

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 coaching 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.

- 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 *16 Personalities* (Hirsh & Kummerow, 1998) and *Introduction to Type® in Organizations* (Hirsh & Kummerow, 1998), can frequently provide information 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?

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

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, ideas, what could be
- Find interruptions distracting
- Reflect first, act later
- Enjoy concentration and contemplation
- Prefer to use messages, 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 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

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 on 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 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.