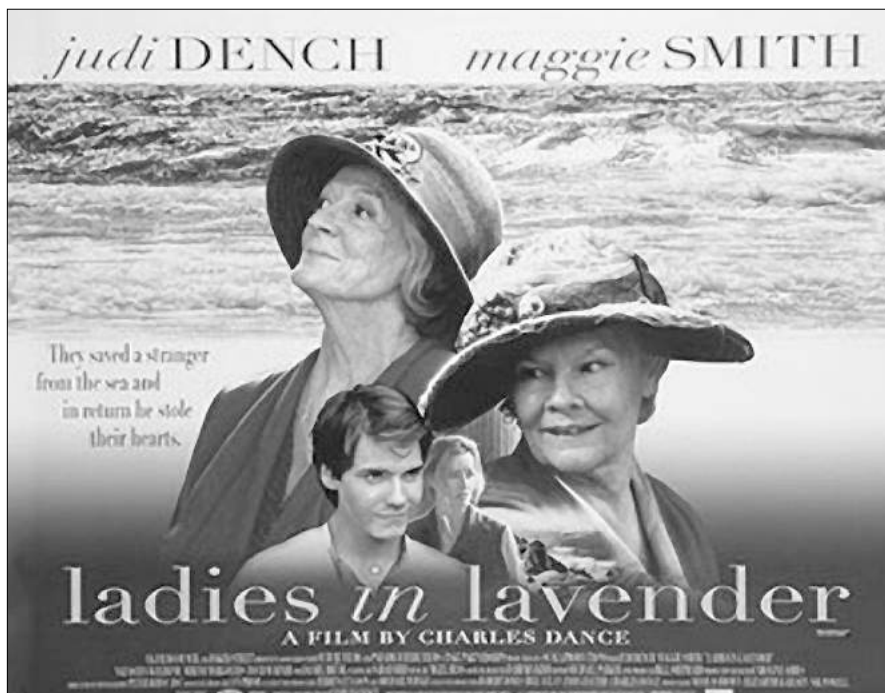


Peter Malone is an Australian based in London. He heads SIGNIS, the World Catholic Association for Communications. His books on Type are 'Let a Viking do it: Hagar and family illustrate the Myers-Briggs Type Indicator'; 'Myers-Briggs goes to the movies'; 'Mirror, Mirror on the screen' and 'The same as Christ Jesus: gospel and type'. (email: petermalone@signis.net)

A reviewer friend likes to tell stories about winding up publicists who take themselves too seriously or who do not have much of a clue about what they are promoting. When he told me the following anecdote, I was taken aback and surprised. It is a Maggie Smith story and it made me realise that I was responding to an image of Maggie Smith, how she came across to audiences in her films and on stage,

on a Maggie Smith that I had created rather than the actual person whom I do not know at all. Oh yes, the story. She connived with her interviewer to shock the publicist when he asked her whether she slept with the writer of the film she starred in, *Clash of the Titans*. With a throaty chuckle, she agreed that she had indeed. What the publicist did not know, of course, was that the writer of the film was her husband, Beverly Cross.

Whenever I see Maggie Smith in a film, I wonder what she is really like. Just think of her in *A Room with a View*, *Tea With Mussolini* or *Gosford Park*. She is the epitome of the pinched lips, gaunt and haughty British



grande dame. She was like that as the mother superior in the Sister Act films - though she had to mellow a little as Whoopi Goldberg took the community to the Las Vegas casino and advised them 'to mingle'.

In 2004, Maggie Smith appeared in two British films and, at first glance, gave

the same performance. She starred in *Ladies in Lavender* and *My House in Umbria*. However, in looking more closely at her interpretations and keeping Type theory in mind, it emerges that the performances are substantially different.

