
What's New in This Edition?

- New definitions and illustrations of the MBTI® type preferences
- Integration of MBTI preferences and people's needs during change
- Revised MBTI checklists for change
- New brief type descriptions, with distribution of types in the U.S. population
- New change management actions individuals and organizations can take
- New information on type and "change fatigue"
- New information and type tables relating to leaders during change
- New strategies for dealing with resistance to change

About the Authors

Nancy J. Barger, M.A., and Linda K. Kirby, Ph.D., are internationally recognized organization consultants and trainers; members of the Association for Psychological Type International Faculty for the MBTI® Certification Program; and authors of numerous books, articles, and chapters on psychological type and the MBTI assessment and on applications of psychological type to organization development issues. Barger's type is ENFP. Kirby's type is INTP.

Acknowledgments

We would like to acknowledge William Bridges for his work on personal and organizational change in *Transitions* (1980), *Surviving Corporate Transition* (1988), and *Managing Transitions* (1991). *Transitions* helped us deal with our own changes and those of our career counseling clients. *Surviving Corporate Transition* stimulated our application of these ideas to our work with organizational clients. *Managing Transitions* applies Bridges's model of the stages of transition to organizational change, focusing on the effects on people in the organization. We quickly saw that our work with type and change could both deepen understanding of people's different reactions and also identify specific strategies for meeting their differing needs during change. We especially appreciate Bridges's encouragement of our work integrating psychological type into his model of transitions.

We thank the leaders and employees of McKee Medical Center in Loveland, Colorado, especially Charlie Harms and Linnie York, who gave us our first opportunity to thoroughly integrate type into a major structural change.

We thank our organizational change clients around the world, in the United States, Canada, the United Kingdom, Belgium, Australia, New Zealand, Singapore, India, and Korea. They have shared their stories, given us detailed information about themselves, and taught us a great deal about resilience and perseverance. We've tried to capture here what we have learned from them.

And finally, we thank those whose work with psychological type has so enriched our lives and work, especially Isabel Briggs Myers, Naomi L. Quenk, and Katharine D. Myers.

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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

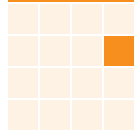
Applying the picture of personality provided by psychological type to organizational change provides a helpful perspective on troubling questions plaguing people in organizations undergoing change:

- 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.

INTP

Dominant Introverted Thinking / Auxiliary Extraverted Intuition



INTPs are creative problem solvers, able to gather a great deal of information, analyze it logically, and arrive at clear and concise solutions.

INTPs find change an exciting challenge. They tend to get bored with routine; having a new problem and new information stimulates them to intense mental activity. The structure they develop is likely to be comprehensive and complex, including all the nuances and possibilities. However, they are often satisfied with completing this internal process and may not then take action to implement their structure. They can also overlook the necessary details and the human factors.

Needs During a Time of Change

- Independence—to evaluate the situation by their own standards
- The big picture
- A great deal of information
- Open-ended time frames—not to be pushed
- To be in on the planning

Reactions When Needs Are Not Met

- Withdraw
- Procrastinate
- Find it difficult to focus or apply themselves
- Resist and resent
- Become cynical and sarcastic critics

When Dealing with Losses

INTPs contribute by:

- Being open to losses—they can easily cut off and move on
- Flexibly adapting to changes
- Seeing losses as opportunities
- Staying detached and logical
- Providing a concise rationale

INTPs have difficulty with:

- Deciding when it's time to end—the internal processing has to come first
- Accepting the realities
- Taking care of the details
- Dealing with others' feelings and with people issues

During the Transition Period

INTPs report the following reactions:

- Can become apathetic and withdrawn
- Try to figure things out, make sense of what is happening
- Become resigned and fatalistic, thinking “these things happen”

INTPs tend to focus on:

- All the possibilities (probably endless)
- Internal processing—understanding
- Seeing the present from the perspective of the past and future
- Creating the future internally

During the Start-up Phase

INTPs report the following as obstacles to starting:

- Having to begin on someone else's schedule—they have their own timing
- Sometimes isolating themselves and/or procrastinating
- Dealing with the details
- Being required to include other people

INTPs contribute by:

- Seeing the whole picture
- Coming up with and selling the plan
- Embracing change and making changes quickly
- Leaving the past behind