Linking an intervention model to the Myers-Briggs Type Indicator, consultancy and managerial roles

Lance Lindon

The author

Lance Lindon is Director of Development and Design at Sundridge Park, Bromley, Kent, UK.

Abstract

Draws parallels between our consulting model (derived from the work of Gerard Egan), the core processes of the Myers-Briggs Type Indicator (MBTI) and the managerial roles required in effective organizations. Argues that there are synergies between the four stages of the consultancy model, four levels of hierarchy (top, senior and supervisory management plus operators) and the four core processes of the MBTI (Sensing-Feeling, Intuition-Thinking,Intuition-Feeling and Sensing-Thinking). Discusses this in the context of MBTI findings on both consultants and the UK managerial population.

Introduction

The Egan model[1] represents a practical strategy for helping people and organizations to address and deal with problems that face them. It is a progressive model, based on counselling disciplines and research both into the effectiveness of helping others (e.g. the work of Truax[2], Carkhuff[3,4] and others) and on effective change management. The 1979 model divides the process into four stages and indicates the skills most appropriate at any stage. The four-stage model has been used in many applications by the author, from the training of management consultants and professional counsellors to skills training for social workers, from counselling to organizational interventions. It now forms the basis of the PA Consulting Group's approach to the process of consulting, with an additional stage, that of entry, preceding the model shown below.

The skills of this model are extremely wide-ranging. In essence they are basic human communication skills that help people to understand one another better, and to relate more effectively and fully to others. The four stages of the model parallel closely Myers-Briggs[5] type preferences, and I believe this combination of approaches may give insight not only into the consultancy process itself, but also into defining the effective functions of management at different levels in the hierarchy.

The consultancy model: approach

The model is person-centred rather than problem-centred. Hence it focuses on the characteristics of the client as an individual to be worked with, rather than as a bringer of a problem which the consultant needs to solve. As such, the process of consultancy is to assist the client to solve his or her problem, not for the consultant to be responsible for solving it. It recognizes that the client's problem is just that: the client's problem. Ultimately it is his or her business that will suffer if the problem is not resolved. This is the reality. The results for the client's business have far more consequences than for the consultant's if the problem is not solved. "Consultant solutions" are rarely as supported or committed to by clients as solutions which they believe have grown from a deep understanding of their own, particular business realities. "Consultant

solutions" have a greater likelihood of failure and an often-seen consequence of blaming the consultant – "Not invented here".

The model views consultancy as a sharing of mutual expertise, a building of trust, and a joint commitment both to the process and the outcomes of the consultant-client relationship.

As a result the model explicitly recognizes that it is essential to gather accurate, valid data[6] on client operations *in advance* of proffering solutions which may well have worked in similar businesses. At the very least it is impolitic not to have been seen to complete this data-gathering phase effectively. At its worst the consultant is seen as failing to understand the specific, unique realities of the client's position – often seen as being only interested in selling catch-all packaged, generalized solutions.

This model has several distinguishing characteristics:
- It has four progressive stages with each stage being divided into an information-gathering and a decision-making phase.
- As a general rule, each stage is successful only to the extent that the preceding stage was successful. For this reason, stage one and contracting are critical.
- The skills required build on the skills needed in the preceding stages.
- The skills of stage one are those which most people typically use least in the course of everyday life.
- The entry stage recognizes explicitly the additional requirements of work as an external consultant and the need both to

sell and to cost consultancy work accurately. It does not, however, require any additional behavioural skills, merely high levels of business area familiarity and in-depth knowledge of the technical capabilities of the consulting firm.

The four stages and the Myers-Briggs

A diagram of the model's four core stages is given in Figure 1. Each complete diamond shows a stage, the widening out of the diamond the first phase – that of information gathering – the closing of the diamond the second and decision-making phase. In my experience of using the model extensively over the last ten years in consultancy and in management development, this links directly to the core processes of the Myers-Briggs Type Indicator (MBTI):
- the perceiving, or data-gathering functions: Sensing (S) (facts, experiences, details) and Intuition (N) (possibilities, "big pictures").
- the judging processes: Thinking (T) (logical, dispassionate analysis) and Feeling (F) (personal, values-based decision making).