Ladies in Lavender first. She shares the screen with Judi Dench. In fact, both of them turned 70 in December, 2004, Dame Judi being three weeks older than Dame Maggie. It is their reputations and careers and their status as Dames that gives the film its stature. They portray two sisters who find a Polish refugee washed up on the Cornish coast in the late 30s and how they react to his presence in their house and the discovery that he is a talented violinist.



Judi Dench has the emotionally complex role of Ursula. Never married and leading a comfortable and sheltered life she has never, like her sister, been in love. The closeness to the young man, especially when he is confined to his bed, has a powerful emotional effect on her, one that she has never

experienced or repressed.

Maggie Smith has the more stabilising role, Janet. Her fiancé was killed in World War I. The two sisters cared for their father and have rarely, if ever, left their village. Janet is in charge in the house. She is in charge of Ursula and she takes charge of the beached young man. Everything is clear, in order and all is done properly whether it be meals, doctor's visits, going to town to buy clothes. She is able to look at things objectively and clearly. She has more than a touch of the ISTJ about her, whether that be her nature or the expectations she has been given or has set herself as a proper Englishwoman of the time. Personally reserved, she is attentive to detail, prone to make all the decisions and does this with logic and good reason. She is emotional but detachedly so.

Then to a more contemporary setting with *My House in Umbria*. What looks like another Maggie Smith performance as an agreeable/disagreeable eccentric marooned in Italy turns out to be a pleasing sojourn in Umbria with more than a little edge. And Maggie Smith as Mrs Delahunty does it perfectly. Who else can make a line like “the brash technology of the 21st century” sound so haughtily off-putting?

But that is not all there is to the performance. In fact, Mrs Delahunty is revealed as a far softer character than Janet. She has led a very difficult, even sordid, life which has



taken its toll on her. While she has become a successful romantic novelist, she is something of a recluse. When she becomes one of the victims in a train bombing, she invites some of the sur-



vivors, especially a little girl who has become mute because of the trauma, as well as a German journalist who has lost his fiancée in the blast and a retired

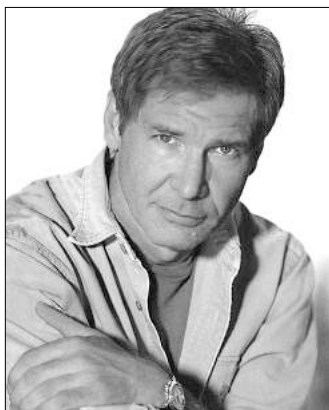


army officer (Ronnie Barker in a welcome return to the screen) to stay with her in her home. Her care for them and their convalescence, her anxiety over the fate of the girl who has lost her parents and must return to America with a dryly academic entomologist uncle (Chris Cooper) bring the Feeling function out very strongly. This is socially aggravated by her propensity to drown her sorrows and make advances on the proper and married uncle.

Mrs Delahunty, under the prim and severe Maggie Smith facade, is a rather warmer character, a more concerned and loving character than she usually exhibits.

One needs to watch again, some of Maggie Smith's performances from the early 1960s, a film like the *VIPs*, to remember that she was once young and less a blend of starch and lace. Perhaps the trouble was that she was asked to play roles that were older than she was in real life and more brittle and controlling - she was only 35 when she was Miss Jean Brodie and only 38 when she substituted for Katharine Hepburn in *Travels With My Aunt*.

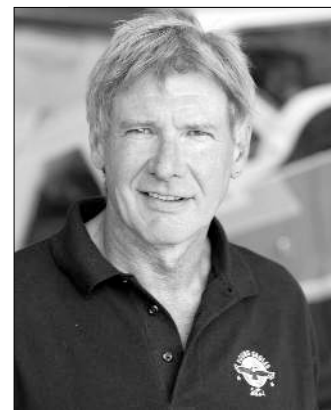
It was a pleasure in 2004 to see her in both *Ladies in Lavender* and *My House in Umbria*.



