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# Type Development: The New Frontier of Effectiveness

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# Quick Bio Sketch

- Initially faculty/staff position at Wake Forest (began CCL research relationship)
- Began as Vice President of Development, ended as Vice President of Operations, KRMS, financial services
- Began publishing type related books, president of APT
- Founded LPS, Inc. and Qualifying.org®, Inc.



**LEADERSHIP**  
Performance Systems, Inc.

*Bridging Theory To Practice*



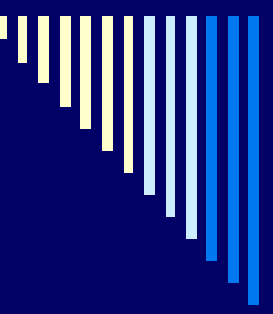
# Presentation Plan

- Assumptions about development and learning
  - Type's Functional System
  - Whole type research
  - Confidence, Stamina, Compensatory
  - Summary & Recommendations
  - Questions
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# Effectiveness

- Knowing what to do.
- Doing it.



Behavior—the expression that  
can be observed, measured

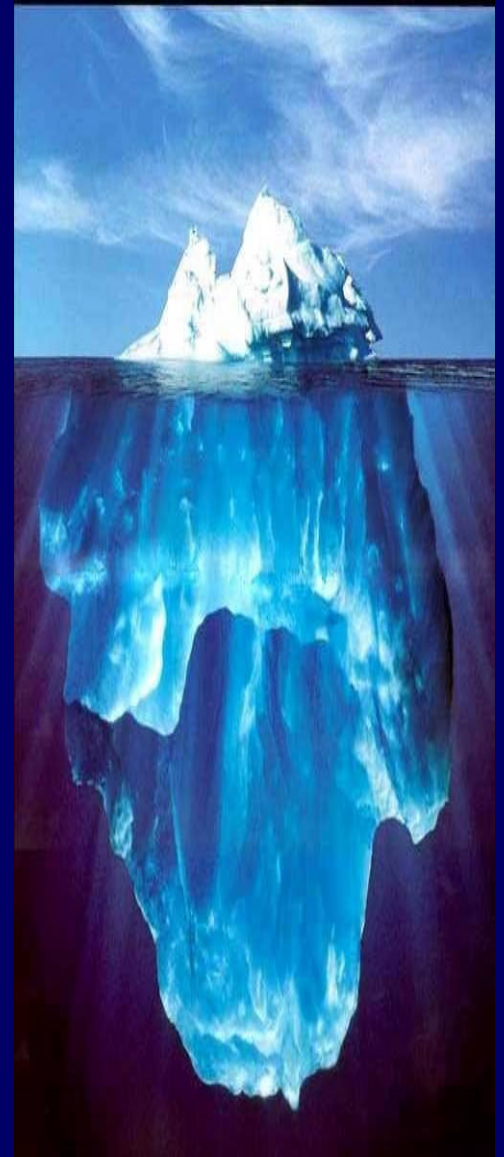
Preferences—habits of mind

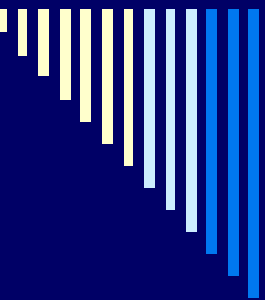
Learning experiences

Values

Emotional needs

Genetics





# Anatomy of a Learning Experience





# Leadership Development

- 70% Experience
- 20% Others, Coaches, Bosses
- 10% Courses and Books
  
- Example:
  - Action Orientation > Fix it or Turn around
  - Approachability > Influence without authority



# Applied to type.....

- Learning experience needs to “stretch” our use of a mental process
- Feedback about this effort is essential
- Extract an “operating” principle about how that function works for you



