

INTRODUCTION TO TYPE[®] AND COACHING

A DEVELOPMENTAL RESOURCE

INTRODUCTION TO TYPE[®] SERIES



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SECOND EDITION

Using Type in the Coaching Process



Identifying your psychological type preferences gives you access to the rich framework that describes normal differences in how people are energized, gather information, make decisions, and approach the external world. Read through the following information on best practices for determining your type preferences; sometimes people are unaware of the tools and processes needed to accurately discern their type. Then explore the information on learning styles, communication needs, and type dynamics (how your preferences interact). Highlight information you might use to choose among coaching activities and to develop an optimal relationship if you choose to work with a coach.

Determining Your Psychological Type

For accurate results, use at least two of the following four methods to assess your best-fit MBTI type:

- Ideally, work with an MBTI® Certified Practitioner, who can administer the instrument and provide an ethical interpretation. Check the referral network at www.apptinternational.org to find a coach/type practitioner in your area. You will want your coach to
 - Provide an explanation of type theory and help you self-select the preferences that describe you best. Pages 4–5 of this booklet can serve as a reference for your self-selection.
 - Share with you and interpret your results on the MBTI instrument

- Assist you in finding your best-fit type if your assessment results are different from your self-selected preferences
- Provide you with a full description of your best-fit type, such as one of those included on pages 20–51. Other publications, such as *LifeTypes* (Hirsh & Kummerow, 1989) and *Introduction to Type® in Organizations* (Hirsh & Kummerow, 1998), can frequently provide clarity as well.
- Take the online version of the MBTI assessment, MBTI®Complete, at www.mbticomplete.com. This is the only version of the authentic assessment available online that includes an interpretation. If you use this method, you may still wish to work with a qualified coach/practitioner or use a resource such as *Finding the Fit* (Carr, 2003) to determine your best-fit type.
- Locate a workshop on type in your area. Often, community education and jobs programs run career counseling sessions that include an MBTI administration.
- Ask people you know at work or home to comment on your selected type or on any preference in question. You might share pages 4–5 with them. How do they experience you? Which description(s) do they think fit you best?

Descriptions of the MBTI® Preferences

To help you arrive at your best-fit type, read through the preference descriptions on pages 4–5. Think about which preference from each of the dichotomies seems to define you better as you go about your daily life. Mark the items listed on each side of each dichotomy that apply to you and then look to see which side has the most marks.

In reading over the lists, keep in mind that all of us use both preferences in each dichotomy. However, one is usually easier and more comfortable than the other—that is, one is more natural and requires less thought than the other. You might also ask someone who knows you well to go over the lists and discuss how he or she thinks the preferences apply to you.

Being Energized

Key things to remember as you select your preference describing how you are energized:

- In general, Extraverts (E) tend to get energy from people, activities, and things—stimulation from outside themselves—and prefer to talk things over with others to increase their understanding.
- In general, Introverts (I) tend to get their energy from their internal world through reflection and solitude. They prefer to think things through to increase their understanding.
- The words *Extraversion* and *Introversion* have common-usage meanings that differ from how they are used in type theory.

Note that *Extraversion* is even spelled differently than the common-usage *extroversion*. Extraversion is not about brashness, nor is Introversion about shyness. Many of us, both Extraverts and Introverts, can be situationally brash or shy. Further, both Extraverts and Introverts may or may not feel comfortable at large social events. In choosing, concentrate on how interaction (E) and reflection (I) affect your energy level.

Extraversion (E)

If you have a preference for **Extraversion**, you are likely to

- Be energized by being with people and engaging in activities
- Talk it out, say what you're thinking
- Interact with your environment by reaching out to others
- Focus on the outside world, what is happening
- Find interruptions interesting
- Act first, reflect later
- Enjoy variety and action
- Prefer to talk face-to-face or use voice mail
- Frequently hear that you are hard to reach because you're out and about

Introversion (I)

If you have a preference for **Introversion**, you are likely to

- Be energized by time alone for reflection
- Think it through, keep thoughts to yourself
- Defend yourself against your environment by stepping back, sometimes even avoiding others
- Focus on the inner world of ideas, what could be
- Find interruptions distracting
- Reflect first, act later
- Enjoy concentration and contemplation
- Prefer to use memos, e-mail, and other written forms of communication
- Frequently hear that even though you are present, others see you as being detached

Taking In Information

Key things to remember as you select your preference describing how you take in information:

- In general, people who prefer Sensing (S) tend to take in information directly through their senses, from reality and experience.
- In general, people who prefer Intuition (N) tend to take in information indirectly through insight and interpretation.
- Note the use of the letter *N* for the preference Intuition, since the letter *I* is already being used for Introversion.
- Having Sensing as a preference does not mean that you are detail oriented but rather that details figure prominently in the information that draws your attention.
- Having Intuition as a preference does not mean that you are more creative or “intuitive” than others; instead it means that your insights figure prominently in the information that draws your attention.

