

# MANAGEMENT & ORGANIZATIONAL DEVELOPMENT

## TYPE AND LEADERSHIP COACHING IN IT

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I work in a major telecoms company, perhaps more by accident than choice. Having started work in my 30s, I benefited from a company initiative to encourage women to get into IT (Information Technology) and electronics, and they sponsored me through an IT degree as a mature student.

The User Centred Design group of which I am part is an anomaly in the organisation that primarily focuses on technology and business. Although our work is technical, the people in the group primarily seek to meet the needs of the users of the software and translate those needs into a language understood by business managers and software developers.

In 2004, the company ran an ICF accredited certificate in Coaching for Leadership (CLC)<sup>1</sup>. They sought to improve the quality of leaders within the company through an internal Executive Coaching programme.

They selected about 50 of us to do the intensive eight-month course. We all did an online version of the Type Dynamics Indicator (TDI), and I worked with several individuals to find their best-fit type.

This article is an exploration of some observations that I found intriguing, relating to type and the mix of individuals on the CLC course. There are also observations from coaching in relation to the type mix within my company.

### Preferences in a technical industry

What types would you expect to find attracted to work in the telecoms and software engineering industry? The company I work in is mostly men, in spite of frequent initiatives to encourage women into engineering. Denise McGuire, president of a major telecoms union, said in an address this year, *"Today only 20% of the IT work-*

*force is female, and the current gender composition of technical graduates means that this position will worsen."*<sup>2</sup>

From the MBTI<sup>®</sup> Manual, *\_STJ* and *ENTJ* types are drawn towards management, administration and leadership, which any business needs. Science and technology tends to attract *\_NTP* types, and applied technology appeals more to *\_STP*.<sup>3</sup>

The majority of the work (in my unit) is software design and development, and the management of development projects. There are very few support roles (eg library) and they are reducing. There are very few admin or secretarial staff, and personnel functions have been almost totally outsourced.

The percent overlap in the top 50 occupations for opposite types<sup>4</sup> is low, normally below 5%. From this one might deduce that individuals preferring F will be rare in the main work of the business, whether male or female, although all types will be represented and may be more (or less) successful in finding a niche where they can thrive.

### Preferences within the coaching community

The trainers in the coaching course commented that generally they notice that coaching as a profession attracts *\_NFP* types more than others. SFs generally seem to be drawn towards practical service for others and may get involved in coaching if they see the practical benefit, and NFs are attracted to fostering personal growth. NTs may be interested in theoretical models in this area.

In a Coaching for Leadership context, managers will also be drawn towards it as a way of helping themselves to become better managers and to have more effective teams.



*Christine is an interface designer for software, and has published research into design for colour-deficient vision and other topics related to conceptual design for interfaces. Non-technical interests include personality type, coaching for Leadership, and applying type to relationships and spirituality.*

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**Preferences within the CLC course**

We have already seen that the majority of the workforce to whom the course was offered is likely to have preferences around business and technology, and that types that tend to be naturally drawn towards coaching are likely to be in the minority.

Of the 50 who were on the course, 39 made their type preferences available to the group. About half of them have clarified their best-fit type, which I have used where available. Given the nature of the environment, some influence of work and culture on the reported types of a few individuals is to be expected.

Tables 1-3 give a flavour of the makeup of the group, based on 39 of the 50 students. The UK statistics in all tables are from the MBTI® Manual Supplement.<sup>5</sup>

**Table 1:**  
Distribution of preference pairs in the group, and gender balance

|   | n  | CLC   | UK    | Gender | n  | CLC   |
|---|----|-------|-------|--------|----|-------|
| E | 15 | 38.5% | 52.6% | male   | 21 | 53.8% |
| I | 24 | 61.5% | 47.4% | female | 18 | 46.2% |
| S | 22 | 56.4% | 76.5% |        |    |       |
| N | 17 | 43.6% | 23.5% |        |    |       |
| T | 16 | 41.0% | 45.9% |        |    |       |
| F | 23 | 59.0% | 54.1% |        |    |       |
| J | 17 | 43.6% | 58.3% |        |    |       |
| P | 22 | 56.4% | 41.7% |        |    |       |