GUESS THE TYPE OF THE POLITICIAN/CELEBRITY

THIS ISSUE:

HARRISON FORD
by Nancy Silcox (ENTJ) - Assistant Editor



Harrison Ford is a very accomplished American actor (Irish father, Russian/Jewish mother) who has starred in dozens of films, both in leading and supporting roles. Some of his best-known films include the *Star Wars Trilogy*, the *Indiana Jones* series, *Air Force One*, *Clear And Present Danger*, *The Fugitive*, and *Patriot Games*. He is best known as a “butt-kicking action hero” but his roles were very diverse and ranged from numerous Westerns, to horror in *Frantic*, Sci-Fi in *Blade Runner*, and comedy in *Working Girl*. Here, though, we are guessing the Type of the man, Harrison Ford, not his film characters. My guess is based on internet research, mainly from three websites containing biographies, articles, news items, interviews, etc. These websites are: www.harrisonfordweb.com, www.movies.yahoo.com and www.imdb.com.

The information gleaned from these sites indicate to me that Harrison Ford might be **ISFP**.

INTROVERSION is a common preference amongst actors who, like most Introverts, do not show the general public their true self, preferring to keep it private. Most biographies refer to Harrison as an introverted loner in his school days. This would also explain the gruffly macho exterior that seems so to charm the ladies with mysterious charisma. He does not like doing interviews and has maintained a strict privacy regarding his private life. Several quotes also bear this out: “*I like being an actor, not a celebrity*” and “*I am only willing to reveal a certain part of myself, and that part is to be taken as the whole person*” and, speaking about drama class in college in *Mr. Showbiz Interview*, October 1999: “*required to get up and act something...just terrified me. I became interested in overcoming that lack of control over myself, which came from fear. So my first ambition was to overcome the fear, and then I became involved in the process once that went away and began to enjoy it. I've always been a bit of a loner...I found a way to commit to a character and lose my own concerns in it*”. Barbara Walters, in an Oscar Special Interview, March 1997 on ABC Television, quotes Harrison: “*When it was fashionable to say, 'May the Force be with you', I always said, 'Force yourself'... 'The Force is within you, force yourself'*”. A quote from the International Movie Database website: “*The loss of anonymity is something that nobody can prepare you for. When it happened, I recognized that I'd lost one of the most valuable things in life. To this day, I'm not all that happy about it.*” And lastly, when being interviewed and asked why he didn't speak out against violence, he replied: “*It's not my job to speak out. When I have a movie to sell I do interviews, otherwise, I don't. I'm an interpretive artist. Acting is what I do, not speaking out. And the reason I never said this before is because nobody ever asked me this before.*” Now does that not just fit perfectly with our Type maxim - if you don't know something about an Extravert, it's because you weren't listening, but if you don't know something about an Introvert, it's because you didn't ask!

SENSING seems indicated by his great love of flying and aeroplanes. Harrison Ford is a great aviation enthusiast. He is a private pilot, single engine fixed wing and helicopter, and owns a Bonanza, Gulfstream IV, DeHavilland Beaver, and Bell 407 helicopter. He regularly flies himself between his New York City and Wyoming homes. I think that flying a helicopter must be the ultimate SP experience - to be totally in touch with your physical surroundings and to be constantly and instantly able to adjust the relationship of body, ship and world! Harrison is Chairman of the Young Eagles programme with the EAA, which gives children free plane rides to interest them in aviation. He has used his own helicopter several times to rescue hikers lost or injured in Yellowstone National Park near his Wyoming home.