# Assessment, Challenge, Support

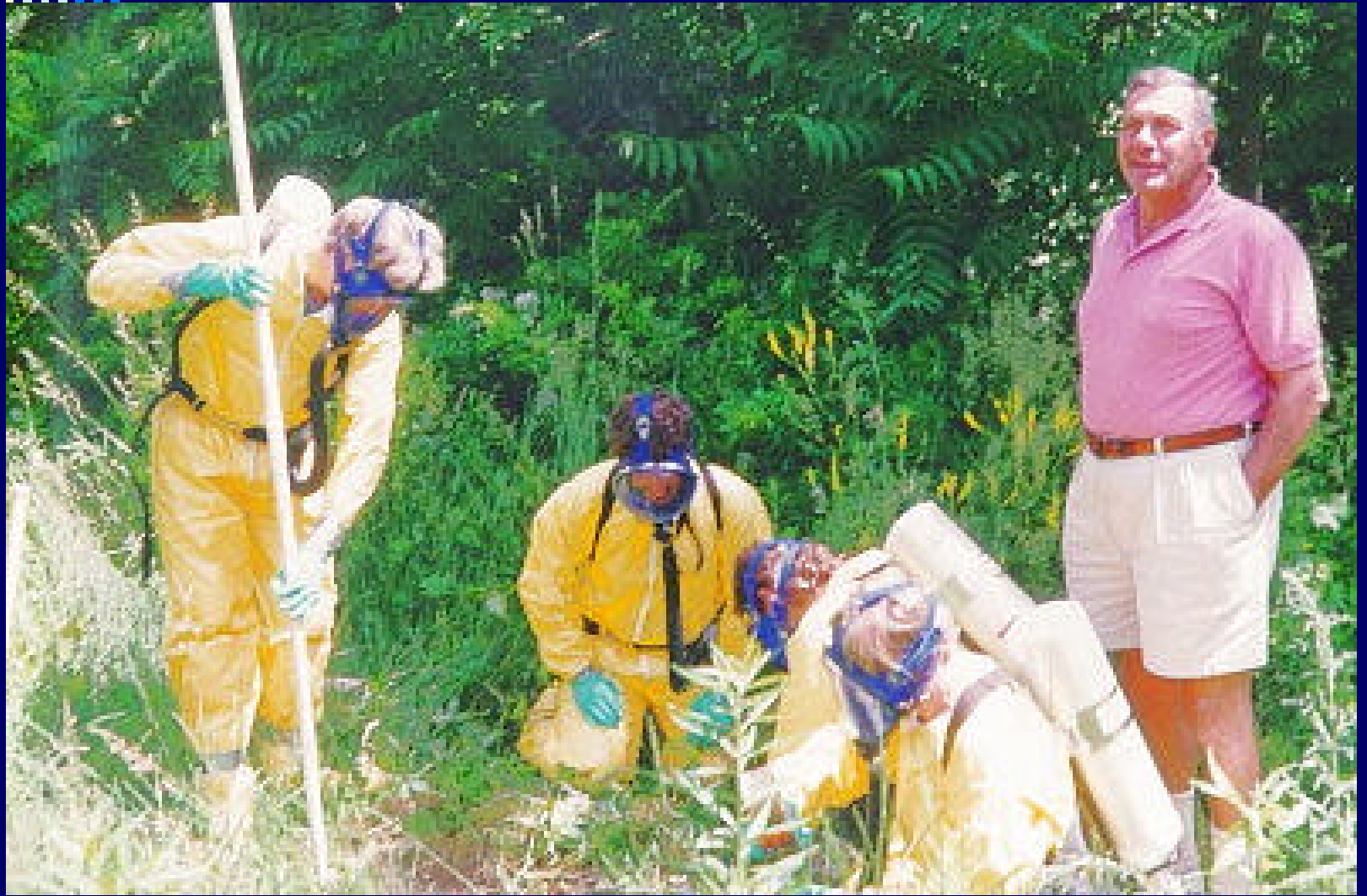
- Assessment: identify the kind of feedback you like to receive.
  - Challenge: list the “type” development challenges you face.
  - Support: identify how you like to receive support.
-