These code letters are applied to the consulting model in Figure 1.

In the diagram, both process and task goals are identified for each stage as well as some key areas of knowledge, skill and techniques required within them. The MBTI-indicated preferences should not imply the absence of the opposing preference in a stage, rather that the preferences indicated should be emphasized or stressed in the phase and stage indi-

Figure 1 The intervention process model

Task goal	Understanding client's perspective	Stimulating client to greater understanding	Choosing change programme	Changing, supporting and measuring progress
Process goal	Earns the right to help	Uses this right to help	Jointly commits with client to change actions	Earns right to finish and move on
Model	Exploration F / Stage 1 / S Focusing	New perspectives T / Stage 2 / N Goal-setting	Programme census F / Stage 3 / N Programme choice	Implementation T / Stage 4 / S Evaluation
Skills	Understanding Concreteness Respect Genuineness	Advanced understanding Self-disclosure Confrontation Immediacy	Creativity techniques Force-field analysis Decision making	Modify environment Psychology Feedback Task forces

Source: Adapted from [1]

cated. My experience with linking the MBTI to this model is that, as in the model itself, more productive use of flexibility is indicated in use of preference later, rather than earlier, in the model.

Contracting, while essential at the beginning of the consulting model, is a skill which is required by each closing of the diamond. These closures represent a decision (judging) point – continue or stop – which may refer to either continuing through the process in total or points at which consultant assistance may no longer be needed.

While Egan[7] initially started with a three-stage model and has now returned to it[7] – the author's experience is that omitting this stage makes sense neither theoretically in terms of posited links to the MBTI nor in practice when working in complex systems.

Stage one – Sensing and Feeling

Stage one is about the consultant seeing the problem from the same perspective as the client: "putting yourself in their shoes". The consultant has to understand the problem, as it is stated, in such a way as to see it in exactly the same way as the client sees it. For most people, this is extremely difficult at first. Stage one requires the consultant to suspend the use of their technical expertise and evaluations – and particularly the desire to say how they personally see the problem. As such, the opening-out phase of stage one is a Sensing phase. Its currency is the history, experiences and detailed perceptions of the client. The consultant needs to understand the facts of the case, factors which affect it now and in the past. To reach some kind of conclusion needs a focus on the client's Feelings, their wants and needs. At this stage, typically a somewhat painful stage for the client (in some sense they cannot cope – either because they have not got the time or the expertise), the cold, dispassionate logic of Thinking is rarely helpful. It fails to make the client feel valuable or worthy, and would not explore the emotional issues that typically underly the contemplation of making change. Similarly, relationships are rarely founded on pure logic, rather on factors such as empathy, liking and respect.

In stage one the consultant is committed to building a relationship of trust: trust that the consultant is interested in helping because he/she sincerely (Feeling) wants to understand (Sensing) the client and his organization, not to judge prematurely. The selfless

behaviour of the consultant in stage one shows that he/she is interested and is an ally – on the side of or "with" the client. As most clients are feeling anxious in some respect, effective stage one skills reduce this level of anxiety, to build trust and rapport between the client and the consultant from which the relationship can develop. Typically the clients' criticism of consultants early in the relationship is that "they don't really understand our specific business" or fail to treat the client organization as having particular characteristics and concerns. All too often consultants fail to give stage one the attention that it deserves – giving rise to the aphorism that "Consultants borrow your watch to tell you the time". A key requirement here is to help the client to be concrete, to talk specifics, which in turn enables the consultant to understand specifically.

Our own research shows that only 4 per cent of consultants have a Sensing-Feeling preference. The vast majority (67 per cent) prefer Intuition-Thinking. As such, the inference, if this sample of 126 were taken as a valid indicator of the consultant population, is that most will prefer to talk in broad concepts, may resist specifics (Intuition) and be more comfortable acting in a Thinking manner rather than in the Feeling way best suited to stage one.

Stage one may therefore require a lot of effort from the "typical" consultant and is often not felt by the consultant to be very rewarding personally; it can also bring the feeling that "you are not putting enough in" (the Intuitives' desire to teach). It is hard work, but it is the most powerful method of building rapport and trust that the author is aware of. It is the formative stage of a productive relationship and of one with a sound basis to be long-term. Another reason may be related to the concept of respect, and the need for the consultant to suspend his or her Thinking judgement as to the rights or wrongs of the client's problem. In essence, to respect the client's rights to make his own decisions and his own mistakes.