Also Sensing (SF perhaps) is his concern for ecology and the environment. Ford is a Conservation International Board member and an active participant in its programs. He is an environmentalist who has received the World Ecology Award from the International Center for Tropical Ecology at the University of Missouri at St. Louis, and participated in a campaign by Green Team Advertising for Washington-based Conservation International to tout the importance of biodiversity hotspots. One of Harrison's non-fiction works includes narrating a documentary *Lost Worlds: Life in the Balance* From the ruins of Tikal - a Mayan city abandoned for over 1,000 years - to the complex workings of the New York City water shed, *Lost Worlds: Life in the Balance* artfully engages audiences in an exploration of biodiversity, the range and variety of life on earth. He has even had a spider and a species of Central American Ant named after him—*Calponia Harrisonfordi* and *Peidole Harrisonfordi*! He named a species of Tanzanian butterfly *Georgia* after his 11 year old daughter. Harrison volunteered his time and helicopter to help keep America's rivers clean with ECO Warriors, and signed an open letter to President Bush, along with Gorbachev and others, urging him to develop a plan to cut greenhouse gas production.

Besides his love of aircraft and flying, while becoming established as an actor, Harrison got a book out of the library and taught himself carpentry, becoming an accomplished master craftsman with a reputation as one of the best cabinetmakers in Los Angeles - a very Sensing occupation.

FEELING comes through in many ways. Harrison Ford had clauses put into his movie contracts that permitted him to bring his family with him to shooting locations, and you will notice that he has only done one film a year since 1980 so he has more time with his family. Harrison has participated in Celebrity PSA which combats negative stereotypes of people with disabilities and volunteered to serve at restaurants providing free meals to NYPD/FD and recovery workers after 9/11.

Although we are looking at the Type of Harrison Ford the man, not his roles, I feel a lot can be learned from the roles he chose - one magazine said he was "*addicted to playing heroes*" - as well as the roles he turned down and why. When he took up carpentry he said: "*I never dropped acting. I merely took up carpentry [because it] allowed me to not take every acting job that came along--to provide myself with an alternate income so that I could begin to reject episodic television guest-star shots.*" Some of the roles he turned down include the war-epic *The Patriot*. Ford has said *The Patriot* was "too violent" for his tastes, especially considering that many children were killed and endangered throughout the film. He told *People Magazine* that he also turned down the film because he felt the story was too simple: "*The Revolutionary War boiled down to one man seeking revenge.*" In another interview he says: "*Well, I don't do violent films. I would not be unhappy to see a mood change in what Hollywood turns out and what the public chooses to see. I'd like scripts with a more positive message. Story lines that give people something to hope for in place of the current diet of repetitive violence and retribution. I think we all need to focus on stories that raise the barrier to a higher level of emotion.*" When offered the part of Mike Stivic on *All in the Family*, he turned it down, citing the bigotry of Archie Bunker as too offensive. New York daily *News Today* reports that Harrison Ford has no regrets about passing the part of Jack Ryan onto whippersnapper Ben Affleck in *The Sum of All Fears*. Ford calls Sum's story "*dated and unworkable*" and blasts the movie's main event, the killing of thousands of people at the Super Bowl. "*How do you [bleeping] recover from that? Emotionally, how do you care about one character when thousands have been killed?*" he says to interviewer David Fleming in August's *Playboy*. "*I'm sure they changed it and made a good movie, but I just didn't want to go through that.*"

PERCEIVING types often have difficulty settling and committing to further education until later in life. Harrison Ford began studying English & Philosophy at Ripon College in Wisconsin, which is where he discovered drama. It scared him at first but he said once he conquered the fear he "*became sort of not quite excited, but interested in the prospect of living many lives as an actor. I had this idea that you would work for a finite period of time with one group of people on one idea and then you'd go some place else and meet a new group of people and work on a new idea.*" He dropped out of college, preferring a life of adventure and change. He is famous for doing his own stunts which sounds very SP, as do the action hero roles he enjoys and has emulated in real life helicopter rescues. One time he scared director Steven Spielberg and the crew during *Indiana Jones and the Temple of Doom*, when, without warning, he ran out across the rope bridge used in the film's climax to test its safety. Regarding the film *The Sum of All Fears*, Ford said he hated the script and Paramount said, commit to the development of this and we'll write another script for you. Harrison said: "*I had never made that kind of long-term commitment, and I said, 'Bye-bye.'*" In another interview he said: "*Once a film is finished, it's over for me. I'm on to something else.*" A final quote - when asked what profession he would never choose, he answered "*Anything that's 8 hours a day in an office*", which very much tallies with the Perceiver's preference for change and variety.



