The Leading Edge of Psychological Type[1]
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Three Integrated Models and the 16 Personality Types

The InterStrength CORE Approach™ for using personality type information in many contexts involves the use of three related models. Each model provides different information about the personality. In practice with clients, each model can be used alone, but more accuracy and power is gained by integrating them. Using a process of triangulation, these three models taken together provide a picture of the cognitive, affective (feeling tone), and conative (will) aspects of an individual's core personality type. Skilled practitioners use them all in the background even when only one model has been introduced to clients. Using three models instead of one …

- Provides more information than one model alone.
- Enables more accurate identification of the full type.
- Helps individuals remember and use the essential information from each model so they can put it to practical use.
- Provides more information for coaches, change agents, and other growth facilitators.

History of the InterStrength CORE Approach and Psychological Type

Popular methods of assessing personality type usually involve answering some questions on a questionnaire such as the Myers-Briggs Type Indicator ® (MBTI®)[2] instrument, the MajorsPTI™[3] or the Keirsey[4]® Sorter to name a few, and getting a result. While this method works well some of the time and is inexpensive, it is often not as on target as we'd like it to be[5], especially when the intention is to get an accurate, holistic picture of a complex personality pattern. Throughout over 17 years of qualifying professionals to use the MBTI® instrument, my colleagues and I

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[1] This article is an updated revision of an article, Berens, Linda (2002). "Multiple Models of Personality Type: an Historical, Thematic Perspective." Australian Psychological Type Review, Vol. 4 Nos 1 & 2.

[2] Myers-Briggs Type Indicator, MBTI, and Myers-Briggs are registered trademarks of the Myers-Briggs Type Indicator Trust in the United States and other countries.

[3] MajorsPTI is a trademark of Mark Majors.

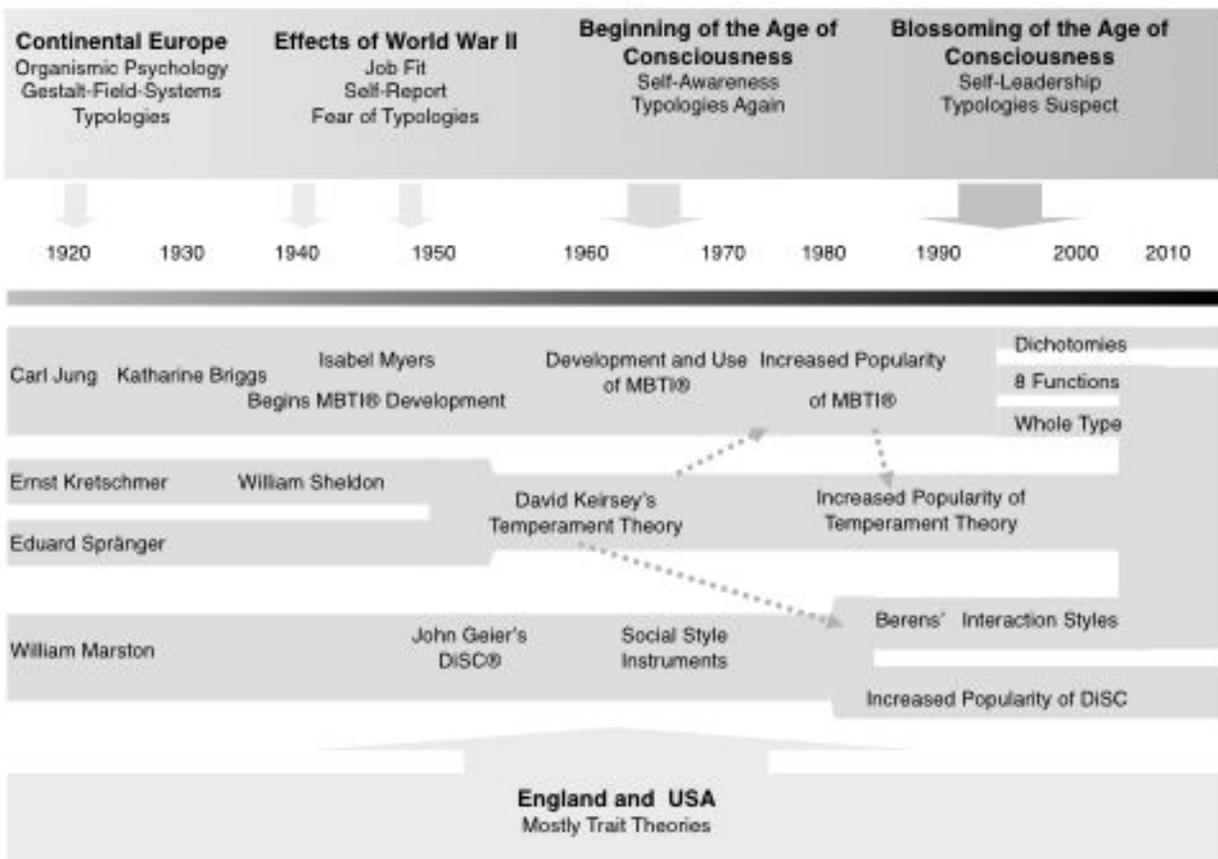[4] Keirsey is a registered trademark of David W. Keirsey.

