



## **Integrated Type™:**

### *How Using Multiple Lenses Made a Difference*

Article by Linda Berens, Ph.D.

Several years ago, I was engaged by a Midwest law firm to help resolve a very difficult situation. I hadn't intended to use type lenses overtly, but in the background, as I tried to help them reach a mutual understanding. I took my booklets with me as I usually do and, once I was in the process, I wound up doing the shortest version of using multiple models I've ever done. The key success was with Jeff, the 'labeled problem person.' Here is the story of what I did and why I think the Integrated Type approach worked so well. In it I used the three lenses and the multiple model approach I am known for creating. But now, I have another lens so I'll add what I've learned since then. See if you can get any clues to the types of the players before I tell you them. As is the ethical practice, the names are fictitious, but the story isn't.

After my initial conversation with Tom, the home office partner, about the situation, I had phone interviews with each of the four full partners at the satellite office to be sure they

were willing to participate. Then I went to their city and met with them individually. During my first interview, I spontaneously decided that I needed to share a little about the type models, so I did a very quick over view of the four Interaction Style patterns and did the walks that demonstrate the energy patterns. Each of them could find themselves in at least two of the patterns. Then I gave them a quick intro to the four Essential Motivator patterns (aka Temperament). I asked them to take the MajorsPTI overnight so I would have an additional data point. The reports the publisher at the time, Unite Media Group, used had my descriptions in them so there would be some information I could give them. We were scheduled for a group meeting in the afternoon of the next day and I had scheduled some short follow up sessions with the partners before that to discuss their instrument results and help them find a close fit. I asked Jeff to come in earlier so we would have longer because I had a major epiphany about what was going on for him. Then we had our group session. That ended the engagement and I wasn't sure I had done any good at all, except I felt pretty clear that I had helped Jeff. I finally got some feedback from Jeff in the form of a Christmas card that said what I did really helped him. More details later on what I did that had that impact.

### **The Context**

Jeff was one of the rising stars in the partnership and had made a big impact in the home office. Given his demonstrated leadership potential, he was asked if he would go to a fairly new office in another smaller city. According to my interview with him, he was told that he would be

made managing partner and Tom, who engaged me, indicated that this was a potential outcome that they had discussed. So Jeff agreed, moved his family, and started to rebuild a practice in his practice area. But things didn't go the way he expected. When I interviewed him by phone, and later in person, it became clear that he was feeling thwarted in his vision to become the managing partner and that there were several things that hadn't gone well for him. He was to the point of seeking counseling for himself and his wife because of the stress level.

The situation was that the acting managing partner was quite a rainmaker. Marsha connected easily with people and had quite a following. She brought in a lot of business because of it. She was outgoing, friendly, and enthusiastic. She expected collaboration and mutuality among the four partners. When Jeff came on board, he had some difficulty seeing her as the lead person with final say on things. She wasn't an expert in his practice area in the health care industry, so she didn't have the vision he had for where the whole practice could go in the rapidly growing health care field. Also, she never articulated any role clarification to him. Jeff was frustrated because he couldn't seem to build his practice and have the same kind of impact he was having before—financially, on the firm, and with clients. He was disappointed that it was apparent he wasn't going to become managing partner.

Marsha told me she was put off by his rather brusque way of communicating, very high task orientation, and lack of openness to exploring ideas. He seemed to want to be the boss. And he didn't communicate with her about what he was

doing. The final straw was that he didn't engage with her enough and went around her to get things done. And finally he broke one of the big rules in a partnership—he was 'bad mouthing' the other three partners to the associate attorneys. This is why they called me in.

There were two other partners involved and they were a little less harsh on Jeff. I'm focusing on Marsha and Jeff in this article because that was where the main conflict was and the biggest type differences<sup>i</sup>.

### **The Type Connections/Disconnections**

I validated their likely best-fit type patterns by having them read the narrative descriptions in *The Sixteen Personality Types, Descriptions for Self-Discovery*<sup>ii</sup> suggested by my data gathering and the instrument results. Marsha was a little torn between ENTJ and ENTP, but decided ENTP was the best-fit type. Jeff validated ISTP.

### **Full Type Theme<sup>iii</sup>**

#### **Marsha: Explorer Inventor—ENTP**

Being inventive. Talented at building prototypes and getting projects launched. Lifelong learning. Enjoy the creative process. Share their insights about life's possibilities. Strategically formulate Success. An inviting host. Like the drama of the give and take. Trying to be diplomatic. Surprised when their strategizing of relationships becomes problematic.