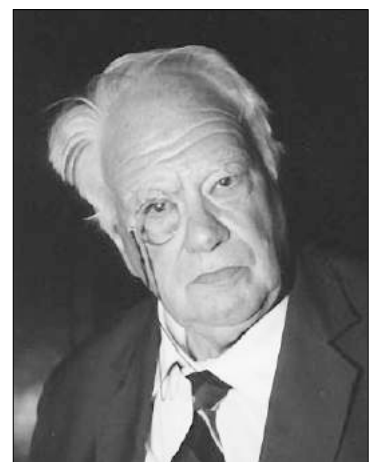
GUESS THE TYPE OF THE POLITICIAN/CELEBRITY

NEXT ISSUE:

BUSINESS WOMAN
MARY QUANT

FUTURE ISSUE:

Astronomer **PATRICK MOORE**



We thought this might be a fun column. Each issue we invite you to

submit your speculation of a famous person's Type. Keep it brief, state the Type you think the person is and why you think they might be that type. A summary of compiled "evidence" will be published with a disclaimer that all types are *good*, that of course only the person themselves can verify their Type and we all use our preferences AND non-preferences, depending on environment and circumstances. The next issue will feature Business Woman, Mary Quant. Be thinking forward to the Autumn issue as well and guess the Type of Famous Astronomer & TV Presenter, Sir Patrick Moore. Send your contributions to: nancysilcox@mail.com



TYPES OF TV



- | | |
|---------------------------|----------------------------|
| E- Discuss It | I- Escapee |
| S- History | N- Sci-Fi |
| T- Detective Drama | F- Medical Drama |
| J- TV Schedule | P- 'See it - Do it' |

Winter, with its long, dark nights, is a time for relaxing in front of the fire and watching Television. Especially in the holidays, with special Christmas films and feature-length episodes of one's favourite TV series. What programmes did you make sure you did not miss? Were there disputes about what channel was on? Different Types enjoy different Types of TV - see if the following resonates with your Preferences for entertainment.

E - Extraverts generally don't sit home alone and watch TV, preferring to be with someone or doing something active. When they do watch TV, they get totally drawn into and engrossed in a story. Their minds GO there! Being focused on the outer world and what goes on around them, they find it difficult to hold a conversation with the TV on, as it is too distracting. If they watch soaps, they don't want to miss an episode so they can talk about it with their friends, and they often like to discuss it and comment while watching, which can be irritating to an Introvert.

I - Introverts use TV as a way of relaxing, escaping from the real world of stress and conflict, or simply excluding the world to recharge - a way of stopping people from talking to them. On long flights, for example, headphones and screen-on gives them privacy, even if they don't actually 'see' or 'hear' it! If your child is an Introvert, do not worry about them having the radio on while they are doing homework as this relaxes them and they most probably do not have any difficulty shutting it out and concentrating.

S - Sensing types, with their orientation for past and present, enjoy Archaeology and History programmes - their favourite channel may be the Discovery Channel. They may enjoy Great Train Journeys or Michael Palin's travel series including *Round The World* and *Pole to Pole*. True to life series like *East Enders*, *The Archers*, *Coronation Street* and also Reality TV would appeal to them. *Who Wants to be a Millionaire* and *Mastermind* appeal to their love of facts and they tend to be good at general knowledge. They keep up with the News, and like to watch Sports, especially if they are SP. *Scrapheap Challenge* is one of my son's favourite programmes.

N - iNtuitives enjoy fantasy and Sci-Fi programmes. They enjoy Harry Potter movies, and TV series such as *Dead Zone*, *True Calling* and *The Invisible Man*. *X-Factor* and horror stories that defy imagination and fact are gripping. They do not mind if it is not realistic or practical - so what if every alien they meet in *Star Trek* can speak English?! The world of invention and scientific discovery draws them to programmes like *Tomorrow's World*, and they may enjoy innovative or creative programmes like *Changing Rooms* that take something old and improve or change it.