[5] Measurement error in the case of personality typology is best reported in percent agreement with the full type results, not in terms of a numerical score. Since these instruments are designed to indicate a full type pattern and not traits, there must be a fit on all aspects that are measured. In the case of the MBTI instrument, this is on all four dichotomies. The *MBTI Manual, Third Edition* (page 197) lists agreement between reported and best-fit types ranging from 53% to 85%. In my experience over 30 years with thousands of clients the error rate can be as high as 40%. Note that chance agreement would be 6.25% so this error rate does not discredit the MBTI, butit does indicate that we must be careful to not take instrument results as 100% accurate. Myers, Isabel Briggs, McCaulley, Mary H., Quenk, Naomi L, and Hammer, Allen L. *MBTI Manual, Third Edition.* Palo Alto, California: CPP, 1998.

discovered that people tend to take the instrument results as 'the right answer' since it looks like a test. That was fine when it was accurate, but many times, we observed different patterns and behaviors in the participants that led us to suggest they look further. Once they did, they usually discovered a better 'fit' than the instrument yielded. This led us to develop a self-discovery process that engaged the client more holistically and at the same time increased their ability to become self-reflective, more mindful, and self-regulating.

What follows is a history of the evolution of personality typology and the MBTI® instrument as well as the models of the InterStrength CORE Approach™ in helping clients, workshop participants, and other personality type practitioners understand the sixteen types. These three models provide ways to connect with what has already been done with typology in the popular press and in organizations and take them into increasingly richer and fertile areas for self-knowledge, self-leadership, teamwork, conflict management, change management and so on.

This is not merely a sequential accounting, but an identification of significant larger trends that point us to where personality type theories are going in the future. The historical timeline below presents a birds eye view of this impactful cultural movement.

A Historical Timeline

Continental Europe	Effects of World War II	Beginning of the Age of Consciousness	Blossoming of the Age of Consciousness
Organismic Psychology Gestalt-Field-Systems Typologies	Job Fit Self-Report Fear of Typologies	Self-Awareness Typologies Again	Self-Leadership Typologies Suspect

1920   1930   1940   1950   1960   1970   1980   1990   2000   2010

Carl Jung   Katharine Briggs   Isabel Myers
Begins MBTI® Development
Development and Use of MBTI®   Increased Popularity of MBTI®
Dichotomies
8 Functions
Whole Type

Ernst Kretschmer   William Sheldon
David Keirsey's Temperament Theory
Increased Popularity of Temperament Theory

Eduard Spränger

William Marston   John Geier's DiSC®   Social Style Instruments   Berens' Interaction Styles
Increased Popularity of DiSC

England and USA
Mostly Trait Theories

There are multitudes of ways we can describe personality differences. Many are familiar with models and instruments based on the works of Carl Jung. The most well known of these is the Myers-Briggs Type Indicator® (MBTI®) instrument, which yields a code pointing to 16 personality type patterns. Another popular model is based on the integrative work of David Keirsey[6], which he called Temperament theory. Keirsey reviewed the vast literature on temperament going back 25 centuries and found the commonalities in the descriptions. He then described four Temperament[7] patterns based on that integration. Many think Keirsey's description of four Temperaments was just a rearrangement of Jung's model, but it is not. In fact,

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[6] Keirsey, David and Bates, Marilyn. *Please Understand Me, 3rd Edition.* Del Mar, California: Prometheus-Nemesis Books, 1978.

[7] In this work, Temperament with an upper case T refers to Keirsey's model. With a lower case 't', it refers to the more traditional views of temperament.

Keirsey did not find Jung's work useful. However, Keirsey did link his Temperament model[8] to the work of Isabel Myers and the type code results from the MBTI® instrument. Other popular typology models like social styles and DiSC®[9] seem to relate to the 16 personality types in some ways, but not in others. All these models have very similar roots and with some adjustment they can be used together for better type clarification. In turn, the increased accuracy and insight makes for more powerful applications to self authoring for more effective health management, increased self-leadership, improved interpersonal communications and relationships, teamwork, leadership, time management, stress management, career development, working remotely, creativity, change, and many other areas.

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[8] Keirsey's Temperament theory describes four patterns or themes and therefore is different from the traditional trait-based theories of temperament, which often describe separate trait characteristics like irritable, calm, and so on.

[9] DiSC is a registered trademark of Inscape Publishing.

In the beginning………

Ideas, movements, schools of thought and the like emerge out of a context. Modern personality typologies have their roots in schools of thought that were prevalent during the first part of the twentieth century. The larger contexts can help us understand why there are different views on the best ways to understand, introduce, and apply psychological type concepts.

The 1920s—The Domain of Psychology and Psychiatry

The term "Personality Type" is used broadly to include all manner of typologies, not just those based in Jungian type theory. This whole movement of looking at typologies is very old—over twenty-five centuries old. However, there was a major thrust in the 1920s that came out of Europe and the schools of thought that were prevalent at the end of the nineteenth century. The zeitgeist of the 1920s provided fertile ground for the roots of the modern personality type movement. The foundations of psychological type, social styles, organismic psychology, and systems thinking were all prevalent during that time. Carl Jung was not the only great thinker thinking along these lines. A. A. Roback[10] wrote a thorough review of all of these schools of thought and typologies in 1927 in *The Psychology of Character*.

Concluding his comprehensive historical survey of temperament, Roback described a period of synthesis among his contemporaries. He noted that knowledge about temperaments had advanced and that a certain theory kept returning. He stated, "The temperaments, at least, exhibit a definite locus which is the same for the majority of writers; and the divergence of opinion enters largely in the explanations and correlations"[11]

In continental Europe, the focus was on a holistic view of the personality that linked physiological differences with emotional differences, character, and behavior as aspects of a whole pattern. There were two important, compatible schools of thought: (1) organismic psychology which views an organism holistically as an unfolding, continuously differentiating pattern and (2) the gestalt field-systems view of personality as emerging in relation to the field (context) in which it operates. Carl Jung's work on psychological types comes from these views of the individual as a whole that can only be understood holistically and in relation to interactions with the environment. Jung's work sparked Katharine Briggs to augment her theory of individual differences and her daughter, Isabel Myers, to create the MBTI® instrument to make Jung's theory available to all.