# Jung's view

- “...for it is one's psychological type which from the outset determines and limits a person's judgment. My book was an effort to deal with the relationship of the individual to the world, to people and things....the various aspects of consciousness....” *Memories, Dreams, Reflections*



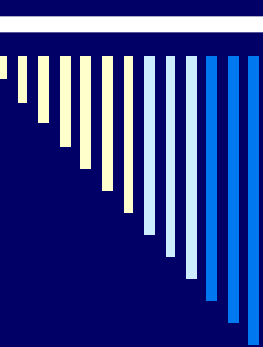




# Medicine Wheel

SEVEN ARROWS  
HYEMEYOHSTS STORM





# A Type Pondering (Sensing as the example)

## □ Is it

- Sensing that is Introverted—implies that the process occurs internally and is a function of awareness which may not be controlled.
- Introverted Sensing—implies that this is a specific, differential process for development.
- Sensing which has differential consequences in the attitudes—implies that sensing is very stable as a process but has different behavioral importance depending on the attitude (Introversion + Sensing).



# Sensing

## S<sub>E</sub>

External Focus

Immediate awareness of situation, individual facts

Focus on present, concrete, practical elements

Demonstrates a sense of urgency

## S<sub>I</sub>

Internal Rehearsal

Rehearses and reviews information for clarity

Awareness of personal reactions, physical sensations

Specific and realistic memory



# Intuiting

## N<sub>E</sub>

Expressive of Ideas, Associations

Sees links, associations

Generates possibilities, ideas, concepts

Looks for context and “big picture”

## N<sub>I</sub>

Imagining future

Imagines future outcomes

Anticipates next steps

Makes interconnections of ideas, feelings, concepts



# Thinking

T<sub>E</sub>

Critiquing, Logical

Critiques to make things better

Responds to order, structure, logic of a situation

Questions assumptions, outcomes, long term action

T<sub>I</sub>

Precise Analysis

Analyzes to find the best framework

Precise about information

Sees logical weaknesses quickly



# Feeling

## F<sub>E</sub>

Empathy, Connection

Actively seeks connections with others

Demonstrates empathy quickly

Shows concern with congruence of action with values

## F<sub>I</sub>

Evaluation of merit

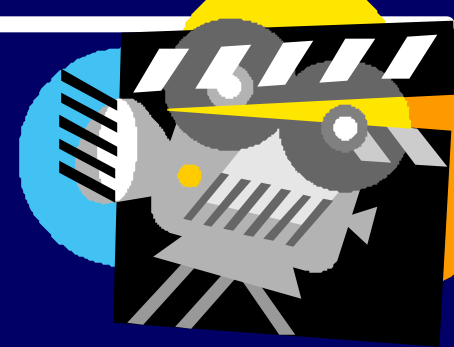
Acts out of mission and value orientation

Seeks interrelated meaning of ideas, actions, purposes

Evaluates the “worth” and “merit” of a situation



# The theory



- While all eight mental functions are actively used, some are more evident and about which we are more aware.
  - “Of the inferior functions...I mean inferior to consciousness, not in strength.”
  - Preferences are stable, behavior is flexible.
-



# Three Modes

- Conscious—aware of and use capability  
(Intentionality)
- Adaptive—response to the demands of  
the situation  
(Reactive)
- Compensatory—unconscious effort to  
balance the psyche  
(Unconscious intent)

An iceberg floating in the ocean under a blue sky. The tip of the iceberg is above the water, while the much larger, submerged part is below. The water is dark blue, and the sky is a lighter blue with some clouds. The overall mood is serene but also suggests hidden depths.

# ENTJ

TE

NI

SI

FI

TI

NE

SE

FE



# To develop

- We must be able to learn, which requires appropriate
    - attention,
    - assessment,
    - challenge, and
    - support.
-



# Whole Type Study

- Rather than treat the individual preferences as a variable, the entire code is the sorting device for the analysis.
- CCL database was used with a random sampling of the sixteen types pulling up the CPI, FIROB, Benchmarks (multirater), Adjective Check List, and LSI.



