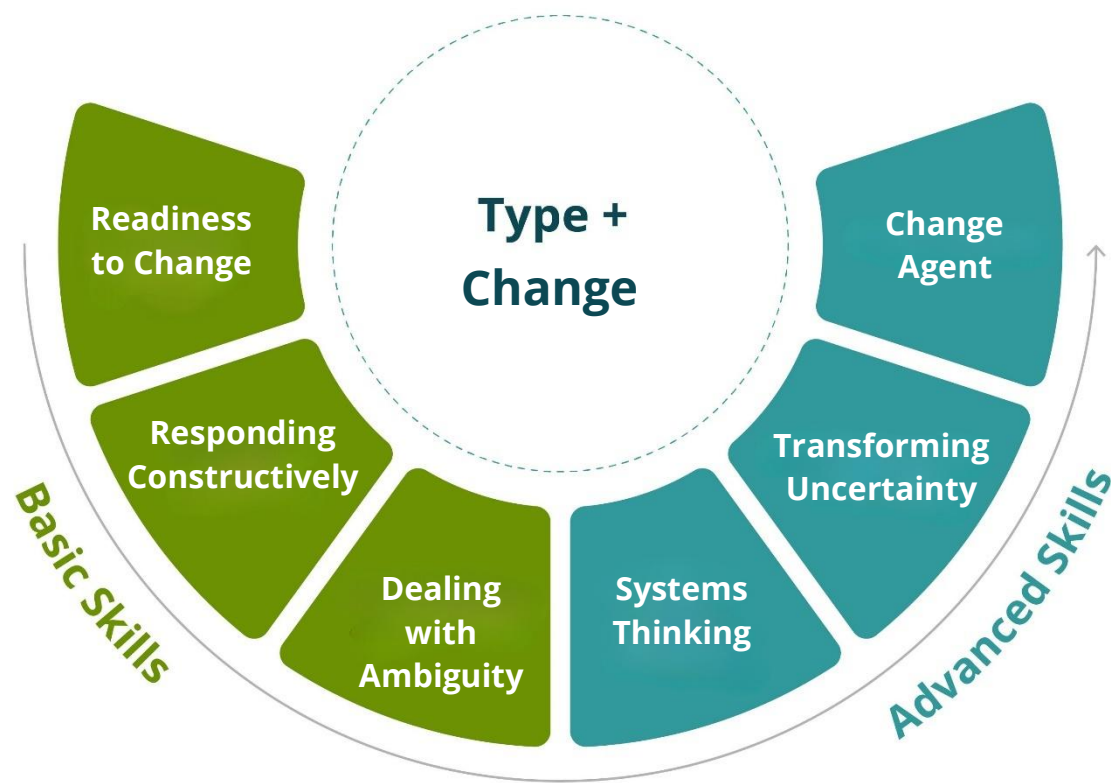


Type + Change

Definition

Type and Change combines the knowledge of **MBTI® type preferences with the skills** required to help individuals and groups navigate change more successfully by being aware of differing needs.





Type Preferences in Dealing with Change

Extraversion & Sensing (ES) Preferences

- **What they tend to pay attention to:** Immediate, observable changes and practical actions that can be taken right now.
- **What they may neglect:** Long-term implications, bigger picture connections, or future trends.

Extraversion & Intuition (EN) Preferences

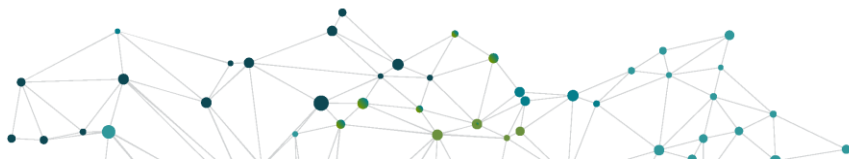
- **What they tend to pay attention to:** Possibilities, future outcomes, and opportunities that change could lead to.
- **What they may neglect:** Step-by-step follow-through and present-moment realities.

Introversion & Sensing (IS) Preferences

- **What they tend to pay attention to:** Past experiences, proven routines, and maintaining internal stability.
- **What they may neglect:** Exploring unfamiliar approaches or embracing the unknown.

Introversion & Intuition (IN) Preferences

- **What they tend to pay attention to:** Deeper meaning, underlying patterns, and how change aligns with future vision.
- **What they may neglect:** Immediate practical needs or communicating their thoughts externally.