Two other European seminal thinkers of the 1920s were Ernst Kretschmer, author of *Physique and Character*[12] and *Men of Genius*[13], and Eduard Spränger who wrote, *Types of Men*[14]. Both

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[10] Roback, Abraham Aaron. *The Psychology of Character*. New York. Arno Press, [1927]1973.

[11] Berens, Linda Verdale. *A Comparison of Jungian Function Theory and KeirseyanTemperament Theory in the Use of the Myers-Briggs Type Indicator* Dissertation Abstracts International, 1985. p.27 (quote from Roback, Abraham Aaron. *The Psychology of Character*. New York. Arno Press, [1927]1973 p. 108)

[12] Kretschmer, Ernst. *Physique and Character*. London: Harcourt Brace, 1925.

come from the holistic, field-systems view. The works of these two formed the foundation of David Keirsey's elaboration of the classic four temperaments independent of any Jungian influence.

In the United Kingdom and the United States, the primary school of thought was behaviorism and trait theories. Much of the extensive work done with longitudinal studies of temperament[15] (not the Temperament referred to by Keirsey) was done in the United States and these dimensions later show up in the social styles and behavioral styles models. Out of this trend came the work of William Marston[16], which formed the foundation for the DiSC® Instrument. Most of these models were derived from factor analysis of traits to find clusters to then infer patterns. This is a very different approach from the gestalt-field-systems and organismic views, yet useful information about the organic patterns can be gained from such a study. This use of organic means two things: 1) natural, inherent, inborn, constitutional and 2) organized from conception and systematically arranged. [17]

The 1940s into the 1950s—Measurement, Self-Report, Into the Hands of the General Public

Along came World War II and the experimentation with self-report methods of measuring psychological constructs. Even with the potential for faking, bias, and distortion, this method gained acceptance since there were not enough psychologists to do all the assessment needed with the war effort. Isabel Myers saw the potential of using self-report instruments to make Jung's ideas about psychological type available to the general public. The challenge was how to do it. The main problem she faced was how to take something holistic and dynamic like personality and use the limited measurement methods of the time to get good results. Her solution was to separate Jung's concept of Extraversion and Introversion and his eight psychological types into polar opposites or dichotomies and treat them as separate aspects of personality, then add the J-P dichotomy to get at Jung's implied hierarchy of functions. This artificial separation of the whole into the parts worked remarkably well. This resulted in 16 four-letter type codes based on four separate dichotomies.

1. Source of Energy
   a. Extraversion—Preference for interacting with the external world
   b. Introversion—Preference for reflection on the internal world
2. Information Source
   a. Sensation—(aka Sensing) Preference for accessing and processing tangible information

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[13] Kretschmer, Ernst. *The Psychology of Men of Genius*. College Park, Maryland: McGrath, 1970.

[14] Spränger, Eduard. *Types of Men. New York: Johnson Reprint Company, [1928] 1966.*

[15] Chess, Stella, and Thomas, Alexander. *Goodness of Fit: Clinical Applications from Infancy Through Adult Life.* New York: Brunner Mazel, 1999.

[16] Marston, William Moulton. *Emotions of Normal People.* Minneapolis: Persona Press, [1928] 1979.

[17] Ornstein, Robert. *Roots of the Self*. San Francisco: HarperCollins, 1993.

b. Intuition (aka iNtuiting)—Preference for accessing and processing abstract information
3. Basis for Decisions
a. Thinking—Preference for evaluating according to objective criteria
b. Feeling—Preference for evaluating according to values and impact on people
4. Way of Dealing with the Outer World
a. Judging—using judging processes of Thinking or Feeling in the external world and thus preferring things organized in advance
b. Perceiving—using perceiving processes of Sensation or Intuition (aka intuiting) in the external world and thus being open to emerging information

Also in the aftermath of World War II, William Sheldon was studying body type and personality. He was a student of Ernst Kretschmer and was getting good research results, but there was a backlash against the idea of typology. After Hitler and the atrocities of World War II, the whole idea of categorizing people was very frightening.

In the 1950's David Keirsey was in graduate school researching personality and came across Sheldon's work and then traced it back to Kretschmer. He then found Spränger and Roback's summaries. As Keirsey began to fit all of these descriptions of temperament together, he was finding such strong commonalities that he developed his four-fold approach to temperament. In 1958 he was introduced to the MBTI® instrument and to Isabel Myers' descriptions of the sixteen types. Then he saw, for the first time, the ancient temperaments come to life—especially in Myers' descriptions of the extraverted Sensing types (_S_Ps) and the introverted Sensing types (_S_Js). At that point he linked the work of Myers and the ancient theory of four temperaments and continued to develop his work on the temperament theory, as it shows up in madness and in normal, everyday life.

The 1960s into the 1970s—Dawning of the Age of Consciousness

During the 1960s, John Geier[18] elaborated on the trait theory in William Marston's 1928 book, *Emotions of Normal People*, and developed the DiSC Personal Profiling System. This was based on clusters of traits around "normal" emotions of Dominance, Inducement, Compliance, and Submissiveness. (The current words have been updated.) Management experts, Blake and Mouton, came out with the Managerial Grid, which describes behavior along a continuum of concern for production versus concern for people. Then David Merrill and his associates developed the Social Styles Model along two continuums of high assertiveness to low assertiveness and high emotional responsiveness to low emotional responsiveness. None of these approaches focuses on innate differences, yet there seemed to be a type relationship that no one clearly differentiated until the development of the Berens Interaction Styles model.