#### **Jeff: Analyzer Operator—ISTP**

Actively solving problems. Observing how things work. Talent for using tools for the best approach. Need to be independent. Act on their

hunches or intuitions. Understanding a situation. Taking things apart. Making discoveries. Sharing those discoveries. Unsettled by powerful emotional experiences.

**Essential Motivators**

	Marsha	Jeff
Essential Motivator (Temperament) <sup>iv</sup>	<b>Theorist</b>	<b>Improviser</b>
Core Needs	Competence, knowledge and mastery	Have an impact, Have the freedom to act...now!
Language	Abstract and Conceptual	Concrete and Tangible
Roles	Pragmatic/Autonomous	Pragmatic/Autonomous
Talent	Strategy	Tactics
Leadership Strength	Developing Strategies and explaining them	Taking Action
Stress response when needs are not met	Preoccupation and ‘obsessing’	Striking back and becoming reckless

Jeff’s practice wasn’t growing in spite of his attempts at networking. When he wasn’t able to have the impact he anticipated, his core needs were not getting met and that led to the resulting retributive stress response. Jeff’s primary approach to work was Tactical—actions that will get something done. Marsha’s approach was Strategic—evaluating how the means to get to a goal can have unintended consequences. Strategy sometimes gives the impression that there won’t be an impact and action will be

delayed, so in essence his core needs were not likely to be met.

While we would expect them to at least connect on the preference for pragmatic and autonomous roles. This did not work out that way. The role preference for having freedom to take independent action got them in trouble because Marsha left Jeff on his own and that reinforced the Improviser need to be free to act on what he saw needing done. So Jeff assumed he had no accountability to Marsha.

Marsha used abstract and conceptual language most of the time and was sketchy about the few aspects of her expectations she did cover. She wasn’t concrete and clear about it because she wanted to share ideas and critique each other. Jeff began to realize he would never get the information about the limits he had to work within. He needed to know where he had freedom to act and he wasn’t getting that. When Marsha asserted her authority around the decisions Jeff was making, he felt like he had no freedom to act.

All of this was unconscious to him until I shared the needs of the different Motivator patterns in our private session.

## Interaction styles

	Marsha	Jeff
Interaction Style <sup>v and vi</sup>	<b>Get-Things-Going</b>	<b>Chart-the-Course</b>
<b>Drive</b>	Involve and be involved	Anticipate and have a source of action
<b>Aim</b>	Get an embraced result	Get a desired result
<b>Energy</b>	Engaging	Focused
<b>Decision Making</b>	Consensual and emerging	Deliberate and proactive
<b>Talent</b>	Motivating	Thinking ahead
<b>Conflict/Stress</b>	Conciliating, seeking compromise	Distancing, to have time to regroup

Looking at Jeff’s Interaction Style of Chart-the-Course, we can guess that he likely had charted a course of action for himself from the moment he agreed to the transfer. When he was no longer able to anticipate what would happen along his course of action, he got increasingly frustrated. Marsha wanted to talk things out and tended to spend a lot of talking. Jeff wanted to get to the point so he could see progress and movement along that course of action.

When there was conflict, Marsha wanted to keep talking so they could come up with a compromise (Conciliation). He didn’t want to compromise given his vision of things and so he tended to Distance himself. He said he was just too busy to check in with her like she asked. In this way, he avoided the conflict filled conversations. She took a lot of words to say things and he wanted her to get to the point so he

could get the work done, so nearly every conversation was painful for him.

## Cognitive Dynamics

	Marsha	Jeff
Cognitive Dynamics: Archetypal Roles of the processes <sup>vii and viii</sup>	<b>Primary Processes</b>	<b>Primary Processes</b>
<b>Leading</b>	Interpreting and seeing emerging patterns (Ne)	Analyzing and finding a leverage point (Ti)
<b>Supporting</b>	Analyzing and finding a leverage point (Ti)	Experiencing and Immersing in the present context (Se)
<b>Relief</b>	Connecting and building trust through a giving relationship (Fe)	Visioning/Transform with a meta-perspective (Ni)
<b>Aspirational</b>	Reviewing and Stabilizing with a predictable Standard (Si)	Connecting and building trust through a giving relationship (Fe)
	<b>Shadow Processes</b>	<b>Shadow Processes</b>
<b>Oppositional and Back-up</b>	Visioning/Transform with a meta-perspective (Ni)	Reviewing and Stabilizing with a predictable Standard (Si)
<b>Critical Parent</b>	Segmenting and Measuring for progress (Te)	Segmenting and Measuring for progress (Te)
<b>Comedic</b>	Valuing and Staying true to who you really are (Fi)	Interpreting and seeing emerging patterns (Ne)
<b>Devilish</b>	Experiencing and Immersing in the present context (Se)	Valuing and Staying true to who you really are (Fi)