Basic Skills

Skill 1: Readiness to Change

Skill Excellence:

- Demonstrates willingness to try new ways of doing things
- Maintains a positive attitude during workplace transitions

Skill 2: Responding Constructively

Skill Excellence:

- Ensures understanding of change by asking questions
- Shares concerns about change constructively

Skill 3: Dealing with Ambiguity

Skill Excellence:

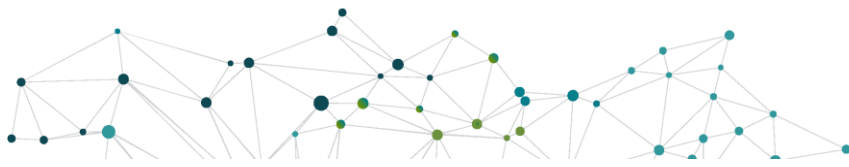
- Learns and adopts new tools and processes
- Adjusts to new or uncertain situations; bounces back quickly from setbacks

Type In Action

All types approach the prospect of change in different ways, and all perspectives are needed to navigate change successfully. Some will naturally focus more on what the future will bring, while others will be more concerned with preserving the best of what is.

All types can respond to change constructively. There will be differences in the concerns that each type has as well as what information they may seek out to understand the change.

Types will have different strengths and needs when dealing with ambiguity. Some may thrive in the possibilities that ambiguity may bring, whereas others may seek to create structure and order.



Type Tips for Skill 1: Readiness to Change

ES: Likely Strengths:

- You are likely to engage actively with change when it involves practical, immediate action.
- You tend to adapt well in fast-paced environments and your enthusiasm motivates others.

Tips for Development:

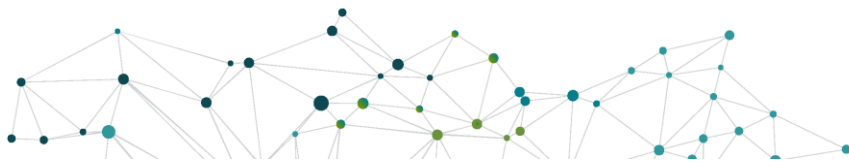
- Take time to reflect on the broader purpose of change—not just what's happening now.
- Avoid rushing into action before fully understanding the longer-term implications.

EN: Likely Strengths:

- You tend to welcome change as an exciting opportunity for growth, innovation, and exploration.
- You are likely to energize others with your future-oriented perspective and openness to new possibilities.

Tips for Development:

- Stay grounded in the current realities and use practical steps needed for change to succeed.
- Be mindful of how others may feel overwhelmed by rapid or abstract change ideas.



Type Tips for Skill 1: Readiness to Change

IS: Likely Strengths:

- You are likely to approach change thoughtfully and prefer to understand it through concrete examples and previous experience.
- You tend to bring steadiness and practical insight during times of uncertainty.

Tips for Development:

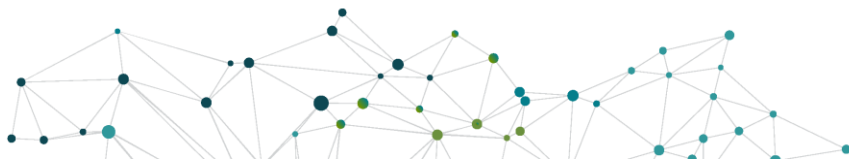
- Be open to trying new approaches so you can develop confidence in them.
- Challenge your comfort with routine by occasionally seeking out unfamiliar experiences.

IN: Likely Strengths:

- You tend to reflect deeply on the meaning and implications of change, often seeing patterns that others miss.
- You are likely to understand how change aligns with long-term visions or values.

Tips for Development:

- Balance your inner processing with outward communication to stay connected with others.
- Avoid getting stuck overthinking or idealizing change before taking action.



Type Tips for Skill 2: Responding Constructively

ST: Likely Strengths:

- You will likely ask clear, practical questions to understand exactly how a change works in real terms.
- You tend to express concerns in a straightforward and logical way, helping to identify potential flaws early.

Tips for Development:

- Remember to consider the emotional and interpersonal impact of change, not just operational details.
- Be mindful that your directness may come across as overly critical; ensure your tone is constructive.

SF: Likely Strengths:

- You tend to ask questions that focus on how the change will affect people and day-to-day activities.
- You are likely to raise concerns in a respectful, supportive manner that values team cohesion.

Tips for Development:

- Be willing to speak up more assertively when a change may cause problems—even if it risks discomfort.
- Balance empathy with a focus on objective outcomes to provide well-rounded feedback.



Type Tips for Skill 2: Responding Constructively

NT: Likely Strengths:

- You are likely to explore the strategic rationale behind change and question its long-term logic.
- You tend to challenge assumptions, helping the team avoid overlooking issues or flawed reasoning.