During this time the MBTI® instrument was being thoroughly researched and refined by Isabel Myers and her family and a few early-adopting practitioners. And the 1970s saw the beginning of the 'age of consciousness.' The time was ripe for rapid growth of a self-awareness tool like

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[18] Geir, John G. and Downey, Dorothy E. *Energetics of Personality.* Minneapolis: Aristos Publishing House, 1989.

the MBTI® instrument. Growth groups, therapy groups, meditation, self-help—all of these grew at a rapid pace after their beginnings in the 1970s.

In the social sciences, a broader force was emerging in the focus on family systems. Building on the work of anthropologist, Gregory Bateson, and early systems thinking, a theory of dysfunctional behavior as a function of the system, rather than within the individual emerged. This was the basis for the formation of a master's degree program in counseling that was architected by David Keirsey and instituted by Marilyn Bates. In this program the focus was on how to intervene in systems to help the system get itself back on track. An understanding of individual differences was essential to that methodology in order to work with the system organically rather than to impose one-size-fits-all solutions on it. Temperament theory was infused throughout the program including psychopathology, program management for school counselors, or even which counseling methods would likely work best with which kinds of people.

In 1978, Keirsey[19] published *Please Understand Me*, the first mass market book on Temperament and type. And its popularity spread like wildfire by word of mouth only. On its own, it quickly sold over a million copies with no big publisher or Amazon to market it. To this day, it remains a best seller.

The 1980s into the 1990s—Full Force Emergence of the Age of Consciousness and Re-birth of Looking at Wholes within Systems

In the mid 1980's, "Personality Tests Are Back" was the title of an article in Fortune magazine. Indeed, this period can be characterized by the strong emergence of a focus on self-awareness (one that many have interpreted as self-absorption or selfishness). A membership organization, the Association for Psychological Type, was founded and grew rapidly with chapters in various areas of the United States. In Southern California, the APT chapter had 2000 people on its mailing list. Temperament was beginning to be introduced along side the four dichotomies of the MBTI® type code and people thought it was all the same model. Some accused Keirsey of bastardizing the MBTI® instrument as they confused the instrument with the theories. Nothing could be further from the truth. He and Marilyn Bates wrote powerful descriptions of the sixteen types that built on both Temperament and type and their book got the word out rapidly. The four Temperament patterns behind those descriptions that had spoken to so many people for centuries were easy to remember and relate to. Most type practitioners do not recognize how much *Please Understand Me* and the powerful information contained in Temperament theory helped popularize the MBTI® instrument and made it even more accessible to the general public.

Enter chaos theory, complexity theory, systems thinking, and the new science. In the popular business and organizational development press, the focus shifted to looking at whole patterns again. In 1988,Temperament Research Institute (aka TRI and later InterStrength®[20] Associates) was formed to teach about personality differences from a systems view and to develop

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[19] Keirsey, David and Bates, Marilyn. *Please Understand Me, 3rd Edition.* Del Mar, California: Prometheus-Nemesis Books, 1978.

[20] These organizations no longer exist, yet the methodology is still evolving and being taught through Linda Berens Institute: www.interstrength.org

applications to helping all kinds of systems—individuals, schools, organizations, and the world. In 1991, TRI joined with Type Resources, Inc. in delivering MBTI® Qualifying Programs and began serious work on how to deliver information from a non-systemic, linear instrument in a way that honored the wholeness and the complex, dynamic nature of human beings. Several things were evident.

- People were confusing the instrument with the theory behind it and hardly anyone recognized that the four Temperaments were based on a different theory than the MBTI® instrument. (Yet the instrument worked well for both theories. This spoke to some sort of universal truth since both theories describe similar patterns at the sixteen types level.)
- Some people's behavior did not match the pattern that they reported on the MBTI® instrument and the process of helping them verify the results was frustrating because they trusted the results of the instrument rather than their own observations.
- Once people had locked in on the four-letter type code, they stopped the self-discovery process and didn't try to continue the best-fit exploration.
- Those with an Improviser Temperament (aka Artisan or _S_P) seemed to be more highly represented among those for whom the instrument was not accurate than any other types.

During the 1990s there began to be a backlash in organizations against the MBTI® instrument. This consisted mostly of the inappropriate use of the tool as a "test and tell" labeling device without adequate interaction and feedback. Those people who are systems thinkers in the fields of Organization Development were turned off by the mechanical application of typologies. Some organizations even refused to let consultants use the MBTI® in their work. The main problem was an overly simplistic approach and resulting stereotyping.

Autopoietic Qualities of Living Systems Patterns, Structure, Process

The work of physicist and systems thinker, Fritjof Capra[21], provided a suggestion of some critical elements to make typology work better. Capra clarified autopoiesis as 'self-making'. In other words living systems are self-organizing in that they engage in maintaining themselves, transcending themselves, and renewing themselves. He said to understand a living system, we must look at it as a pattern, look at the structure, and look at the processes. Patterns are configurations or how aspects or essential qualities are in relation to each other. Antipoetic patterns have themes or central organizing principled or 'strange attractors,' which are dynamical energy patterns that operate much like water going down a drain in that it follows a pattern of movement. Processes are the activities that help maintain the pattern. Structure is the physical embodiment of the pattern. Thus patterns 'rule' or determine the processes and the structure.

As we evolved a way of introducing the concepts for self-selection, we found it more effective to use names for the four Temperaments than the letter designations. We also found it more effective to introduce the four Temperaments in a self-discovery process prior to introducing the dichotomies of the type code. This got participants to 'try on' these patterns as a whole.