By the end of stage one, the client and consultant should have agreed on which issue(s) need to be addressed further in stage two, which can be dropped, and those which they can return to later, if appropriate.

Stage one can be said to be complete when both parties agree what the issue is, what the boundaries of the issue are (i.e. what relates to

the issue in the wider arena and what does not), and whether or not the issue needs further mutual exploration. Stage one ends with a clear and shared definition of the problem as seen by the client. If the relationship stops here it is most likely because the client, through exploring the issue with the consultant, has reached some resolution.

Stage two – Intuition and Thinking

Stage two begins by exploring alternative perspectives of the problem: a much more rewarding role for the typical NT consultant where his or her strengths are called for. If stage one has been completed well, and the consultant has earned the trust and respect of the client, this can now be used to help the client see the problem in a new light.

Stage one allowed the client to describe him/herself and the issues faced so that the consultant could fully understand them. In stage two, consultants draw on their own perception of the client's problem, their experience of analogous situations, to help the client see how others might view the issue. The focus is still on the problem elements as described by the client.

Essentially, stage two involves the consultant's relating together these elements, highlighting inconsistencies (for example between what the client said and how he said it, or between two actions – Thinking), and sharing a broader vision (Intuition) of related problems in parallel organizations or business environments – if these will help the client to understand his own situation better. A key element of stage two is to help develop a logical framework (Thinking) by which client perceptions can be revisited and objectified.

In stage two, the consultant is prepared to address:
- differences between what the client does and what he/she says;
- distortions that he/she is using (for example, the client cannot give a specific example of her subordinate being rude to her, even though she sees her subordinate as being arrogant and offensive).

Used well, the skill of confrontation helps the client to explore these discrepancies and inconsistencies to the degree that it helps to make constructive change, while immediacy reflects a willingness of the consultant to address issues in the consultant-client relationship assertively. Immediacy can draw

attention to the consultant's feeling that the client is no longer committed to the consulting process, for example if the client regularly cancels meetings. The decision-making phase of stage two is objective, resulting in logical goals (Thinking).

Stage two skills can be potent medicine – used too soon, these can compromise, or even destroy, a nascent relationship. Successfully operated, clients are brought face to face with different perspectives on both themselves and their problem, and are aided by the consultant to understand themselves better. The consultant may need to clarify understanding of new, deeper issues that arise from using stage two skills. This illustrates an important point about the operation of this process model: the notion of *recycling*. A new issue may arise in stage two which requires the consultant and client to recycle back into stage one to explore and analyse. Moreover, there is the issue of *paralleling*. For example, in a complex change programme, the consultant(s) and client organization may well be at different stages of the model at the same time; they may be determining corporate vision and values with top management (stage two) while assessing effective ways to introduce new technology to the manufacturing plant (stage three) while researching employee attitudes to empowerment and work satisfaction through questionnaire (stage one).

By the end of stage two, clients should feel that they understand both the problem and themselves well enough to feel able to make some changes. Hence the final skill of stage two is setting realistic, achievable goals.

Many consultants stop the process at the end of stage two by assuming that the client is capable of knowing *how* to achieve a goal once they have decided *what* that goal is. This may reflect the consultants' greater comfort with Intuition-Thinking as an approach, and a resistance to getting involved in the affect of stage three (Feeling) or the detail of implementation (Sensing).

On occasion, a goal is not determined specifically, being omitted in the need to reach a solution. For example, "giving our managers performance appraisal training" is a solution, not a goal. The goal – potentially to improve staff performance – may be completely ignored, particularly as there is a felt need for urgency to do something visible quickly. In this example, by skipping the goal-setting phase of stage two, the client and

consultant may fail to consider that the problem is not one of ability (i.e. managers cannot do appraisal well), but one of motivation (they do not want to, because the directors are not appraised, and in any case personal benefits come from achieving results not directly linked to appraisal). Furthermore, and particularly crucial with long or complex change programmes, unless specific, measurable goals are set there is no criterion by which to evaluate either whether the change has been achieved, or whether or not it was successful. It may be in both parties' interests to skip the goal-setting phase in order to avoid the potential negatives of failure that can be measured. As such, many organizational change programmes may be continuous by default – not necessarily because change is necessarily ongoing, but because noone knows when it should stop: no criteria have been set for success.