Sensing (S)

If you have a preference for **Sensing**, you are likely to

- Trust past experiences and your five senses—what you can see, hear, taste, touch, and smell
- Delay making interpretations and generalities
- Seek accuracy and precision
- Focus on the present
- Value a proven, methodical, sequential approach
- See the trees rather than the forest
- Let the facts pile up to help you find the trends
- Use experience as your guide
- Want to know the practical applications or results

Intuition (N)

If you have a preference for **Intuition**, you are likely to

- Trust your hunches, intuitions, and the connections you make when working with diverse information and ideas
- Overlook details; lose focus when things are too spelled out
- Value insights and analogies
- Anticipate the future
- Prefer a creative, novel approach
- See the forest rather than the trees
- Generalize from a few facts or events to infer larger meanings
- Let imagination and inspiration be your guide
- Want to know additional uses or possible innovations

Making Decisions

Key things to remember as you select your preference describing how you make decisions:

- In general, people who prefer Thinking (T) tend to use logic, objectivity, and impersonal standards when deciding.
- In general, people who prefer Feeling (F) tend to use personal and community values, and to weigh the potential impact on individuals and groups when deciding.
- The terms *Thinking* and *Feeling* have specific meanings in the context of type. Both preferences are about how you approach making a decision: Are you more likely to trust your head or your heart?
- Those with a preference for Thinking have feelings. And those who prefer Feeling think. What is different is the order in which people with each preference use the two dimensions they represent—logic and empathy. Thinking types put logic first, and Feeling types use empathy—their understanding of the impact of a decision on people or values—first.
- Both Thinking and Feeling are rational processes. A person can be rational without being logical.
- Using either Thinking or Feeling alone in making decisions can lead to negative results. For example, Thinking types might base their decision on a mistaken standard (think about people's early conception that the world is flat), and Feeling types might base their decision on a self-centered set of values (e.g., "What I want is...").

Thinking (T)

If you have a preference for **Thinking**, you are likely to

- Concern yourself first with the underlying principles behind a decision
- Weigh the pros and cons
- Want a logical outcome
- Be firm but fair
- Seek to find the truth, influenced by objective reasoning
- Be interested in data and things
- Decide with your head
- Tend toward skepticism, controversy, and impartiality
- Care that flaws are discovered, sharing them with others in an effort to "help them"

Feeling (F)

If you have a preference for **Feeling**, you are likely to

- Concern yourself first with the impact a decision may have on people
- Weigh personal and/or community values to evaluate choices
- Want a harmonious outcome
- Be empathetic, making exceptions where warranted
- Seek to find what is most important, influenced by others' viewpoints
- Be interested in people
- Decide with your heart
- Tend toward acceptance, tolerance, and sympathy
- Prefer not to criticize others but rather find an appreciative comment to make in an effort to "care for them"

Approaching the External World

Key things to remember as you select your preference describing how you approach the external world:

- In general, people who prefer Judging (J) tend to seek closure for plans, opinions, and decisions. They often use words that end in "-ed," such as *finished*, *completed*, and *decided*.
- In general, people who prefer Perceiving (P) tend to be flexible and open to more information. They often use words that end in "-ing," such as *finishing*, *completing*, and *deciding*.
- Here again, the common uses of the words *judging* and *perceiving* are different from the meanings given to them in type theory.
- Having a preference for Judging does not mean that you are judgmental; rather, it means that you may enjoy coming to conclusions (judgments) and making decisions.
- Having a preference for Perceiving does not mean that you are more perceptive; rather, it means that you may enjoy taking in information (perceptions) and being open to whatever might turn up.