Jeff seemed to really rely on his leading role of Analyzing most and once he saw the leverage point in a situation, he was impatient when others didn't see it. Even though he aspired to connecting with others, he seemed to not have the more sophisticated Connecting (extraverted Feeling) development needed to gracefully connect with the people inside the firm who could help make the recommendations he needed. Or maybe he just didn't see the relevance of making the effort. I heard from other members on the team that they didn't really trust him, so he didn't build trust through giving in relationships, as he kept more to himself.

### Interplay of the Lenses—Potential Connecting Points Missed

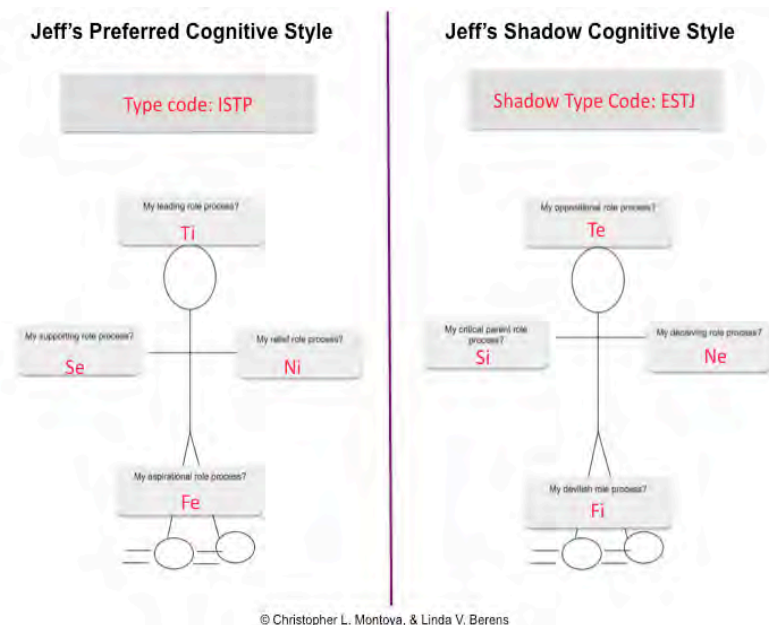
If we look only at type preferences, you would think there would have been a connection between them around the Thinking preference. Jeff's brusque communication style was at first offensive to Marsha because it felt uncompromising. Later, she said it bordered on being rude. I could see that the rudeness might have been in part because he was angry and felt thwarted. He dismissed it as just the way he talks. Even though she shared the more fact-oriented decision making process, her Get-Things-Going Interaction Style led her to want and encourage friendly conversations and that is what she expected back. Her Relief Role process of Connecting (extraverted Feeling) also made it important to feel liked and she took Jeff's brief, terse communications to mean that he didn't like her. So what might be assumed to be a shared preference for stating the facts in a logical manner didn't work. They were likely judging

each other's arguments according to different frameworks so they didn't connect on introverted Thinking. When Marsha was trying to engage him in interactions, she focused the conversations on strategy and he was looking for tactical actions to take.

His anticipated course of action from his Interaction Style was reinforced by his Relief role of Visioning (introverted Intuiting) so he was independently following the course of action he had laid out. When Ni is in the Relief role, it can be very powerful and a bit overdone. Not being able to fulfill that vision was a main source of frustration.

### The Biggest Breakthrough

During my interview with Jeff, I thought his best-fit type might be INTP, but the instrument results came back to "see also ISTP." Once that was raised with me, I saw most of the dynamics I indicated above. To help him clarify and verify a best fit, I had him read both INTP and ISTP full descriptions and he related most to ISTP. Then I explained the Cognitive Dynamics, roles of the processes to him using the stick figures.