T - Thinking - Sci-Fi appeals especially to NT types who enjoy programmes like *Star Trek* and *Star Wars* that use futuristic physics. Murder mysteries that can be analysed and deduced like Agatha Christie *Diagnosis Murder* may draw them. These also appeal to their sense of right and wrong - the bad guy gets caught, which is also a draw with detective series like *The Beat* and *Colombo* movies. They may be drawn to *The Weakest Link* and other eliminator shows that reward competence, unless the programme is too emotional.

F - Feeling - *Tarka the Otter* and *Save Willie* are very relational movies that appeal to Feeling types, and they may be drawn to Reality TV. NFs especially enjoy cartoons and animations like *The Lion King* and *Shrek*. *Quantum Leap*, *Superman* and *Spiderman* combine relationships with helping humanity which are at the core of Feeling type values. SF types enjoy sit-coms like *Some Mother Do 'Ave 'Em*, or *Only Fools & Horses*. *Lovejoy*, *Friends* and *Neighbours* are also programmes that centre on relationships in real-life situations, as well as medical dramas like *ER*.

J - Judging types are more likely to schedule their week not to miss their favourite show or remember to set the video to record it. Judges often need to control the remote gadget and, if they are a parent, will carefully supervise their children's viewing and limit the viewing time to a set number of hours each week.

P - Perceiving - 'See it—Do it' is a Perceiving tendency, especially as children - if they are watching snooker or tennis, they want to have a go themselves. Children, especially SP types, are likely to mimic the naughty child who lights a fire in the chemistry department, picks a lock or sneaks behind the bush to try a cigarette. As they mature, this develops into watching programmes on cookery, gardening, art and DIY, such as *Ready, Steady, Cook*, *Flog It* and *House Doctor*. They may enjoy watching Sports, particularly the Extreme Sports channel. Perceivers thrive on the mind-expanding variety of TV programmes and will glean from them a repertoire of jokes and ideas.

by Nancy Silcox (ENTJ) - Assistant Editor



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NOTICEBOARD

BAPT SOUTHERN CHAPTER Autumn Workshop - to be arranged

To be held at the Paterson Centre, St Barnabas Church, Swanmore, Hants
(between Southampton, Winchester and Portsmouth)

Open to practitioners and to anyone interested in type who has completed a basic workshop
Further details from Carole Wynn (EMail: carole.wynn@ntlworld.com or Tel: 023-9242-1448)

SYMPOSIUM OF THE NETWORK FOR PSYCHOLOGICAL TYPE & CHRISTIAN FAITH

Keynote Speaker: Sister Ann O'Sullivan

To be held at the Hayes Conference Centre, Swanwick, Derbyshire. 16th-17th November, 2005.

The aim of the Symposium is to provide an opportunity for Christian MBTI® practitioners and for others interested in the relationship between Jung's model of psychological type and the Christian faith to network together and to exchange ideas.

Further details from Charlotte Craig (Network Secretary)(EMail: c.craig@Bangor.ac.uk or Tel: 01248-382829)

MARY POTTER CENTRE

- 22nd-23rd April: Post Basic: Combined Enneagram + MBTI® No. 7 (NEW) - Continuing to expand on the two systems and bring further application into our daily lives etc.
26th April: Assertiveness Training Course
28th April: Small Group Sharing: Being, Sharing, Learning: an invitation to Perspective (5 meetings)

For up-to-date information please consult the Web Site: <http://members.aol.com/Jbugeja>).

Contact Sr. Josephine Bugeja, Little Company of Mary, Mary Potter Centre, 33, Mattock Lane, Ealing, London, W5 5BH.
(Tel: 020-8840-4313; EMail: Jbugeja@aol.com).