# Type and Managers

ISTJ 17%	ISFJ 3.4%	INFJ 1.9%	INTJ 10.0%
ISTP 3.4%	ISFP 1.2%	INFP 2.7%	INTP 6.6%
ESTP 3.2%	ESFP 1.4%	ENFP 5.1%	ENTP 8.1%
ESTJ 15.8%	ESFJ 3.6%	ENFJ 3.4%	ENTJ 13.1%

39.4%

9.6%

13.1%

37.8%



# Ratios of Sample to Base

Source: MBTI Manual, CPP, Inc.

ISTJ 1.46	ISFJ .24	INFJ 1.26	INTJ 4.76
ISTP .62	ISFP .13	INFP .61	INTP 2.0
ESTP .74	ESFP .16	ENFP .62	ENTP 2.53
ESTJ 1.81	ESFJ .29	ENFJ 1.36	ENTJ 7.27



# Analysis

- Various MANOVAs, ANOVAs, and Post Hoc tests were completed on the data resulting in a 360 page print out.
- Current research includes the CPI 260, FIRO-B, BarOn EQ-I, and Type 360 (a multirater).



# Instruments

- **CPI 434™** is a personality tool providing results on 30 scales (e.g. Dominance, Sociability, Empathy).
- **FIRO-B®** is a tool looking at Inclusion, Control, and Affection behaviors.
- **Effective Leadership Index** has 48 adjectives which raters select as descriptive of the manager.
- **Benchmarks®** is a multirater covering perspectives for success and behaviors related to derailment.