Stage three – Intuition and Feeling

In my experience, stage three is the process most likely to be skipped in a change programme as clients (and consultants too) assume that "there is only one way" to reach a goal (i.e. stage four follows stage two).

The opening-out phase of stage three is essentially creative. It helps the client to explore many possible ways of achieving the goal, with the consultant aiding the client to suspend judgement about which of these are better or worse until a large number of options have been generated. This data-gathering phase is clearly about "what could be" – the possibilities (Intuition).

In addition to determining *how* to achieve the *what* defined at the end of stage two, stage three focuses on planning the strategies best suited to the route determined. It is also the time at which the specifics of change dynamics are best addressed. While processes of change should have been modelled by the consultant throughout the relationship, explicit links may need to be made to the dynamics of change involving groups or organizations. Explicit exploration of change strategies (i.e. blending power-coercive, rational-empirical and normative-re-educative approaches) may be needed. Such an intervention also leads to assessing consequences (probabilities of success and the client's propensity for risk-taking) prior to taking the decision on the implementation plan. Stage three may also include explicit

development of some behaviours (through training, development or coaching) required in stage four.

The better stages one and two are done, the easier stage three, which ideally is of two parties working together, on a common problem, to achieve a common goal on an equal footing. Stage three requires the consultant to support the client and build the client's confidence in their own strengths (Feeling): to have the confidence to act and to determine the best solution for him – not one that is necessarily "the best" (according to some objective criterion if available) but the one most likely to succeed for that particular individual, team, or organization. The solution which has the best chance of motivating people and engendering their commitment is most likely to succeed (Feeling).

Stage three is completed when a programme of action has been determined – including the provision of time for the unexpected – a programme to which the client is committed. Without an effective stage three, the risk of historical approaches (Sensing) or uncaring implementation (Thinking) is likely, as is an inadequate consideration of the possibilities available (Intuition). In my experience, without stage three being done effectively, implementation is driven by the dispassionate logic of Thinking ("shoulds" and "have tos"); "if our people know the reasons, then they will change" rather than blending in the more emotive feeling factors to include why they should "want to" as well. This reason may well explain – at least partially – why a number of TQM initiatives would seem to have been less successful than planned.

Stage four – Sensing and Thinking

Stage four begins when the programme of change with the best probability of success for the client has been agreed, and implements this programme as a sequence of actions (the opening-out phase stressing Sensing) which is monitored by client and consultant, and then evaluates how well the actions are working or have worked (the closing down phase stressing Thinking). Stage four is essentially about helping clients to deal with the details of implementation (Sensing preferences for detailed plans, time-scales and sequences) as the plan is actually carried out. The consultant sample shows just 22 per cent to prefer Sensing, and this may partially explain why clients typically experience more frustration

in their relationships with consultants at this stage than, for example, in stage two. A strong preference for Intuition is not likely to help in getting the necessary details right in stage four.

The goal of stage four is to achieve the goals set at the end of stage two. The evaluation process should be dispassionate and objective (Thinking). Many consultants feel themselves frustrated that they do not really know whether a consultancy project has been successful or not. Sometimes this is caused by rapidly moving on to another job, sometimes because of the lack of clarity of goals or of evaluation itself. Both parties may collude to "fuzz" evaluation, as negative results against known criteria would adversely affect the standing of both client and consultant. Hence Feeling can intrude on Thinking, understandable, human, but perhaps not effective in ensuring the goals of change are achieved.

If the process has been successfully conducted clients may then choose to use consultants again, but would not feel that they "had to". Skills should have been transferred to the client. New issues may emerge through stage four which may require recycling back to stage one to address them. The final close of the stage four diamond recognizes that a choice point is reached: to terminate the relationship (the contract is over) or to move jointly to address new issues emerging. Clearly the client may also wish to address issues alone.

