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# Introduction



Ongoing change is an integral part of modern work life. Developments in technology and communications are driving a global economic revolution and, as with previous economic revolutions, the impacts ripple out into social relationships, value systems, political alliances, religious affiliations, and individual identity.

Research results consistently show that current change solutions—mergers, acquisitions, restructuring, downsizing, outsourcing, etc.—overwhelmingly fail to achieve their stated objectives. Nonetheless, organizations continue to institute such changes, with no end in sight.

While nations and organizations struggle to identify ways to survive and be effective in the new economic and political environment, individuals must simultaneously deal with day-to-day disruptions and fundamental changes in where and how they work, and in who and what they work for. Finding economic security and job satisfaction in the face of this upheaval is a challenge we all face, and the rules of the game keep changing.

## Why Use the MBTI® Instrument?

The picture of personality presented by psychological type was developed early last century by Swiss psychiatrist Carl G. Jung. The type preferences Jung identified play an important role in people's communication styles, preferred work environments, ways of interacting with colleagues, and primary motivations at work. As operationalized by Isabel Briggs Myers and Katharine Cook Briggs in the *Myers-Briggs Type Indicator*® (MBTI®) instrument, this

description of personality provides a practical, logical, and systematic way to understand the normal differences people bring to work.

Because it identifies these fundamental differences, the MBTI tool is widely used in organization development, team building, management and leadership training, and individual coaching. In all these areas, organizations find the MBTI instrument valuable for helping people increase their self-understanding and interact more effectively with others.

## Organizational Change and Type

Applying the picture of personality provided by psychological type to organizational change provides a helpful perspective on troubling questions plaguing people in organizations undergoing change:

- Why are some people excited by change while others find it overwhelming and draining?
- Why do some people want to jump into implementation while others want to reflect and think it through first?
- Why do some people want to know the details, specifics, and steps involved in the change while others want only the big picture and long-term goals?
- Why do some people focus on the tasks to be done while others focus on the effects on and needs of the people involved?
- Why do some people want plans with time lines while others want flexibility and fun?

Type helps people understand these different reactions and needs. It also identifies ways in which organizations and individuals can plan ahead to give everyone the best opportunity to get what they need and therefore to bring their creativity and energy to organizational change.

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## Using This Booklet

*Introduction to Type® and Change* is not a blueprint specifying the kinds of changes organizations need to make in the 21st century. Instead, it focuses on *process*—what individuals need to survive and thrive in organizations undergoing change. This booklet provides information and perspective that can help people more fully understand their reactions to change, recognize their individual contributions to their work groups and organizations, and become more aware of the aspects of change that are particularly challenging for them. Using this approach consistently can help employees at every level develop the resilience and flexibility necessary to feel and be more effective in today's world of work and can make a real difference in the success or failure of organizational change plans.

The information provided here can also revolutionize change planning, implementation, and management. Using this booklet, organizations and leaders can approach the people issues involved proactively rather than reactively, enabling them to

- Anticipate problems that may arise from type differences
- Circumvent common pitfalls in communication
- Avoid setting up resistance in colleagues
- Keep their work and their group focused

The information in this booklet is based on extensive, ongoing research we have conducted in training programs delivered to more than 3,000 people in dozens of organizations. This work has spanned more than two decades in more than a dozen countries. In this work, we use psychological type and the MBTI instrument to help individuals and organizations deal more effectively with change. The information here has proven effective for people at all levels in organizations, from members of leadership teams to hourly and temporary employees, and in a wide variety of cultures and countries.

In these training programs, we asked people in type groups to discuss and agree on answers to the following questions:

- What do you need during a time of change?
- When you have to deal with endings, the losses: What do you contribute? What do you have difficulty with?
- When you are in the transition period: How do you react? What do you focus on?
- When it's time for beginnings, the start-up phase: What are obstacles for you? How do you contribute?
- What happens to you when your needs are not supported?

The last section of this booklet, *The 16 Types in Change and Transition*, compiles and summarizes the respondents' answers, in their own words to the extent possible.