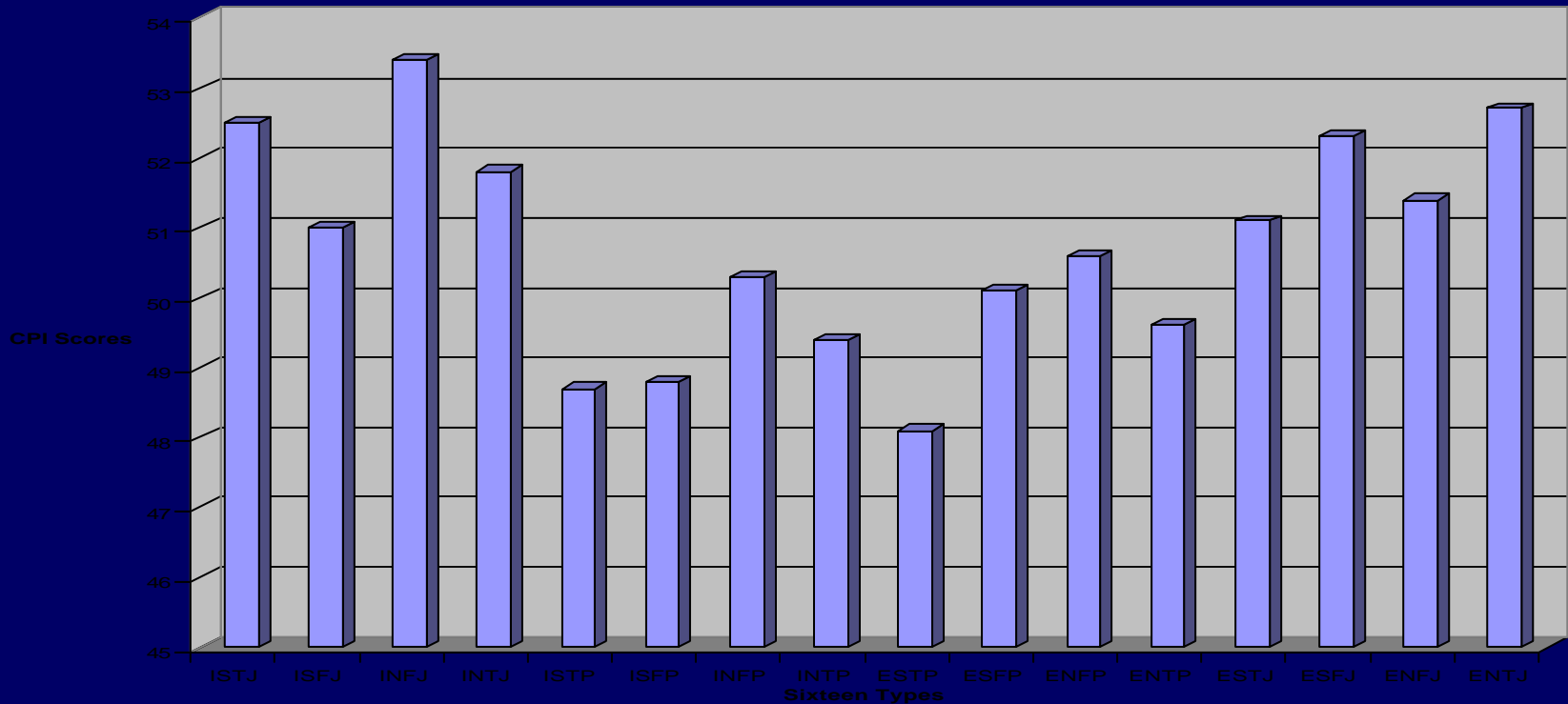


# Findings

- 16 types have distinct patterns in terms of self-rated and multi-rater perceived qualities.
- What makes one type effective is not necessarily the same for another.
- Each type has unique blind spots.
- Thanks to the use of the original Benchmarks, which informed Lombardo's insights into the sixty seven competencies, linking the competencies and type patterns was easy to achieve.