The successful operation of this model requires the consultant to be behaviourally flexible – to use different Myers-Briggs preferences as appropriate to different stages of the intervention process. Undoubtedly this is an over-simplified view, but one which may build effective links between consultancy and personality preferences. In my view, the consulting process ends when any one of the following occurs:

(1) The needs of the client, as determined by the contract up front, are met (the client has solved the problem satisfactorily).

(2) When it is clear that the client has taken control of his or her own destiny and no longer needs help.

(3) When the client decides to stop (whether or not progress is being made).

(4) When the consultant feels unable to continue to help the client.

(5) When it becomes clear to either client or consultant that the costs of helping are outweighing the gains.

For the external consultant in particular, difficulties may be experienced in confronting items 2 to 4 above owing to the commercial nature of the consultant-client relationship. However, to do so is to act ethically, and to optimize the chance of being invited back in the future, rather than continuing to offer assertive assistance to a client for short-term financial gain.

The model, MBTI and effective management of organizations

My observation is that there are also effective links between the MBTI, the model, and the functions performed at different managerial levels. In Egan and Cowan's book[1] they refer to the process model given here as Model B, and their content model as Model A. In Model A they see the organization as designed to sense information reliably from the environment, set mission and value statements to optimize organizational effectiveness in terms of customer satisfaction and continuity of supply, and to determine and operate those programmes best designed to achieve the mission set.

As in the intervention model, there are links between stages, and each stage is only successful in relation to the stage preceding it. Similarly, in order to focus on a particular stage, information is minimally required about the content of the previous stage. For example, as either a member of the client organization or as a consultant, I may be called on simply to implement a plan (stage four). Typically I will need to know the rationale for this implementation approach (stage three). I may like to know more (i.e. stage two or stage one). In operation, my observation is that, if someone is asked to implement something, their immediate question refers to why this route was chosen rather than another one. As such, when asked to engage in stage four activities, questions are asked about what occurred in stage three. Similarly, if a group is asked to discuss how to achieve a goal (stage three), their questions are typically focused on why the specific goal was set (i.e. stage two). Finally, when asked to determine a goal, managers typically wish to know the reasons for it – i.e. what was the problem that the goal was trying to solve, or the opportunity that this was designed to exploit. In other words, managers sense the operation of the model, and wish to understand the immediate

antecedents of the tasks that they are asked to perform.

The links to management level, and the differing responsibilities for aspects of the productive effort of organizations, operate in parallel. If the direction of the organization is unclear, then the performance focus will be unclear and the harnessing of individuals' abilities and motivations will be diffused and less effective performance will result. This in turn is likely to reduce the organization's flexibility of operation to achieve future demands. The postulated links to managerial hierarchy and MBTI are shown in Figure 2, with the four model stages rotated through 90°.

This model (Figure 2) sees effective organization as a blend of operational efficiency ("doing things right") and market effectiveness ("doing the right things"). In operation, this broadly inverses the needs for Myers-Briggs flexibility from the consulting version. Whereas in the consulting process most flexibility of approach is likely to be required as progress is made from stage one through to stage four, the opposite is true for this managerial model. In other words, there is more need for flexibility of approach at the top management end (equivalent to stage one) and least at the operational end (stage four). This proposition certainly squares with observations of working life: it is the work of

production-line workers and salespeople that are usually subjected to the most stringent analyses and controls (Sensing-Thinking) and where least flexibility of deliverable is seen. Progressively more latitude is granted as the apex of the organizational pyramid is approached.

Top management should show greater flexibility of approach, yet provide a stability of direction and culture for the organization. The role of top management should be to do stage one effectively, using Sensing and Feeling. Senior managers should be engaged primarily in stage two activities, exploring possibilities (Intuition) and defining specific goals (Thinking). Middle managers should spend most of their time working out how best to achieve those goals (stage three) using Intuition and Feeling, while the operators implement (Sensing) and evaluate (Thinking) as stage four.