Judging (J)

If you have a preference for **Judging**, you are likely to

- Plan your work and work your plan
- Avoid problems by anticipating, planning ahead
- Schedule your time, set dates, and make arrangements
- Make decisions quickly, limiting the search for new information
- Believe that regular, steady effort leads to accomplishment
- Enjoy finishing projects
- Feel that work comes before play
- Want to have things settled and under control
- Focus on timetables and completion

Perceiving (P)

If you have a preference for **Perceiving**, you are likely to

- Be available for the best options found in the moment
- Solve problems if and when they arise
- Leave scheduling options open as long as possible
- Enjoy putting off final decisions to consider new information
- Believe that much can be accomplished close to a deadline
- Enjoy starting projects
- Feel that play and work coexist
- Want to face a few challenges with spontaneity
- Focus on processes and options

ENFP

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Catalytic Leader

Motivation: Making a difference through insightful and creative ideas that encourage human development

General Strengths

- Initiating and promoting ideas for people's growth and potential
- Being tireless in the pursuit of novel ventures and topics
- Accomplishing the nearly impossible through innovation and resourcefulness
- Celebrating and appreciating others and new ideas

Productive Places and Pursuits

- Environment that values diversity in people, skills, and perspectives
- Work that offers fun, friendship, and enjoyment
- Where coworkers are imaginative and focused on human growth and well-being
- Where ideas and change are encouraged
- Where new, challenging pursuits are brainstormed and launched

Common Sources of Stress

- Immediate decisions requiring focus on facts and data
- Barrage of activity that takes focus off of what is important
- Loss of relationships
- Being isolated
- Situations in which all options seem closed

Clues That You Are Being Overwhelmed

- Experiencing depression, losing your positive outlook
- Obsessing over details or health concerns

Contributions to the Organization

- Leading by creating a vision, helping people see their potential
- Influencing others by listening to and incorporating their ideas
- Focusing on exploring all the possibilities

May Handle Change Best by

- Concentrating on the benefits the change will bring
- Influencing others, keeping them informed and involved
- Communicating a positive vision of the future to others
- Paying attention to the impact on people
- Talking with others to process the change and preserve relationships

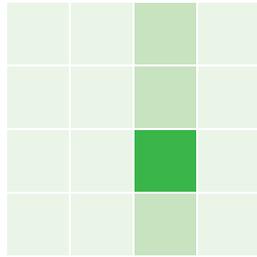
Suggestions for Dealing with Stress

- Take time for solitude, rest, and reflection by saying no when possible and avoiding overcommitment.
- Assess reality—the specific facts of a situation—instead of what could be.
- Attend to physical needs (e.g., diet, exercise, massage).

Suggestions for Keeping Life in Balance

- Make a social commitment to fitness or diet goals, such as meeting with a group or joining a class; hold yourself and friends mutually accountable.
- Reframe mastering fitness as a learning opportunity: What new activities, research, or programs can you explore as you pay attention to your body?
- Capitalize on spontaneity—embrace naps, take short walks at lunch, play catch with a child or dog, etc.

Function: NF
Insightful, Helpful



Order of Preferences

1. Intuition
2. Feeling
3. Thinking
4. Sensing

NFs Want Their Coach to

- Provide individualized approach
- Listen carefully
- Relate information to possibilities

Tips for Development

If you have this developmental need:

- Dealing with facts and current reality
- Setting limits
- Dealing with conflict and office politics
- Thoroughly evaluating the merits and costs of intriguing initiatives, trends, or models
- Time and project management
- Taking time for reflection

Consider this suggestion:

- Look for the givens or unalterables in a situation, converse with someone who offers a realistic viewpoint, and use checklists to stay grounded.
- Reflect on the cost of overcommitment to you, others, work goals, and family. Seek advice on practices that honor your spirit, mind, and body.
- Ask a trusted other for logical, cause-and-effect, or if-then reasoning to determine the costs of not speaking up or clarifying what needs to be confronted. If it is worth it, take action.
- Use your values, logic, and past experience with other new ideas to determine which ones make sense. Know that important things will suffer if you are too scattered.
- Practice breaking large tasks into smaller components and then chip away daily at the task. Ask someone who excels at project management to help you set timelines. Take a class in time management.
- Schedule reflective time into your workweek—alone time exercising or having coffee—to clarify what is important to you and your organization and to improve your decision making.

