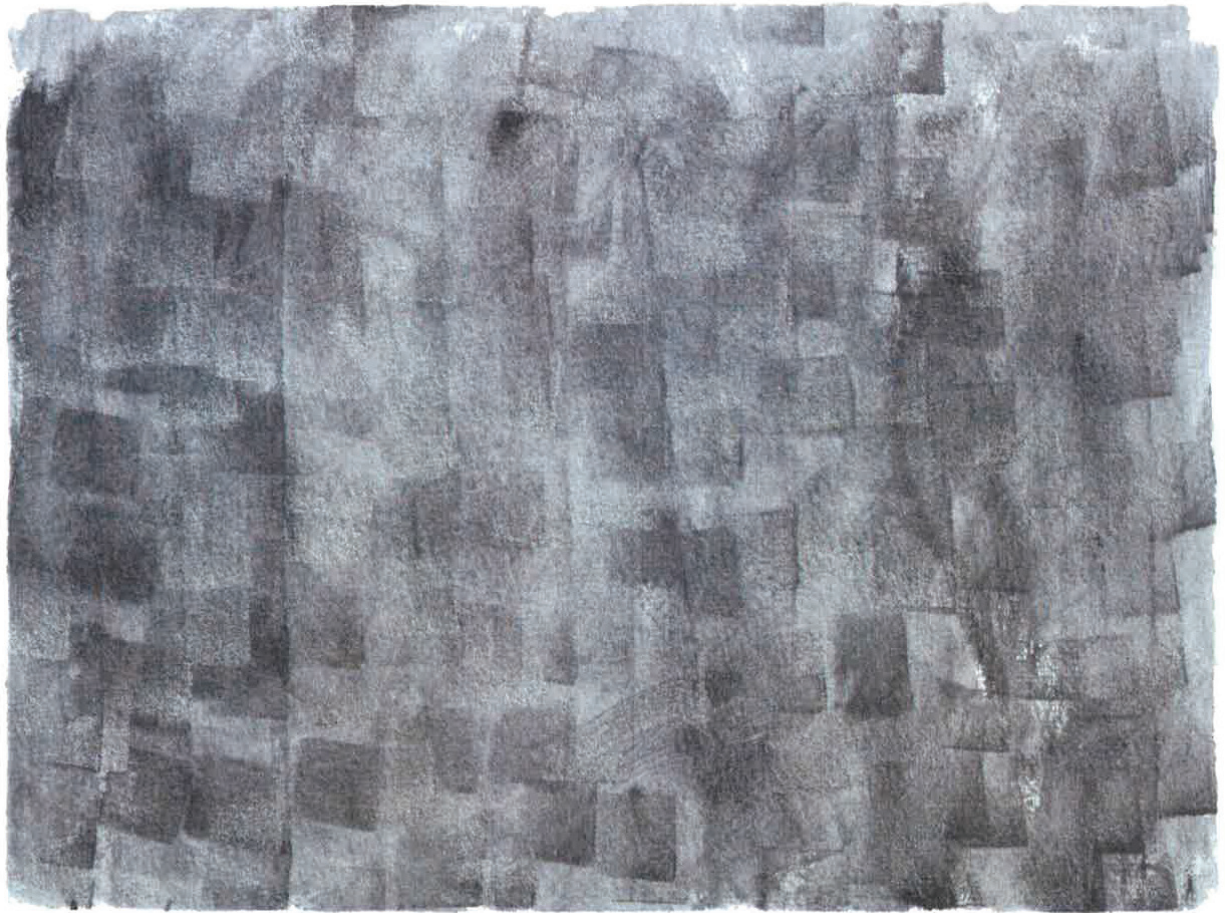


# TYPE & CHANGE



## MBTI® PARTICIPANT'S GUIDE

Nancy J. Barger and Linda K. Kirby



# Introduction

Global forces beyond anyone's control are driving a major revolution in organizational structures and processes, including the following:

- Deregulation
- Global competition and markets
- The information technology revolution
- Mergers, acquisitions, and spinoffs
- Downsizing
- Outsourcing

Many organizations are going through their third or fourth major initiative, trying to find ways to be successful—or simply survive—in the changing environment. For the people who work in organizations, this is not just “change” or “restructuring”: It's a fundamental transition in the relationship between people and work that includes where we work, how we work, who we work for, and what we work for (the rewards).