**Table 2:**  
Distribution of function pairs and temperaments compared

| Functions | n  | CLC   | UK    |
|-----------|----|-------|-------|
| NF        | 12 | 30.8% | 14.0% |
| NT        | 5  | 12.8% | 9.5%  |
| SF        | 11 | 28.2% | 40.1% |
| ST        | 11 | 28.2% | 36.4% |

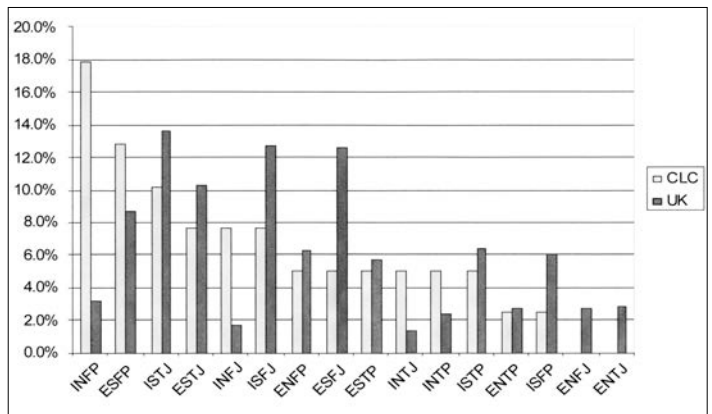
  

| Temperaments | n  | CLC   | UK    |
|--------------|----|-------|-------|
| NF           | 12 | 30.8% | 14.0% |
| NT           | 5  | 12.8% | 9.5%  |
| SJ           | 12 | 30.8% | 49.1% |
| SP           | 10 | 25.6% | 27.1% |



**Table 3:**  
Distribution of 16 types compared to UK population

| type | No | CLC   | UK    |
|------|----|-------|-------|
| INFP | 7  | 17.9% | 3.2%  |
| ESFP | 5  | 12.8% | 8.7%  |
| ISTJ | 4  | 10.3% | 13.7% |
| ESTJ | 3  | 7.7%  | 10.4% |
| INFJ | 3  | 7.7%  | 1.7%  |
| ISFJ | 3  | 7.7%  | 12.7% |
| ENFP | 2  | 5.1%  | 6.3%  |
| ESFJ | 2  | 5.1%  | 12.6% |
| ESTP | 2  | 5.1%  | 5.8%  |
| INTJ | 2  | 5.1%  | 1.4%  |
| INTP | 2  | 5.1%  | 2.4%  |
| ISTP | 2  | 5.1%  | 6.4%  |
| ENTP | 1  | 2.6%  | 2.8%  |
| ISFP | 1  | 2.6%  | 6.1%  |
| ENFJ | 0  | 0.0%  | 2.8%  |
| ENTJ | 0  | 0.0%  | 2.9%  |



**Observations**

Looking at Table 3, INFP is the most dramatically over-represented within the CLC group in relation to the population as a whole - and one surmises even more so in relation to an IT business. 15 of the coaches have introverted F as a dominant or an auxiliary. INFJ and ESFP also feature highly. However, \_SFJ is under-represented in CLC in relation to the population - perhaps because they can so readily find practical roles to support people, both inside and outside the technical environment.

There is a higher percentage of men than women on the CLC course, and yet a higher proportion of F types than that ratio would normally suggest.

I don't have statistics for the coaching community, but I would imagine that the proportion of SJs, while lower than in the population generally, is unusually high in this particular group of students. INTJ and INTP are also over-represented compared to the general population - perhaps due to being more

common in a technical environment, as well as having an eye for potential and change.

On the one hand, managers are clearly taking advantage of an excellent opportunity to learn how to support their teams and be better leaders. But, on the other hand, it also seems like many people preferring F have found this as an oasis within an otherwise technical environment.

The course content had NF tones of openness, subjectivity and connecting, as one might expect for coaching. There was a high proportion of Ts in the group, and a preponderance of Introverts. I observed a reticence during some of the group activities that was not surprising in that context, although as we got to know each other over the months many became more relaxed.