I told him a likely story that fit his type using stories that fit both the primary and shadow processes. I described how we can get caught up in the process that plays a Devilish role that can be our undoing as we engage in self-defeating behaviors. Since his Devilish role is the same as mine (Valuing, introverted Feeling) I had some good examples to share with him. After I described the Devilish process, he had a huge a-ha. When he considered all the shadow processes, he said, “This is all they’ve seen of me, not who I really am!” He seemed excited to realize that he could show them the more positive side of himself. We discussed how his Improviser needs weren’t getting met and that was a likely source of the frustration and triggered him into the shadow self. I also told him that for those with an Improviser pattern, not getting those needs met can lead to a severe stress response of retribution and he seemed to take that in. I don’t think it was his conscious intention to be undermining to his colleagues, even though unconsciously he felt thoroughly justified in doing so. We talked about how the course he’d charted wasn’t being realized. So I asked him, what he was going to do to get his Improviser needs and Chart-the-Course drives met. He outlined a few things and I left him to mull it over before the group met. I never once confronted him with the reason I was being called in. He knew what the complaint was and I addressed it indirectly with the Shadow stories and increasing his self-awareness.

In the group session, we did some usual perspective sharing and listening and I redirected some of their comments and reframed some others. I shared with them how their types might be playing out, with insights about all of

them, not just Jeff and Marsha, using Interaction Styles and Essential Motivators. I left the Cognitive Dynamics to be Jeff’s to share. Based on their responses, they liked having the Interaction Style model and there was much laughter so I think highlighting these differences made a difference in how they saw each other, especially Jeff. I got no further reports from Tom so I have to assume that things improved.

What I think contributed to the result of the changes he made was that I held him continuously in positive self-regard and showed him, through the type lenses, his gifts as well as potential problems. This appealed to his logic. If I hadn’t been able to use the multiple lenses, I wouldn’t have been able to get to the core of the problem so he was empowered and motivated to change his behavior. It seems I engaged my strength of finding the leverage point.

#### **If I knew then what I know now...**

**Cognitive Styles.** The Cognitive Style lens is a new lens developed by Chris Montoya and myself<sup>x</sup>. It looks at groupings types that have previously been seen as opposites.

	Marsha	Jeff
<b>Cognitive Style<sup>x</sup></b>	<b>Enhancing</b> NTP and SFJ Ne/Si and Ti/Fe	<b>Customizing</b> STP and NFJ Se/Ni and Ti/Fe
<b>Intention</b>	Informative Data	Actionable Data
<b>Value</b>	Accuracy	Equality
<b>Attention</b>	Comparison, improvement, quality	Needs, essentials, direction
<b>Talent</b>	Data Reconciliation	Data Sequencing
<b>Work Style</b>	Working together to improve things	Working independently to customize and meet perceived needs
<b>Seeks</b>	Critique	Contracts
<b>Cognitive Stressor</b>	Disregarding accuracy	Felt inequality
<b>Shadow Style</b>	Orchestrating	Authenticating

In thinking about this case for the article, I realized that our new lens of Cognitive Styles might have been very helpful since Marsha, from an Enhancing perspective, was expecting him to work together to solve problems and improve things while he was expecting to take what he knew and what he learned and customize it for his practice, the firm, and the clients. He was not focused on building relationships in the partnership and he wasn't clear the key stakeholder relationships because she didn't provide that information, assuming that he understood that implicitly.

He was focused on getting actionable data and she was focused on getting informative data that provides context and content for enhancing the situation. So she probably felt like he was withholding information from her and he probably felt like she didn't really have a handle on things and couldn't provide the focus towards success. He was looking for 'How do I make

this work here?' If she couldn't or didn't articulate a shared vision, he probably dismissed her as not credible since he didn't have a way to sequence data to make things happen.

Enhancing involves a talent for data reconciliation and Marsha wasn't able to reconcile any data because Jeff wasn't giving her information. This compounded the disparity in their Interaction Style related conflict styles of Conciliating and Distancing.

From Jeff's point of view, Marsha had thwarted his sense of equality in the relationship. Since he likely felt he was not on equal footing because he couldn't get the kind of information he needed and that compounded the feeling that he didn't need to check in with Marsha even though she had more information about the market he was trying to build his practice in.

The Cognitive Style stressor for Marsha would come into play as she interpreted Jeff as disregarding accuracy because he wasn't will to spend time talking through issues to get to the nuggets that would emerge. So Marsh likely lost respect for Jeff.

I wish I had had this lens so I could share with them that Marsha's gift for deep accuracy meant that Jeff didn't need to seek deep accuracy and it left him free to use his gift of deep simplification to move things forward quickly.

It seems that where Marsha's focus was to the shadow style of Orchestrating as she rallied the other partners to try to bring Jeff into alignment. Likewise, Jeff probably went to his shadow style of Authenticating as he shared his negative

judgments with associates against the other partners that he saw aligned with Marsha.