Tips for Development:

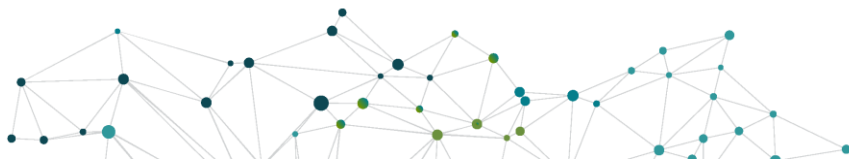
- Ground your feedback in present realities, not just theoretical projections.
- Be mindful of tone and timing when expressing criticism; others may need more context or emotional support.

NF: Likely Strengths:

- You tend to focus on how change aligns with shared values and team purpose.
- You are likely to voice concerns with empathy while still pushing for meaningful transformation.

Tips for Development:

- Stay open to more pragmatic or less idealistic aspects of change; something doesn't have to be perfect to be worth doing.
- Ask questions to get practical clarity, not just meaning or values-based reassurance.



Type Tips for Skill 3: Dealing with Ambiguity

SJ: Likely Strengths:

- You tend to bring structure and stability during uncertain times, focusing on what can be clarified and controlled.
- You will likely create clear procedures or contingency plans to reduce ambiguity for yourself and others.

Tips for Development:

- Practice sitting with ambiguity rather than rushing to resolve it; some uncertainty is necessary for adaptation.
- Be open to emerging information even if it does not fit with past experience or existing routines.

SP: Likely Strengths:

- You are likely to stay calm and flexible when situations are unclear, adapting your approach in the moment.
- Because you tend to be open to new tools and methods, you help others stay agile during times of uncertainty.

Tips for Development:

- Try to anticipate how ongoing ambiguity may affect long-term goals or others' need for structure.
- Balance your comfort with improvisation by establishing some guidelines or priorities.



Type Tips for Skill 3: Dealing with Ambiguity

NJ: Likely Strengths:

- You tend to seek patterns or underlying meanings in uncertain situations, making sense of change conceptually.
- You are likely to focus on long-term vision and align actions to a bigger picture, even when details are unclear.

Tips for Development:

- Be careful not to over-interpret or force conclusions too early; ambiguity sometimes needs to unfold.
- Balance abstract insight with immediate feedback from real-world outcomes.

NP: Likely Strengths:

- You are likely comfortable in fluid, uncertain environments where creativity and idea generation are valued.
- You tend to see ambiguity as a source of possibility, exploring multiple options without rushing to closure.

Tips for Development:

- Stay focused on follow-through and tangible outcomes during times of change.
- Be mindful of team members who require more clarity or closure; give more structure when necessary.



Advanced Skills

Skill 4: Systems Thinking

Skill Excellence:

- Understands how change in one area affects other business functions
- Plans for short- and long-term impacts of change

Skill 5: Transforming Uncertainty

Skill Excellence:

- Exhibits a growth mindset, viewing change as an opportunity
- Turns potential change disruptions into personal development pathways

Skill 6: Change Agent

Skill Excellence:

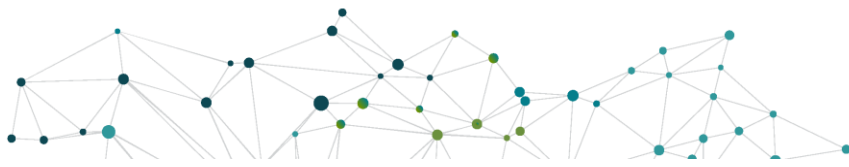
- Creates buy-in for new initiatives by helping others to see value
- Guides and supports others through the emotional stages of change

Type In Action

All types will look at how change impacts them and their situation. Some types may focus more on immediate impacts on people, whereas others may be more interested in long-term impacts.

All types will seek to deal with the uncertainty that change can bring. Some types will be more aware of the future possibilities within change; others will be more aware of current practical needs.

All types can play the role of a change agent in organizations. Some may help others to see the value of future possibilities, whereas others can respond to questions about specifics. Some will lay out the logic of change, while others will look to provide emotional support.



Type Tips for Skill 4: Systems Thinking

NT: Likely Strengths:

- You likely enjoy seeing complex patterns and understanding how various systems interconnect.
- You tend to take a strategic, analytical approach, anticipating potential impacts and long-term outcomes.

Tips for Development:

- Remember to test your ideas against current realities and immediate data.
- Stay attentive to how system changes will affect the people involved, not just in terms of roles, but also their engagement and sense of purpose.

NF: Likely Strengths:

- You are likely to view systems through the lens of values, purpose, and human needs.
- You tend to consider how system changes will impact culture, morale, and shared values.

Tips for Development:

- Ground your ideas with concrete examples and clarify how outcomes will be measured.
- Watch for over idealism as it might overlook practical constraints.



Type Tips for Skill 4: Systems Thinking

ST: Likely Strengths:

- You are likely to analyze systems with a practical, logical lens, focusing on efficiency and factual accuracy.
- You tend to identify immediate problems within systems and implement workable solutions quickly.

