

MBTI® Step I™ Exercise

Type and Change



This exercise is drawn from an approach known as type lenses. To bring these lenses to life, mark a 'type table' on the floor and ask people to stand in their type area. We call this a living type table.

This exercise uses the quadrants lens to explore different responses to change.

Applications:

- Managing change
- Understanding differences

Time required

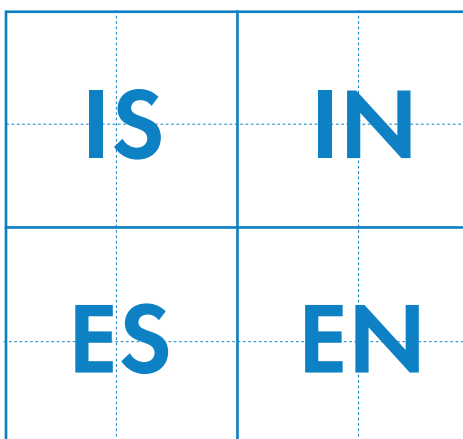
- 30 minutes

Materials required

- None. Just organize people so they are standing in four groups (see below)

Instructions

Here is an overhead view of a living type table:



Instructions (cont.)

- Ask participants to stand in the quadrant that matches their type.
- Ask the quadrant groups to discuss these questions:
 - When is change justified?
 - What is your typical reaction to change?
 - What is your best contribution in times of change?
 - What irritates/concerns you during a time of change?

Debrief

The most natural application of the quadrants is change. Use the following information to explain typical responses to change for each quadrant.

“When change is coming, what should be changed?” Typical responses:

IS

As little as possible. The attitude of the IS group tends to be to conserve what is good from the past: “Let’s keep it.” IS types need data to show the necessity of embarking on change. They are often seen as the people who promote continuity. They are often the ones who end up making the new reality concrete and real.

IN

Often like the idea of change but want to take time to think it through: “Let’s think about it differently.” These people are most concerned that the underlying concept is clear. They want all aspects of the change to be aligned with fundamental principles (NT) and values (NF). IN types often want to change things to fit their vision, or a core value or principle. They might design fundamental change. However, they may not be very interested in making the change a reality.

ES

These people want to change the things that don’t work and prevent us from getting the results we need. They also want action. Their attitude is “Let’s do it (today).” They focus on practical results rather than in-depth theory. They like to fix things quickly and move on to the next problem.

EN

“Let’s change it!” Change is fun and good. Change as much as possible as quickly as possible. If it doesn’t work, change it again. ENs see change as an interesting idea – it’s something to play with. They tend to show enthusiasm for change.

Further reading

- *The Challenge of Change in Organizations*, Linda Kirby and Nancy Barger, 1995
- *MBTI Type and Change: Leader’s Resource Guide*, Nancy Barger and Linda Kirby, 1997 (a ring binder of activities and reproducible masters)
- *Introduction to Type and Change*, Nancy Barger and Linda Kirby
- *MBTI Manual: Chapter 13, pp 341–344, ‘Planning, Implementing and Managing Organizational Change’*