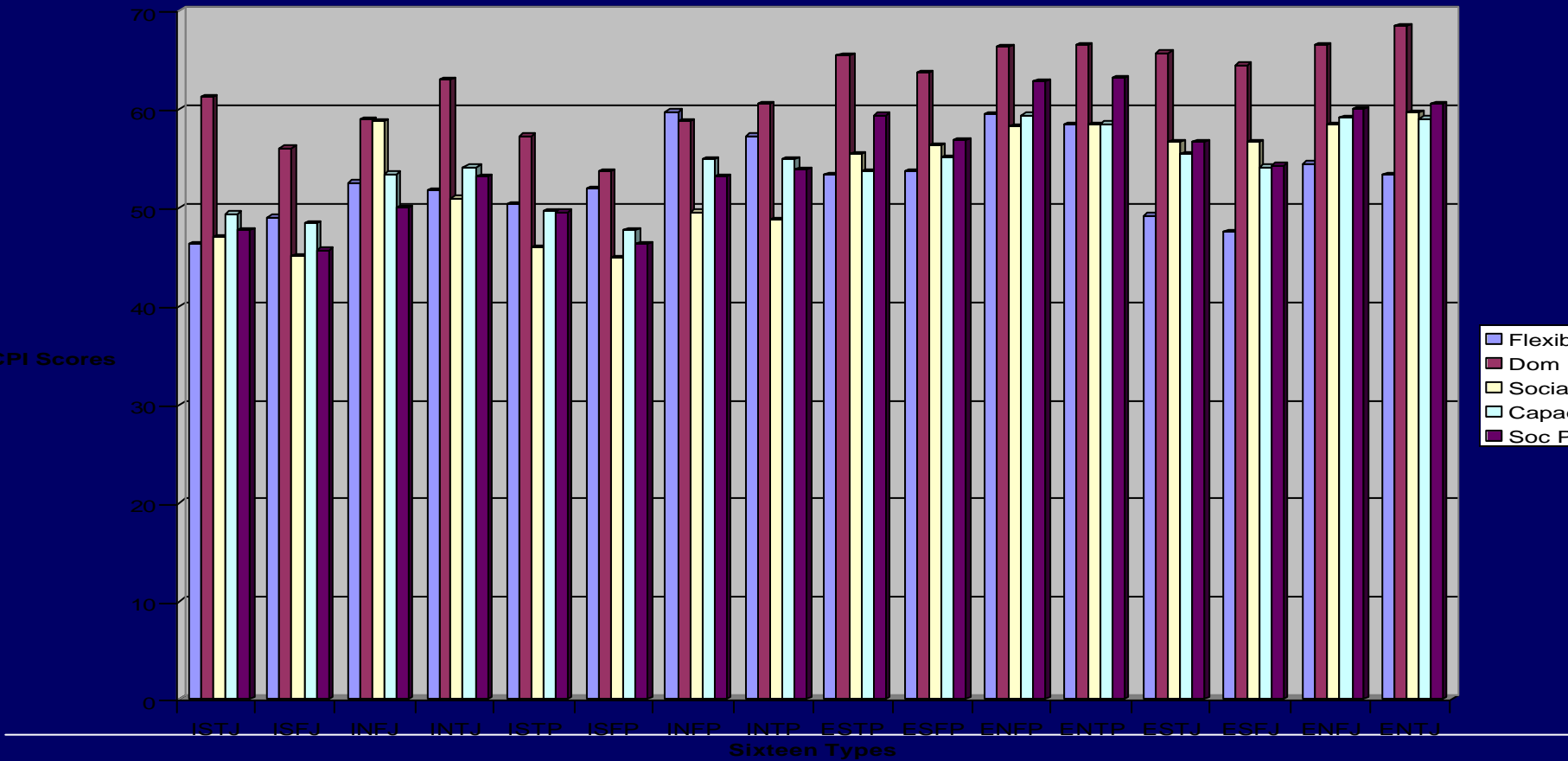
# Responsibility by Type

CPI Responsibility



# Five CPI Scales by Type

Five CPI Scales





# CPI Vector 3

- “...an index of self realization or fulfillment, going from a self-concept filled with doubt to a self-view of inner harmony and self-actualization...(p. 19).
- “...provides an indication effective use of talents, even under adverse conditions...”
- “...an index of the degree of insight about self and others, and more resilient in coping with ego-threatening forces...”



# Level of Satisfaction

- ❑ Satisfaction with how you are using your psychological resources:
  - ❑ 7—highest level of functioning
  - ❑ 6—positive and optimistic
  - ❑ 5—coping effectively with confidence
  - ❑ 4—using psychological resources effectively
  - ❑ 3—encouraging but feels there are some doubts
  - ❑ 2—self denying, self-indulgent, internal conflicts
  - ❑ 1—hostile, lacking self-esteem, alienated



# Integrative Factor

- High: optimistic, fluid & flexible use of functions, and eager to learn.
- Low: rigid use of functions, interpersonally problematic, overly focused on “what I know”, unwilling to learn.
- Most: capable adaptation with situational variation, intrapsychic shifts



# Perceiving

- Effective: explores a range of information and methods.
- Poor: reactionary, external locus of control.
- Development: resonance, systematic questioning, active interpersonal and intrapersonal listening



# Judging

- Effective: problem solving without blame or negative association; inclusive of multiple paths toward goals.
- Poor: Rigid, Aggressive, Obsessive
- Development: perspective taking, reframing, mental map learning.



# Ratings After V3 Sort (H/L)

ISTJ H: 4.21 L: 3.12	ISFJ H: 4.25 L: 3.01	INFJ H: 4.53 L: 3.33	INTJ H: 4.49 L: 3.14
ISTP H: 4.01 L: 3.09	ISFP H: 4.01 L: 3.13	INFP H: 4.14 L: 3.02	INTP H: 4.42 L: 3.11
ESTP H: 4.38 L: 3.19	ESFP H: 4.13 L: 3.01	ENFP H: 4.32 L: 3.10	ENTP H: 4.58 L: 3.17
ESTJ H: 4.63 L: 3.13	ESFJ H: 4.43 L: 3.01	ENFJ H: 4.61 L: 3.11	ENTJ H: 4.61 L: 3.01