## Insights

Looking at what is going on through integrated, interacting multiple lenses sets the stage for a new paradigm of how we see and use type models. The models used in Integrated Type™ can be used separately, but with the caveat that they can support each other at the same time that they can lead to some confusion about just what is behind a behavior. As practitioners we will serve our clients better if we know these and other models such as culture, generations, the maturity lenses like ego development, and more. Someone asked me how many models I was going to develop. I replied that we are such rich complex human beings that we need many models to truly understand what is at play in any given situation. The Integrated Type models shared in the article are simple enough to have immediate impact and use in bite size pieces, yet complex enough to study for a lifetime. They are practical enough to affect the bottom line, and rich enough to foster real development. I hope this case illustrates how using these models will give you more tools in your toolkit, a more effective practice of type, and a deeper understanding of yourself and others.

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## References

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<sup>i</sup> There is an article, where you can see the tables with the information about the other Essential Motivator, Interaction Styles, and Cognitive Styles. Click on all the article titled “Integrated

Type: Essential Qualities of Lenses” on this webpage: <http://lindaberens.com/articles-to-download/>

<sup>ii</sup> Berens, Linda V. and Dario Nardi. *The Sixteen Personality types; Descriptions for Self-Discovery*. Radiance House, Los Angeles, 1999.

<sup>iii</sup> Berens, Linda V. and Dario Nardi. *The Sixteen Personality types; Descriptions for Self-Discovery*. Radiance House, pages 8-9, Los Angeles, 1999.

<sup>iv</sup> Berens, Linda V. *Understanding Yourself and Others, An Introduction Interaction Styles 2.0*. Radiance House, Los Angeles, 2010.

<sup>v</sup> Berens, Linda V. *Understanding Yourself and Others, An Introduction to the 4 Temperaments 4.0*. Radiance House, Los Angeles, 2010.

<sup>vi</sup> Berens, Linda and Chris Montoya. *The Human Agility Experience Workbook*, which was used as part of the Human Agility Experience workshop, August 2014.

<sup>vii</sup> Berens, Linda V. and Dario Nardi. *Understanding Yourself and Others, An Introduction to the Personality Type Code*. Radiance House, Los Angeles, 2004.

<sup>viii</sup> Nardi, Dario. *Eight Keys to Self-Leadership*. Radiance House, Los Angeles, 2005.

<sup>ix</sup> The search for four patterns was triggered by my realization in 2004 that the cognitive processes (aka Jung’s eight function/attitudes) are not opposites, but they work in tandem. You can find more information



here. <http://lindaberens.com/articles-to-download/>

<sup>x</sup> Montoya, Chris. "Completing the CORE: Respect, Teamwork, and Communication with Cognitive Styles." *Bulletin of Psychological Type*, Vol. 36, No. 4 Winter, 2013. Also, "The Cognitive Styles Lens: Deeper Type Clarification, Stronger Relationships, Richer Careers and Clearer Coaching." *Bulletin of Psychological Type*, Vol. 37, No. 3 Fall, 2014.

**Linda V. Berens, Ph.D.**, is recognized internationally for contributions to the field of psychological type and practical applications to



individuals, teams and organizations. She has been training change and growth professionals as well as helping individuals, teams, and leaders recognize their strengths, transcend their weaknesses, and work together better since 1975. Her work has informed transformational changes in organizations as well as in type theory based on an organic systems view of how type operates in all levels of systems. She is the author or co-author of multiple books and training materials, recipient of the 2011 Association for Psychological Type-International Award for innovations in theory and applications of psychological type, and the 2013 President of that organization. She created Linda Berens Institute as a container for an integrated look at individual differences based on Integral Type and the Berens CORE™ Approach.



## Using the Enneagram with the MBTI® Assessment

Article by Pat Wyman

I began using both the MBTI® assessment and the Enneagram from the beginning of my work as a therapist more than 20 years ago. My first efforts as a therapist included doing the initial interview of new clients for a group of eight therapists, all of whom utilized deep emotional healing work (non-cognitive therapy). The initial interview process I designed for new clients consisted of the MBTI® assessment, the Enneagram (identified through discussion as recommended by Helen Palmer) and a lengthy case history. I would then assign the clients to a therapist, myself included. I intuitively knew that both Psychological Type and the Enneagram tools were important but, in the beginning, I just didn't know why.

After a short time, I noticed a pattern. People entered therapy operating almost exclusively out of their Enneagram type. Following four or five months of hard work, there was a discernable shift. By the end of a year, most were leaving therapy and operating out of their Myers-Briggs® assessment type. They made significant career, relationship and lifestyle changes that