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[21] Capra, Fritjof, The Web of Life, New York: Bantam Doubleday Publishing, 1996.

Jung described eight processes and eight patterns of types where one of those processes dominated. Yet the methods of measurement used to create the MBTI instrument resulted in an artificial breaking down of his model into separate dichotomies. Then the practical, but overly simplistic use of the type code led people to confuse the processes with the patterns and people talked about "Feelers," not those with a preference for the Feeling process. By presenting the processes as either/or led people to think they could not access the other side of the dichotomy. This approach often seems to limit people rather than lead to development and agility. Plus a very important aspect of Jung's theory was usually ignored as too complex—functions in their attitudes. So we applied insights gained from the work of Jungian analyst, John Beebe[22], about the archetypal roles of each process (aka function in its attitude) and his model of the type pattern being a configuration of Jung's eight functions:

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[22] Beebe, John. Workshop presented by Type Resources in Oakland, California, 2001.

- extraverted Sensation
- extraverted Intuition
- extraverted Thinking
- extraverted Feeling
- introverted Sensing

- introverted Intuition
- introverted Thinking
- introverted Feeling

We began introducing type using the eight functions rather than just the four standard dichotomies. Participants and clients readily grasped the whole type patterns better once they understood the real dynamics behind the type code. MBTI® Qualifying Program provider, Type Resources, then refined and integrated this process gradually into their workshops as standard practice.

Thus the InterStrength CORE Approach™ took root. We stopped doing the qualifying programs with Type Resources at the end of 1994 to pursue the development of our method and the first-ever Facilitator's Guide with scripted lessons plans, colored transparencies, handout and cartoon masters. Then people asked to be trained in using The Facilitator's Guide and they also wanted to be MBTI® qualified at the same time. In 1995, Temperament Research Institute (later to become Interstrength Associates) was accepted as a CPP (publisher) approved MBTI® Qualifying Program provider. As we continued to refine and develop the methodology we also used something we were calling Interaction Styles to cross-check against reported type and self-selected type using Temperament and the type dynamics explanations we developed to arrive at best-fit type. For example, for someone sorting between ENTP and ESTP we would note that those with ENTP preferences generally use an informing and motivating style of getting people to do things and those with ESTP preferences tend to use a directing, time and task oriented style. This eventually evolved into a separate model.

Meanwhile, at the Association for Psychological Type-International conference in Boston in July 1995, more and more people were challenging the status quo ways of talking about type as parts not wholes. In the sessions when someone would say "introverted intuitive types" people would ask, do you mean IN_J's (with dominant introverted iNtuition) or those with I and N in their code? Also a major shift was made to saying "my preferences are INTP" not "I'm an INTP." This was a bit awkward, but more conducive to keeping people from being stereotyped and labeled. The emphasis began to shift to type dynamics and development, not just categories of types.

Into the Twenty-first Century—More Instruments, Whole Type, and Other Methods at the Leading Edge of the Age of Consciousness
Clearly, "MBTI" is now a brand—like saying Kleenex (in the U.S.) when you want tissues. When people say MBTI, they often mean the results of using the theory to help people understand themselves. It is a shorthand label that means different things to different people. People also confuse the MBTI instrument with other instruments that yield the four-letter code. And they confuse the instrument results with the best-fit type of the individuals.

Now, the movement is in a mature market stage. The rapid growth of the industry is over and now there are imitations and innovations. Some of the imitations seem to be nothing more than restating and reconfiguring. There are some on the web that show very small sample sizes and very little research. Nothing like what the MBTI® publisher, CPP, Inc., has done with extensive

research into item development and sample collection. Some of the other instruments, such as the MajorsPTI and the Golden Personality Type Profiler are attempts at innovation with research behind them. In Europe there are several more instruments that are aimed at detecting one's Jungian personality type. Such proliferation is to be expected and such competition should be good in the long run. Now we have some more complex ways to develop items and score instruments than were available to Isabel Myers. These new ways can help get at the rich complexity of the human psyche and human behavior.

In the world of psychological type and the use of the MBTI® instrument, there are three current approaches.

1. The standard has been the single preferences (E-I, S-N, T-F, J-P) approach, sometimes with some brief explanations of type dynamics and the inferior, in-the-grip (stress related) experience.

2. The more cutting edge approach is to introduce the eight functions (Se, Si, Ne, Ni, Te, Ti, Fe, Fi) and relate these to type dynamics. Margaret Hartzler, Leona Haas, and Bob McAlpine are among those pioneering this approach. Since I innovated that in 1994, that is the way we've been doing it ever since.

3.   The really cutting edge approach is working with whole type. There are differing views of what whole type means. In the "whole type theme" model, the level of analysis is looking at each of the sixteen types as unique patterns. Dario Nardi, an artificial intelligence expert, system-scientist, did this when he developed the short themes for our booklet, *Understanding Yourself and Others: The16 Personality Types[23]*. These themes do not reflect just the interaction of the eight function/attitudes (We call these the cognitive processes for a more modern name). They are unique to that type. For example, one of the themes for ESTP types is to have a measure of their success. This is not attributable to one of the processes alone or even in combination. Neither is it an aspect of Temperament theory.

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[23] Berens, Linda V. and Nardi, Dario. *The Sixteen Personality Types, Descriptions for Self-Discovery*. Huntington Beach, California: Telos Publications, 1999

The InterStrength CORE Approach™ at the Leading Edge

As we honed our approach, Dario Nardi pointed out we were using multiple models from a systems-science point of view. He outlined the following criteria[24] for multiple models:

- Can the model be presented without referencing another model?
- Does the model use a different coding scheme? (That is, does it have unique categories)
- Does the model address or emphasize a different part of the personality?