# BarOn Scores—5,6,7

<b>ISTJ</b> Overall 115 Intra 110 Inter 107	<b>ISFJ</b> Overall 114 Intra 107 Inter 103	<b>INFJ</b> Overall 114 Intra 121 Inter 111	<b>INTJ</b> Overall 119 Intra 117 Inter 112
<b>ISTP</b> Overall 112 Intra 107 Inter 101	<b>ISFP</b> Overall 107 Intra 105 Inter 101	<b>INFP</b> Overall 125 Intra 118 Inter 109	<b>INTP</b> Overall 116 Intra 110 Inter 103
<b>ESTP</b> Overall 116 Intra 103 Inter 109	<b>ESFP</b> Overall 114 Intra 101 Inter 123	<b>ENFP</b> Overall 119 Intra 108 Inter 117	<b>ENTP</b> Overall 119 Intra 106 Inter 117
<b>ESTJ</b> Overall 117 Intra 111 Inter 119	<b>ESFJ</b> Overall 119 Intra 110 Inter 121	<b>ENFJ</b> Overall 121 Intra 115 Inter 120	<b>ENTJ</b> Overall 123 Intra 117 Inter 121

# BarOn Scores—2,3

<b>ISTJ</b> Overall 93 Intra 91 Inter 89	<b>ISFJ</b> Overall 94 Intra 89 Inter 93	<b>INFJ</b> Overall 97 Intra 91 Inter 84	<b>INTJ</b> Overall 101 Intra 93 Inter 91
<b>ISTP</b> Overall 93 Intra 86 Inter 83	<b>ISFP</b> Overall 89 Intra 83 Inter 87	<b>INFP</b> Overall 101 Intra 86 Inter 91	<b>INTP</b> Overall 94 Intra 89 Inter 83
<b>ESTP</b> Overall 91 Intra 85 Inter 96	<b>ESFP</b> Overall 102 Intra 86 Inter 97	<b>ENFP</b> Overall 96 Intra 89 Inter 91	<b>ENTP</b> Overall 99 Intra 82 Inter 99
<b>ESTJ</b> Overall 97 Intra 85 Inter 99	<b>ESFJ</b> Overall 101 Intra 92 Inter 99	<b>ENFJ</b> Overall 101 Intra 96 Inter 84	<b>ENTJ</b> Overall 98 Intra 91 Inter 99



# Myers Observed

□ Development is connected to

- Confidence
- Stamina
- Compensatory strain (which I believe is really compensatory capacity)



# Clinical Observation

- When we develop compensatory capacity, we enhance stamina.
- When stamina is enriched, we boost confidence.
- Thus: coach to increase compensatory capacity to encouragement overall development.



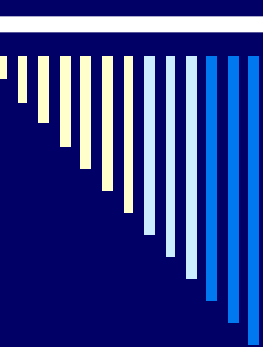
# Type Development

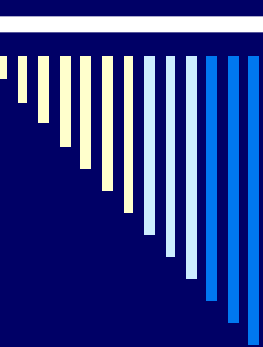
- Confidence in your type.
- Resilience in the face of challenge.
- Compensatory strength, meaning that you have access to and can appropriately apply your eight functions.



# Observations/Recommendations

- **Each function can be developed on a continuum from simple to complex.**
  - ***Thus, identify, clarify, and explore the eight functions.***

- 
- **Stamina (Resilience), Confidence, and Compensatory strength are essential.**
    - ***Thus, become more conscious of your use of the eight functions through the lens of your type.***



□ **Learning, Optimism, Stress Management, and (Function) Specialization are essential to dynamic adaptability.**

■ ***Thus, develop new coping strategies, enhance perspective taking, and increase personal satisfaction.***



# Developmental Benchmarks

- Increased capacity to adapt
- Increased choice for fulfillment
- Increased creative solutions for complex problems



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# Thanks for your attention

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