Tips for Development:

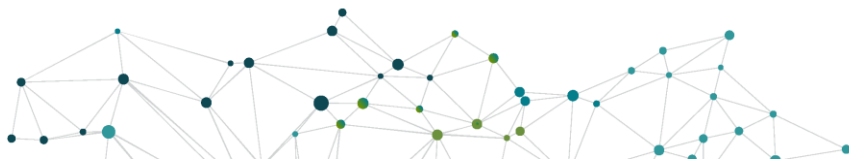
- Practice widening your view to consider longer-term or broader system impacts.
- Integrate emotional and human factors into your analysis; consider how changes in the system may affect morale or the well-being of others.

SF: Likely Strengths:

- You tend to evaluate systems based on the practical impact they have on people's day-to-day experience.
- You are likely to advocate for adjustments that promote fairness, stability, and emotional well-being.

Tips for Development:

- Stretch your thinking beyond the immediate or familiar; broader system impacts may not be as obvious.
- Balance people-focused insights with bigger picture and strategic perspectives.



Type Tips for Skill 5: Transforming Uncertainty

IS: Likely Strengths:

- You often respond to uncertainty with quiet steadiness, drawing on your past experiences to navigate change.
- You tend to focus on what's tangible and proven, offering calm reassurance during disruption.

Tips for Development:

- Be willing to experiment beyond known approaches even if the path forward isn't yet fully defined.
- Be open to sharing your insights with others more readily; your observations can help steady the wider team.

IN: Likely Strengths:

- You tend to reflect deeply on change, often uncovering patterns and long-term meaning within uncertainty.
- You are likely to find internal motivation to change by connecting it to a personal or visionary purpose.

Tips for Development:

- Balance inner processing with outward communication; your insights can shape and guide others if shared.
- Take care not to get stuck in analysis or future scenarios; bring your vision into practical steps.



Type Tips for Skill 5: Transforming Uncertainty

ES: Likely Strengths:

- You are likely to take action quickly and keep momentum going, even in the face of uncertainty.
- You tend to stay grounded in the present and use practical experience to make forward progress.

Tips for Development:

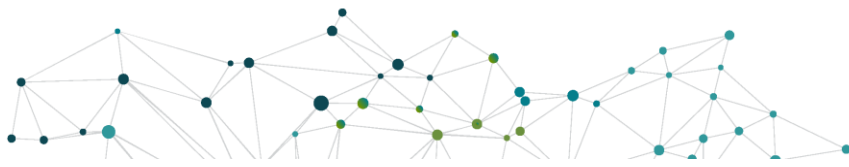
- Take time to reflect before acting; uncertainty may require strategic thinking rather than immediate response.
- Be open to exploring broader possibilities, not just what's immediately observable or familiar.

EN: Likely Strengths:

- You are likely to energize others with your forward-looking vision and ability to see opportunities in change.
- You tend to generate multiple creative responses to change and are quick to reframe challenges as growth opportunities.

Tips for Development:

- Temper your enthusiasm with careful evaluation; ensure ideas are grounded and viable.
- Give others space to process change at their own pace, especially those who prefer incremental change over rapid transformation.



Type Tips for Skill 6: Change Agent

NT: Likely Strengths:

- You are likely to drive change through strategic insight, helping others see future benefits and system-wide improvements.
- You tend to explain change in terms of innovation, logic, and long-term benefits.

Tips for Development:

- Take time to build trust and connection; change isn't just conceptual for others, it's personal.
- Be mindful of pushing ahead too quickly; others may need time to adjust or may want more emotional grounding.

NF: Likely Strengths:

- You are likely to inspire others by connecting change to shared values and purpose.
- You tend to guide others empathetically, helping them process their emotions and find meaning in the change.

Tips for Development:

- Balance vision and emotion with practical planning to ensure successful implementation.
- Be aware that some team members may be more motivated by facts or efficiency than values.



Type Tips for Skill 6: Change Agent

ST:

Likely Strengths:

- You are likely to lead change through clear, logical plans and a structured implementation approach.
- You tend to communicate the practical reasons behind change, helping others understand what needs to be done.

• **Tips for Development:**

- Remember to engage with the heart as well as the head; not everyone is persuaded by facts and logic alone.
- Create space for dialogue and questions, rather than assuming clarity means that everyone will be on board.

SF:

Likely Strengths:

- You are likely to support others through times of change by providing reassurance and empathy grounded in real-world understanding.
- You tend to focus on how change affects people's roles, well-being, and everyday life.

Tips for Development:

- Practice stepping back to view the bigger picture; don't lose sight of the long-term goals amidst people-focused concerns.
- Be ready to challenge others when needed, even if it disrupts harmony in the short term.