Thus, Temperament for example is not the same as the four-letter code because it meets the criteria for being a separate model - Temperament can be presented by itself. . . . It uses a different coding scheme and unique categories (4 names as opposed to eight letters) and it emphasizes a different part of the system of type (needs and values). . . .

Why use more than one model? Why not just reference the 16 whole-type patterns and forget the rest? Here are some reasons:

- Each model addresses a different level, so we miss information. Even though 16 types might be the core model (or the closest to the type core), it doesn't explain everything about personality.
- People often need multiple perspectives in order to get at where they are, in even one model.
- It's good for business. (Being inclusive by allowing other perspectives means more people in the type community.)
- It's part of the ethics quest to honor multiple perspectives.

One model we use is our version of Temperament Theory, which we now call **Essential Motivators**. To make it more useful we developed new names[25]—Improviser™, Stabilizer™, Theorist™, Catalyst™. Essential Motivators gets at the "why's" of our behavior—our deep psychological needs and core values and the talents we engage to get those needs and values met. We often do not use an instrument, but rather the Self-Discovery Process® that actively teaches self-reflection. One reason we didn't use an instrument for this is that there wasn't one that focused solely at Temperamen/Essential Motivators. But the main reason is that we want to foster self-reflection and mindfulness, which is a very important skill for survival for knowledge workers in an information/technology age. Used this way with skilled facilitators it has about an 80% accuracy rate, which is about the best the MBTI® instrument used alone can claim. It can also be used with a typology instrument. The use of an instrument may or may not increase the accuracy rate depending on how administration of the instrument is framed for the participants/clients and the context in which it is used.

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[24] Nardi, Dario. *Using Multiple Models to Explore Psychological type.* Retrieved from http://www.InterStrength®.com/content/using_multiple_models_to_explore_psychological_type October 4, 2010.

[25] Improviser, Stabilizer, Theorist, and Catalyst as temperament names are trademarks of Linda Berens.

Another model is **InterStrength Interaction Styles™**. This model builds on the early work of social styles and yet keeps true to an organic view of the personality. It too stands alone and can be used without an instrument. There are four Interaction Styles—In-Charge™, Chart-the-Course™, Get-Things-Going™, and Behind-the-Scenes™. These describe the "how" of our behavior. Used in a self-discovery process with skilled facilitators, it has about an 80% accuracy rate, which is about what the MBTI® instrument used alone can claim. It can also be used with a typology instruments. The use of an instrument may or may not increase the accuracy rate depending on how the instrument is framed for the participants/clients before they take it and the context in which it is used.

When the two models are overlaid, there are four ways to express the four Essential Motivator themes, so we have sixteen type patterns that match the sixteen type patterns that derive from the Jung/Myers model of type. Then we can use the knowledge of type dynamics and the eight-function model to understand the full meaning of the type code and help people understand their development and their habitual ways of accessing and evaluating information.

In this process, the MBTI® instrument is one data point that can be very helpful. According to the data in the current MBTI® Manual[26], there is a 60-80% chance of people agreeing with the type they report on the Indicator on at least three of the four dichotomies. (Note that chance would predict only a 6.25% accuracy rate on all four dichotomies, so this is actually better than chance.)

Taken together, all of these data points help us get a more accurate best-fit type and a deeper understanding of all that the type code can stand for. So very much is packed into that four-letter code that derived from Isabel Myers' ingenious work. Now the code can tell you simple preferences (E-I, S-N,T-F, J-P). It can tell you which Essential Motivator (aka Temperament) pattern and which Interaction Style pattern is likely at play in the personality. It can help predict the cognitive processes that someone is likely to favor and even help individuals take charge of their development.

Stress and Dysfunction

The history timeline does not address the relationships between personality and stress since the primary focus of the psychological type movement has been to focus on 'normal, healthy functioning.' However, from a holistic perspective as well as a historical perspective, dysfunctional behavior has been an integral part of these theories of typology. In the 1920's Kretschmer studied men of genius[27] as well as how different personality patterns showed up in dysfunctional ways.[28] To paraphrase his work would be to say that it takes a certain talent to go

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[26] Myers, Isabel Briggs, McCaulley, Mary H., Quenk, Naomi L, and Hammer, Allen L. *MBTI Manual, Third Edition.* Palo Alto, California: CPP, 1998.

[27] Kretschmer, Ernst. *The Psychology of Men of Genius.* College Park, Maryland: McGrath, 1970.

[28] Kretschmer, Ernst. *Physique and Character.* London: Harcourt Brace, 1925.

crazy a certain way. Eysenck, Granger and Brengelman[29], speaking of experimentally established facts noted "Abnormal personalities evince the same pattern of organization as normal personalities, differing quantitatively, not qualitatively."

Each model describes sources of stress and typical stress responses. In the Essential Motivators model we are stressed when we don't get our core psychological needs met. Then we attempt to get them met and paradoxically engage in behaviors that go against those needs. In the extremes these can be quite dysfunctional. Thus for optimal health and wellness, it is important for individuals to know what those needs are and situate themselves so they are getting them met.

In the **InterStrength Interaction Styles™** model, there is a psycho physiological drive for each style that when thwarted produces a particular stress response. I call that Interaction Style stress as opposed to Essential Motivator stress. As with Essential Motivators, it is important for individuals to recognize what comes naturally and what will take more energy. When they are in situations that push them to behave differently, they are likely to be stressed or fatigued, overuse their natural style and when that does not work, switch into behaviors that are not naturally organic to their style. These behaviors are likely to be stilted or overly forceful and not get the results they are trying for. There is some evidence that the stress responses of Fight, Flight, Flurry, and Freeze match the natural inclination of each style. To date, no research has been done to look at extreme symptomatology, although there is some suggestion of relationships.