As such, the key task of top management is organizational effectiveness. This is achieved by reliably Sensing the external and internal environments and positioning the organization best to take advantage of their corporate competences and marketplace conditions. Notably this includes active management of the culture of the organization. Working from where staff are (Sensing) and understanding their needs and values (Feeling) are crucial. They need to appreciate what their staff can do (Sensing) and what motivates them (Feeling). In an environment of extremely rapid change, focus on managing the culture of the organization (and the staff's values, beliefs and attitudes) is arguably the route best guaranteed to offer continuity of direction. Human nature is far less likely to change as radically or unpredictably as technological innovations, competitive movements or economic shifts. As such, this is an area in which top management attention is likely to result in the greatest benefits. Similarly, focusing on what the marketplace wants (Feeling) in detail (Sensing) is likely to result in developing products with perceived consumer benefits (Feeling) rather than features (Thinking). The SF approach indicates also that the top team, more strongly than any other organizational group, may need to show a seamless face (loyalty to one another and to the organization).

In this approach, the key role of senior managers is to set operational goals based on the approaches Sensed by top management's

Figure 2 Effective organization, levels and the MBTI
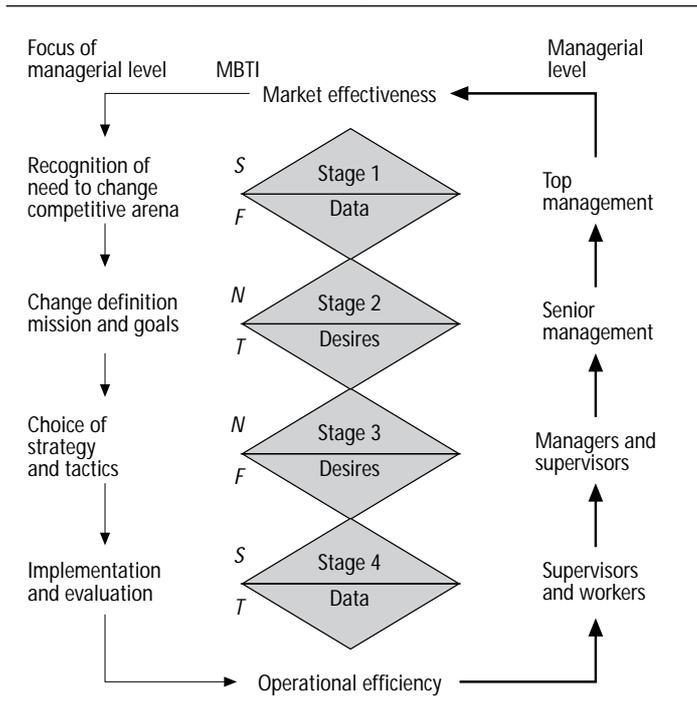
focus on managing the organization and its interface with the environment. They should demonstrate Intuition and Thinking primarily, focusing on achievable ends. Ideally they should be involved intimately in the development of vision and values with their top management colleagues. It would then be for middle management to specify means, the best ways to achieve the goals set.

Once more in harmony with the precepts of the consultancy model, middle managers should have input into goal formulation. However, their role could be clearly differentiated from that of their superiors through its focus on means – possible routes to achieve the goals (Intuition) and what is most likely to motivate the workforce (Feeling). This focus would also flag the primary requirements for supervisors to be facilitators and coaches: to encourage their direct reports by creating methods meeting with acceptance and commitment. Finally the operators, the technical core of the organization that makes or delivers the product and sells it, are responsible for implementation (the Sensing details of doing it) and providing data for evaluation – and evaluating their everyday work directly and dispassionately (Thinking). In terms of the model, the operators should influence the determination of means. Their quality of output will markedly influence the future plans of the organization: if they fail to deliver, for example, fewer options are likely for the organization in the future.

The proposed model is designed to highlight those preferences which are likely to be of most overall use in effective organizational operations – not to deny the value of alternative approaches as necessary – but to emphasize the approach generally most likely to be of benefit.

Observations and implications

Typically, workers criticize senior managers for not taking a strategic view, and remaining too immersed in detail and bureaucracy (too much S and T, not enough N).