Current changes—and those that seem to be coming over the next decades—are similar to the changes brought about by the industrial revolution in the 19th century. Think of what we know about the effects of industrialization. They go well beyond economic changes:

*Urbanization*—shift from rural, agricultural societies to metropolitan cities

*Emigration*—massive movements across regional and national boundaries

*Education*—development of public education systems outside the home

*Gender roles*—men became the primary breadwinners

*Parenting*—children no longer learned adult work roles from their parents

*Government*—increasing regulation and bureaucracy to protect individuals

*Structure of year*—from a work pattern dictated by the seasons to one that was the same all year round

*Structure of day*—from relying on the sun to relying on the time clock

*Values*—from family/community continuity to individualistic progress

*Identity*—from where you belong to what you do and what you've achieved

We can't always anticipate what future changes resulting from the current situation will be like, but we can say with some certainty that the impact of these changes will be similarly profound. Little wonder, then, that we are all struggling to adjust, to keep up with the changes, and to find ways to retain our sense of identity and the meaning of our lives as we participate in the current revolution. As one workshop participant said, it feels like being in a minefield with an outdated map.

The training program you're participating in was developed to help people with the current changes in work and what those changes mean on a more personal level.

## Using This Participant's Guide

This guide was designed to be used during organizational change training workshops led by human resource experts. We have led such training programs for more than 2,000 participants in the United States, Canada, England, and elsewhere. Information from those participants and our experience form the basis for the statements, questions, and activities in this guide. We have described our work with people during organizational change more fully in a book you may want to use as an additional resource: *The Challenge of Change in Organizations: Helping Employees Thrive in the New Frontier* (Boston: Davies-Black Publishing, 1995).

Training programs are helpful, but if the information and experience gained in workshops is to be useful, it must be integrated into the daily work lives of participants. Using this guide to record your own reflections and important information from workshop sessions is one way to begin making the experience work for you. After this workshop is over, we encourage you to refer back to the work you've done here often—to remind yourself of what you learned and experienced, to understand where you were at that time, and to support your growth as you continue on the change journey.



# Developing a Metaphor for Change

*Myths are stories of our search through the ages for truth, for meaning, for significance. We all need to tell our story and to understand our story. . . . We need for life to signify, to touch the eternal, to understand the mysterious, to find out who we are.*

Bill Moyers, in a dialogue with Joseph Campbell  
*The Power of Myth*

## The Pioneer Journey Metaphor

Every culture includes mythical stories about journeys. They share the common human experiences of leaving home, coping, growing, changing, becoming, and arriving. We are all familiar with a myth from America's past—the pioneer journey west to Oregon and California. This myth tells about dreams, hardships, losses, dangers, and heroes. The experience of those pioneers provides a useful metaphor for understanding the current journey of people in organizations experiencing change.

Look at the map on the next page and think about your organization and its changes in the past few years. Where do you think people are right now on your organization's change journey?

- In Independence, Missouri, getting outfitted (planning and preparing)?
- Crossing the Missouri onto the plains (starting out)?
- In Nebraska (dealing with something new every day)?
- At the Rocky Mountains (wondering if you'll make it over)?
- In the desert (tired, hungry, and worn, but with no end in sight)?
- Looking down on the Willamette Valley (almost to the promised land)?

# INTJ

## Dominant Introverted Intuition Auxiliary Extraverted Thinking


INTJs have an insightful view of their organization and its environment. They frequently see patterns that others do not see and proceed confidently to develop and implement long-range goals.

In change situations, the clarity of their inner intuitive perception of the future and their confidence in it often puts them in leadership positions. After a little time to analyze, to grasp the possibilities, and then to integrate them into their perspective, they move quickly to create a global system to meet the needs of the future. When the changes do not fit with their intuitive picture of what the future requires, however, they can become strong, even stubborn, opponents.