In the **Jungian** model, when we are doing those activities that go with our leading function and in our preferred world (extraverted or introverted) we are likely to be under less stress. The preferred leading process (aka dominant function) and two other processes (aka functions) are said to function under our conscious control. When we get stressed we tend to overuse our preferred processes, when that doesn't work we get frustrated and then activate some of the other processes that are outside our conscious control. Some refer to these as shadow processes. Others refer to them as inferior. Such dysfunctional use is said to result from fatigue, illness, and stress in general.[30] Exactly what triggers this response is not made explicit. However, the patterns of the stress responses are clear. Many experienced type practitioners who use Essential Motivators theory as well as type theory have noticed that when **Essential Motivator** needs are not getting met, the less preferred processes are engaged. Other practitioners attribute such 'eruptions' to early traumas. Most likely, all of these can be triggers for stress responses alone or at the same time.

Another form of dysfunction in the Jungian type model is what he called falsification of type. Falsification occurs when the individual is in a situation where there is a lot of pressure to not use their naturally preferred functions or to operate in an arena that that person is not suited for such as an extravert in a very introverted environment or someone who's natural gift is for tuning

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[29] Eysenck, H.J., Granger, G.S. and Brengelman, J.C. *Perceptual Processes and Mental Illness.* New York: Basic Books, Inc., 1957, p.11.

[30] Quenk, Naomi. *Was That Really Me?* Mountain View, California: Davies Black Publishing, 2002.

in to disharmony and people issues in a family that insists on calm logical approaches such issues are ignored and not discussed.

As a rule whenever such a falsification of type takes place as a result of parental influence, the individual becomes neurotic later, and can be cured only be developing the attitude consonant with his nature….

I do not think it improbable, in view of one's experience that a reversal of type often proves exceedingly harmful to the physiological well-being of the organism, usually causing acute exhaustion. [31]

   In each of the models presented here there is a paradoxical reaction in that the attempted solutions to address the stressor produce the opposite result and the stressor then escalates. This makes the case for increasing self-awareness and self-knowledge even more powerful.

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[31] Jung, Carl. *Psychological Types.* Princeton, New Jersey: Princeton University Press, [1921] 1971, pp 332-333

The InterStrength CORE Approach™ Overview

Multiple Models, Seamless Integration, Unique Advantage
The InterStrength CORE Approach involves an experiential exploration and integration of three distinct, yet related personality models. The models can be used together or introduced independently and integrated seamlessly. Each model is described in terms of the essential qualities of the patterns as well as the dynamics of the patterns, so there is both pattern and process accounted for.

Essential Motivators[32]
Essential Motivators (aka Temperament) explains some reasons for behavior and sources of deep psychological stress. Essential Motivator patterns illuminate individuals' core needs and values as well as the talents they are more drawn to use to get those needs met. In this way, it relates to our meaning and purpose in life. In the table below are some essential characteristics of the four patterns.

The Four Essential Motivator Patterns

	Improviser™	Stabilizer™	Theorist™	Catalyst™
Core Needs	● Freedom to act on needs of the moment ● Have impact	● Membership; belonging; a place to contribute ● Responsibility	● Knowledge and Competence ● Mastery	● Deep meaning and significance ● Unique identity
Some Core Values	● Variety ● Skillful Performance	● Security ● Continuity	● Progress ● Logical Consistency	● Authenticity ● Empathic relationships
Talent	● Tactics ● Performance	● Logistics ● Protecting	● Strategy ● Design	● Diplomacy ● Advocacy
Stressors	● Constraint ● Boredom ● Lack of impact	● Irresponsibility ● Instability ● Inability to make a contribution	● Powerlessness ● Incompetence ● Lack of knowledge	● Insincerity and betrayal ● Loss of meaning ● Lack of integrity
Stress Response	● Strikes back ● Becomes reckless	● Complains ● Becomes sick, tired, sorry, worried	● Obsesses ● Becomes mindless	● Disassociates ● Becomes phony and fake
Type Code	_S_P	_S_J	_NT_	_NF_

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[32] Berens, Linda V. *Understanding Yourself and Others*, *An Introduction to the 4 Temperaments, 4.0* . Huntington Beach, California: Telos Publications, 2010.

Essential Motivator Dynamics

There are polarities between the Essential Motivators, which form the basis for dynamic movement and adaptability. Each Motivator pattern requires different kinds of language, roles, and attention to maintain itself, therefore people with different patterns have preferences for different sides of the polarity. While there is an innate preference for one pole of each polarity, we can choose to shift our behavior from one polarity to the other when needed by the context.

Abstract-Concrete Language Polarity
The language privileged in the Catalyst and Theorist patterns tends to be abstract, referring to concepts, abstract patterns, and symbols. The language privileged in the Stabilizer and Improviser patterns tends to be concrete, referring to the tangible and observable.

Affiliative-Pragmatic Roles Polarity
Those who embody the Catalyst and Stabilizer patterns tend to prefer affiliative roles of cooperation and interdependence. Those who embody the Theorist and Improviser patterns tend to prefer pragmatic roles where the focus is on the outcome and independence rather than getting permission. In this sense pragmatic roles are not about practicality, but about a utilitarian approach to doing what works regardless of norms or agreements. Affiliative roles involve some kind of explicit or implicit agreement or sanction before acting.