May Develop New Habits or Skills Best by

- Having plenty of opportunity to practice and discuss what you are learning
- Knowing how the skills you are developing will be of future use to you and others

As an ENFP, Seek a Coach Who

- Is humorous, authentic, and inventive and believes in what he or she teaches
- Uses a variety of methods, such as experimenting with activities and ideas, brainstorming, and “what-if” questions
- Offers assignments that are imaginative and provide new paths for exploration
- Gives the overall idea or goal and then encourages input, research, or active experimentation

ENFJ

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Facilitative Leader

Motivation: Leading others with enthusiasm from process to action for the benefit of humanity

General Strengths

- Offering care, cooperation, and facilitation for people's growth
- Articulating messages that others want or need to hear
- Reminding stakeholders of their mission and core values
- Providing support, believing in the positive nature of people

Productive Places and Pursuits

- Supportive, appreciative, creative atmosphere
- Structures that bring results yet still respond to people's needs
- Where coworkers focus on improving things for the common good
- Where personal growth, self-expression, and task accomplishment are valued
- Where social interaction and harmony exist

Common Sources of Stress

- Violation of your core values
- Perception that a problem is your fault
- Contentious situations
- When you or others are belittled, misunderstood, or patronized
- Pursuit of harmony to the point of enmeshment

Clues That You Are Being Overwhelmed

- Being sidetracked by poor logic or analysis
- Avoiding normal interests or friendships, or expressing hostility toward yourself and/or others

Contributions to the Organization

- Leading by facilitating, helping others plan and cooperate to meet objectives
- Influencing others by clarifying processes through which goals can be met
- Focusing on encouraging others and building consensus

May Handle Change Best by

- Processing feelings by talking with caring individuals
- Focusing on maintaining civility and community values
- Nurturing relationships, both old and new
- Seeking clarity and closure on how to proceed
- Helping to ensure that the needs of others are met

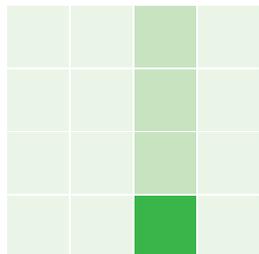
Suggestions for Dealing with Stress

- Seek rest, self-care, and reflection, turning over some responsibilities after prioritizing them objectively.
- Review the situation with an impartial third party to gain new insights and consider logical ways to proceed.
- Play games or take part in other activities with friends.

Suggestions for Keeping Life in Balance

- Make a fitness plan and schedule, perhaps consulting with an expert to choose appropriate goals and activities.
- Be sure to take care of your own health as you expend energy to help others.
- Allow for variety in scenery, activities, socializing after workouts, etc., to help you stay committed.

Function: NF
Insightful, Helpful



Order of Preferences

1. Feeling
2. Intuition
3. Sensing
4. Thinking

NFs Want Their Coach to

- Provide individualized approach
- Listen carefully
- Relate information to possibilities

Tips for Development

If you have this developmental need:

- Taking work-related coaching as personal criticism
- Setting business priorities
- Adding logic to values-driven rationale
- Dealing with “win-lose” situations
- Understanding organizational politics
- Balancing serving others with self-care

Consider this suggestion:

- Ask yourself how a sensible, impartial person would regard this information. Work to separate work performance from personal identity.
- Ask for feedback on how efficiently you get to the business at hand. Keep task needs and relationship needs in mind and try to make sure both get met.
- Keep a journal on if-then, cause-and-effect precedents being set and add these elements to your oral and written persuasion.
- Note factors from the past that promoted obstructive politics. Develop a checklist to help monitor whether others are playing by mutual rules. Also, remember that consensus implies that people may disagree but will still support the “winners.”
- Take time to learn the unofficial power alliances and values/norms—get to know those people who get things done regardless of title.
- Become aware of your own stress markers. Get away from work, take vacations, and find other social or recreational diversions.

May Develop New Habits or Skills Best by

- Knowing how the developmental tasks enhance personal or community values
- Engaging in collegial planning, being mentored by like-minded others, and focusing on key strategies for organizational and personal development

As an ENFJ, Seek a Coach Who

- Is insightful, understanding, inspiring, and friendly and communicates effectively
- Uses a variety of information sources and provides time to talk and work in groups on topics that participants value
- Provides structure, follow-through, and time to connect learning to new experiences
- Shows the motivations behind learning, the values to be enhanced, or the future possibilities for people