Similarly criticisms are levelled against the lack of care shown for them as people (too much T, too little F). This model outlines the potential focus of each of four levels in the organizational hierarchy, a number seen to be about right for effective organizations by commentators such as Tom Peters. Such a discrete focus could potentially reduce con-

flict within organizations over, for example, ends (senior managers) and means (supervisors), and represent a new definition of areas of legitimate authority. The approach is systematic – it sees an organization as a process designed to transform intent into deliverables – with discrete roles played by discrete groups. Similarly, the potential functions of departments (e.g. HR or finance) may also show their primary role as falling within one of the vertical diamonds. As such, it could be argued that most of their human resources should be present in that diamond (e.g. sales or manufacturing in Stage four).

While the focus of each diamond reflects the MBTI aspects highlighted, the author would argue that population characteristics are likely to sub-optimize the effectiveness of some areas – particularly of top management and supervisory management (Sensing-Feeling and Intuition-Feeling) – given the relatively low percentage of managers showing a preference for the approaches noted. A comparison between consultants and UK managers from our own data is given for comparative purposes in Table I.

As Feeling and Intuitive types represent between 25 and 35 per cent of the managerial population, and as people tend to act in accord with their preferences, it is not surprising to see organizations focus on Sensing and Thinking processes:

- inflexibility of objectives (Thinking);
- coercion at the expense of commitment (Thinking, not Feeling);
- focus on detail – the trees (Sensing);
- "cold pricklies" - criticism (Thinking);
- task results (Thinking);
- operational efficiency (cost controls, reduction of waste, clocking in) (Sensing-Thinking);

and to value less Intuition and Feeling:

- Flexibility of means (Intuition).
- Broad direction – the wood – and vision (Intuition).

Table I UK managers and consultants: core MBTI percentages

Core type	UK managers	Consultants
	(Percentage)	
Sensing-Feeling (SF)	17	4
Intuition-Thinking (NT)	22	67
Intuition-Feeling((NF)	11	11
Sensing-Thinking (ST)	50	18

- "Trying it" (Intuition).
- "Soft" managerial skills of interaction (Feeling).
- "Warm fuzzies" – praise and encouragement (Feeling).

Moreover it is not hard to see potential issues between consultants and their clients – particularly in terms of the contrast between Sensing (details, facts, valuing experience and history) from potential clients, and Intuition (big picture, possibilities, the future) from consultants!

Conclusion

In an environment in which the pace of change is increasing, our capacity to manage change is also increasingly necessary. Drawing parallels between relatively enduring personal orientations as measured by the MBTI and the demands both of the consultancy change model and the effective organization can help managers and consultants alike to enhance their effectiveness. Blending self-awareness both with the needs of the task in hand and with the role requirements can help to prevent sub-optimal approaches to effective operation.

Certainly, for consultants and managers, looking at organizational processes, armed with their own Myers-Briggs profiles, has helped them to make better sense of the complexities involved. Linking MBTI to models both of consultancy and organization has helped them to focus on which stages – or to which groups of people – they may need to pay particular attention to create better solutions to problems faced by their clients – be these customers or colleagues.

References

1 Egan, G. and Cowans, M.A., *People in Systems: A Model for Development in the Human-Service Professions and Education*, Brooks-Cole, Monterey, CA, 1979.

2 Truax, C.B., "An approach to counselor education", *Counselor Education and Supervision*, Vol. 10, Fall 1970, pp. 4-15.

3 Carkhuff, R.R., "Towards a comprehensive model of facilitative interpersonal processes", *Journal of Counseling Psychology*, Vol. 14, January 1967, pp. 67-72.

4 Carkhuff, R.R., "Counseling research, theory and practice – 1965", *Journal of Counseling Psychology*, Vol. 13, Winter 1966, pp. 467-80.

5 Myers, I.B. (revised by Kirby, L.K. and Myers, K.D.), *Introduction to Type*, 5th ed., Oxford Psychologists Press, Oxford, 1993.

6. Argyris, C., *Intervention Theory and Method: a Behavioural Science View*, Addison-Wesley, Reading, MA, 1973.

7 Egan, G., *The Skilled Helper: A Problem-Management Approach to Helping*, 5th ed., Brooks-Cole, Monterey, CA, 1994.

Further reading

Gazda, G.M. *et al.*, *Human Relations Development: A Manual for Educators*, 2nd ed., Allyn & Bacon, Boston, MA, 1977.