### When They Have to Deal with Losses

*INTJs contribute by:*

- Developing vision in the new arena and leading the way
- Detaching, depersonalizing, and accepting reality
- Not getting caught up in emotions, finding it easy to detach from people
- Moving on to what is new energetically

*INTJs have difficulty with:*

- Dealing with others' feelings and others' sense of loss
- Celebrating past achievements or milestones
- Others who have no vision and are unwilling to take risks
- Other people who drag their feet—they can be impatient with regression and complaining

### During the Transition Period

*INTJs report the following reactions:*

- Think, "Can't we manage it better?"
- Withdraw and wait—can feel impatient and irritated
- Initiate the starting—without hesitation or regrets—appreciate possibilities
- Are open-minded, but feel discouraged because others can't see the whole picture

*INTJs tend to focus on:*

- The overall picture and possibilities
- Developing a plan to implement the process
- Motivating others to get excited and participate
- What's starting—don't stay in the transition period long

### During the Startup Phase

*INTJs report the following as obstacles to starting:*

- Impatience to get moving
- Sometimes acting impetuously, proceeding by leaps, sometimes skipping stages or steps
- Delays
- People who hang on to the past, won't move ahead

*INTJs contribute by:*

- Being ready to begin
- Pushing and pulling others along
- Moving ahead confidently even in foreign or unfamiliar territory
- Selling the benefits of the new

*What INTJs need during a time of change:*

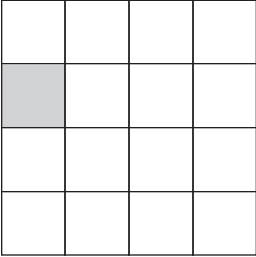
- The big picture (without all the details)
- Independence—they want to figure things out for themselves
- The opportunity to take on a leadership role
- Action and closure
- A part in getting ideas in place, being in on the planning

*What INTJs report when not supported in a time of change:*

- Withdraw and withhold their vision of the future
- Discount others' perceptions, become unyielding in their own views
- Become stubborn opponents
- Critically attack those who are leading in the wrong direction

# ISTP

## Dominant Introverted Thinking Auxiliary Extraverted Sensing



ISTPs are logical solvers of practical problems. They are keen observers of their immediate environment and act quickly to deal with day-to-day needs.

Change is generally comfortable for ISTPs because they are stimulated by things that need to be fixed. They have the ability to process large amounts of data in a logical way, to flexibly adapt to what is going on around them, and to act decisively. They have more difficulty seeing long-range issues and developing plans to achieve long-term goals because their orientation is to the present and the immediate. They are impatient with theories and discussions of complex “what ifs,” and they may also overlook the effects of their actions on people.

### When They Have to Deal with Losses

*ISTPs contribute by:*

- Adapting flexibly
- Expecting more change, seeing it as part of an ongoing process
- Staying logical
- Not dwelling on the past

*ISTPs have difficulty with:*

- Showing emotion
- Dealing with others' emotions
- Celebrating the past
- Leaving an environment they developed when they are still excited about it
- Putting up with others who have trouble with the change or trouble letting go

### During the Transition Period

*ISTPs report the following reactions:*

- Feel little need for a transition period
- Want to move ahead, begin experimenting
- Use it as a time to reevaluate and regroup (figure out what worked well and what didn't)
- Feel impatient with others who are uncertain

*ISTPs tend to focus on:*

- Guarding against others' complacency in the transition period
- Tying up loose ends, projects, and so on
- Making plans, looking at new ways to do things

### During the Startup Phase

*ISTPs report the following as obstacles to starting:*

- Other types who need to emotionally accept the change
- Groups that prefer the status quo
- Being expected to plan everything fully in advance of action
- Illogical plans

*ISTPs contribute by:*

- Action—jumping into the new
- Motivating (or pushing?) the fence sitters
- Figuring out how to deal with unexpected problems

*What ISTPs need during a time of change:*

- Freedom
- Action
- Fairness
- Ongoing evaluation of what's working and what isn't
- The opportunity to plan as they go
- Not to overanalyze—to get moving

*What ISTPs report when not supported in a time of change:*

- Withdraw their energy, lack motivation
- Procrastinate
- Become sarcastic and critical
- Become cynical