My coaching clients and colleagues provide another interesting insight. I find that several of them (all preferring F) are restless and looking for something 'more meaningful' at work, even though they are doing fine in their technical roles. A change of direction or of job is not yet clear, but they want something that supports their people-centred values.

Many of these individuals have found an understanding of their type to be valuable in helping them to think through the issues and to recognise opportunities in work that support their natural preferences. By contrast, the issues my T clients tend to bring to coaching are around being more effective at their role, particularly around communication and relationships.

I am intrigued by the efforts of the industry to 'remove barriers' that keep women out of IT. A lot of energy and thought is going into how to encourage girls in school and university to choose careers in software and telecoms, and making structural changes such as using aptitude tests rather than emphasising technical qualifications to support this.

Reducing barriers is valuable, and I am glad that I can pursue my career without feeling disadvantaged as a woman. However, it still surprises me that no one seems to have connected with the thought that maybe technology, as a subject of study and a career, is simply not appealing to most people with an F preference (which includes most women). Aptitude is not the same as interest.

#### References:

- 1 Training through the Co-Creative Alliance.  
*<http://www.cocreativealliance.com>*
- 2 Denise McGuire, President of 'Connect' at an address to the TUC Congress, 2005. Quoted in *Connected*, the Connect members' magazine. October 2005.
- 3 From *Introduction to Type and Careers* (pp.16-31) by A L Hammer. Palo Alto,AC: Consulting Psychologists Press, 1993. (Ref: Table 12.9 in MBTI Manual)
- 4 From *Career Report Manual* (p.37) by A L Hammer and G P Macdaid. Palo Alto, CA: Consulting Psychologists Press, 1992. (Ref: Table 12.10 in MBTI Manual)
- 5 From *MBTI® Manual Supplement* Table 4.1. 'UK population type table'. © Consulting Psychologists Press, 1998.

# T Y P E F A C E

THE • BAPT • QUARTERLY • REVIEW

Linking the type community

## IN THIS ISSUE

Once again I want to start this page with a reminder of the next BAPT Conference which will take place from 12-14 May, 2006, in the Milton Keynes area, when Otto Kroeger will be joining us once again. Please put these dates in your diary now since working with Otto is great fun and he's a fount of all type knowledge.

David Stilwell begins, in his *President's Column*, by letting us know of all the recent changes to the membership of the



Jo Maddocks leads BAPT Workshop

Board of Trustees and introducing us to the new Trustees. We then have the first of what I hope will become a regular column from the President of APT International. Lynda Trommelen, the current President, writes this time about what is going on in the Association and the development of its vision of becoming a global type community. This is followed by a pen portrait of Jackie Ashton, our new Membership Secretary, from a rather unique perspective, i.e. from 'CJ'! I leave you to read it to find out who 'CJ' is.

Then comes the announcement of two new type books written by a BAPT member, Dr Anita Houghton, both of which have been published this year. This is followed by news from APT International that I am to take over the mantle from Judy Allen as Interest Area Co-ordinator for Health Care. I hope I can do her justice - she's a hard act to follow!

Next we have a report from Keron Beattie on the very successful BAPT Qualifying Workshop offered by JCA (Occupational Psychologists) in Cheltenham on 'Individual Effectiveness' and 'Team Effectiveness'. We all worked very hard under the excellent guidance of Jo Maddocks and it turned out to be tremendously worthwhile and we learned a lot.

We then have articles from three of our Interest Area Groups. The first from the Management & Organizational Development group, led by Donna Green, is by Christine Rigden entitled *Type and Leadership Coaching in IT* where she describes her experience of using type in leadership coaching in the telecom industry. Then follows one from the Multicultural Issues group, led by Catherine Stothart, where Betsy Kendall in *Fish out of water - Using the MBTI® instrument in different cultures* analyses the differences in the expression of type in different cultural settings using Trompenaars' model. The third article is from the Religion & Spirituality group, led by Charlotte Craig, with Paul and Sally Nash writing about *The Ignatian Examen as a tool for developing type* in which they explore how this approach might be used by individuals with the different preferences

Nick Evans then reviews recent articles in the *Journal of Psychological Type* and that is then followed by an interview



Group work at BAPT workshop

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