EMMAUS HOUSE, BRISTOL

- 5th April: MBTI® & Leadership
6th April: MBTI® & Coaching
6th April: Enneagram Panel (evening) - Type 1
8th-10th April: Life's Changes - Life's Opportunities
8th-10th April: Write to the End: Creative Writing
12th-14th April: MBTI® Professional Training Part 1
25th-29th April: Enneagram 4
29th April-1st May: Inner Child' Workshop
11th May: Enneagram Panel (evening) - Type 4
17th-18th May: MBTI® Professional Training Part 2
20th-26th May: Enneagram Professional Training Programme Week 2
31st May-2nd June: Enneagram Advanced Workshop with Helen Palmer
2nd June: Enneagram Panel (evening) - Type 2
13th-17th June: Simplex: managing change in our ever-changing world
26th-28th July: MBTI® Professional Training Part 1

Further details from: Lis Kerr at Emmaus House: (Tel: 0117-907-9950; E-Mail: emmaushouse@msn.com)

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TypeFace publishes articles about psychological type. Opinions expressed by individuals in *TypeFace* are their own and not necessarily those of the Editor or the BAPT Board of Trustees.

Articles (between 1,000-1,500 words) or letters (about 400 words) should be submitted, preferably in electronic format, by e-mail or on a 3.5" disk. Acceptable file formats include Microsoft Word and Rich Text Format (RTF). The Editor reserves the right to reduce the length of articles for reasons of fit.

Please write the author's name, article title, and file format on computer disk labels. Please also enclose a photo of the author (either print or electronic JPEG format) with submissions plus a brief 'bio' (25-50 words) including your type preference.

References to other authors' work should be indicated in the text of the article. This may be either using the Harvard or Vancouver style of referencing and then the full sources should be listed at the end of the article (see previous issues of *TypeFace* for style).

E-mail submission is preferred. Copy submitted by e-mail may be sent either in the body of the e-mail messages or as attachments. The Editor reserves the right to amend copy for publication.

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End January for Spring issue

End April for Summer issue

End July for Autumn issue

End October for Winter issue

Submit to:

Gill Clack (Editor),

51, Burbage Road,

Herne Hill,

London, SE24 9HB.

E-Mail: gill.clack@kcl.ac.uk

Tel: 020-7274-3809

If anyone wants to discuss a possible article, in advance of writing it, please feel free to contact me.

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IN THE NEXT ISSUE - SUMMER 2005

(PROVISIONAL)

President's Column:-

Report from the President, David Stilwell, on developments within BAPT.

Reports of Workshops

BAPT Workshop *The Inferior Function: Teacher, guide and friend* led by the Rev Bruce Duncan, MBE.

Southern Chapter Workshop *Type and Spirituality: Engaging with the sacred* led by Elizabeth Sayers.

Articles, etc:-

Article from Dr John Beebe on his Eight Function Model and associated Archetypes

Article from Careers & Occupations group - Dr. Anita Houghton on *Cultural Type in Medicine*

Article from the Education Group led by Marion Syms.

Article from Multicultural Issues group - Dr Marcela Bitran on *Type in Chile*.

Article from the Religion & Spirituality Group led by Elizabeth Sayers.

Reviews:-

Book review by the Rev James Wallace on *The Same as Christ Jesus - Gospel and Type* by Peter Malone.

Film review by Peter Malone.

Research Corner:-

Review of recent articles published in the new e-journal *Journal of Psychological Type* and other news of research activities by Nick Evans (Education & Research Co-ordinator).

Guess the Type of the Politician/Celebrity

Responses on the likely type preferences of businesswoman Mary Quant.

Noticeboard

Let me have news, events, etc. for inclusion in this section (EMail: gill.clack@kcl.ac.uk or mail to 51, Burbage Road, Herne Hill, London, SE24 9HB)

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Autumn Issue: 31 July

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