Structure-Motive Focus Polarity
The shared dynamic between the Theorist and Stabilizer patterns is that they both look for structure. Those with a Theorist pattern look for conceptual structure like frameworks, models, and configurations while those with a Stabilizer pattern look for more tangible structures like sequences and hierarchy. Those with Catalyst and Improviser patterns look for motives. The Catalyst focus is on deep meaning and purposeful motivations whereas the Improviser focus is on the payoff or what is in it for the other person to behave a certain way.

Interaction Styles[33]

Similar to popular social styles models and DiSC, InterStrength Interaction Styles is based on observable behavioral patterns. The Interaction Styles framework helps individuals understand their natural energy patterns, what kinds of roles and situations are most energizing or de-energizing, and their approach to conflict. In the table below are some essential characteristics of the four patterns.

The Four Interaction Style Patterns

	In-Charge™	Chart-the-Course™	Get-Things-Going™	Behind-the-Scenes™
Core Drive	Urgent need to accomplish in a timely manner	Pressing need to anticipate and have points of reference	Urgent need to involve others and be involved	Pressing need to integrate consider many sources
Aim	Get an achievable result	Get a desired result	Get an embraced result	Get the best result possible
Core Belief	It's worth the risk to go ahead and act or decide.	It's worth the effort and time to think ahead to reach the goal.	It's worth the energy to involve everyone and get them to want to	It's worth the time to integrate and reconcile many inputs.
Some Talents	● Supervise ● Mobilize resources ● Mentor ● Execute actions	● Devise a plan ● Illuminate ● Give guidance ● Monitor progress	● Facilitate ● Make preparations ● Share insights ● Explore options	● Support others ● Define specifications ● Clarify values and issues ● Produce
Energy	● Determined ● Push against	● Focused ● Move away from	● Engaging ● Move toward	● Calmly Open ● Move with
Stressors	● Feel out of control ● Nothing being accomplished	● Not knowing what is likely to happen ● Don't see progress	● Not being a part of what is going on ● Feeling unliked or not accepted	● Not enough input or credit ● Pressed to decide to quickly
Stress Response	● Fight ● Push against	● Flight ● Move away from	● Flurry ● Move toward	● Freeze ● Move with
Type Codes	ESTP, ESTJ, ENTJ, ENFJ	ISTP, ISTJ, INTJ, INFJ	ESFP, ESFJ, ENTP, ENFP	ISFP, ISFJ, INTP, INFP

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[33] Berens, Linda V. *Understanding Yourself and Others*, *An Introduction to Interaction Styles, 2.0* . Los Angeles: Radiance House, 2008.

Interaction Style Dynamics

The drive of each Interaction Style is best supported by different kinds of communication, different roles, and a different focus. While there is an innate preference for one pole of each polarity, we can choose to shift our behavior from one polarity to the other.

Directing-Informing Communication Polarity
People with In-Charge and Chart-the-Course styles have a time and task focus, they want to get things done in a timely manner. Thus they prefer more directive communications and tend to be quite comfortable directing the actions of others, either verbally or non-verbally. Those with a Get-Things-Going or Behind-the-Scenes style tend to want others to be motivated to act. They tend to use informing communications to let others know what they are thinking or what actions are possible. They then tend to leave the choice to act up to the other person. This polarity can cause a lot of confusion and conflict since each communication style has appropriate uses and when inappropriately used, it can offend or frustrate.

Initiating-Responding Roles Polarity
Individuals with In-Charge and Get-Things-Going styles tend to take initiating roles in interactions. They tend to be quite comfortable making the first move in defining a new relationship and are likely to be the ones initiating a conversation. Those with the Chart-the-Course and Behind-the-Scenes styles tend to reflect a bit before initiating and therefore tend to take responding roles in interactions. Once a conversation is going, they can be quite talkative if it is an area of interest, but to make that first move they want more information first. This polarity is very similar to an aspect of the Jungian Extraversion-Introversion dichotomy.

Outcome-Process Focus Polarity
Those with In-Charge and Behind-the-Scenes styles focus on the outcome or the product of an interaction. For In-Charge it is about getting an achievable result and for Behind-the-Scenes it is about continuing to work toward the best result possible. Those with Chart-the-Course and Get-Things-Going styles focus more on the process. For Chart-the-Course it is about having a process that leads to accomplishing the task and for Get-Things-Going it is about attending to the emerging, ongoing process.

Cognitive Dynamics[34]

The Cognitive Dynamics model is based in the Jungian theory from which the Myers-Briggs Type Indicator® instrument is derived. The personality type code[35] stands for sixteen type patterns, each of which has a theme as well as a distinct pattern of cognitive process (aka functions in their attitudes) and development[36]. Each of the processes is habitually engaged in qualitatively different ways in each personality pattern. Knowing an individual's innate tendency to use these processes can help release energy, remove creative blocks and generate more effective communication and decision-making. This model gives us a way to understand how we cognitively process information. In simple terms, it tells us how we habitually think about things—what kind of information we tend to pay attention to (perception in Jungian terms) and how we tend to evaluate that information (judgment in Jungian terms).

The Eight Cognitive Processes[37]

	Extraverted Processes	Introverted Processes
Information Accessing (Perceiving) Processes The subscript *e* and *i* indicate where the energy is focused. Towards the internal, introverted world inside ourselves or towards the external, extraverted world outside ourselves.	*Extraverted Sensing (Se)* **Experiencing**; noticing changes and opportunities for action; drawn to act on the physical world; scanning for visible reactions and relevant data. Immerse in the present context	*Introverted Sensing (Si)* **Reviewing** past experiences; seeking detailed information and links to what is known; accumulating data; recalling stored impressions. Stabilize with a predictable standard
	Extraverted iNtuiting (Ne) **Interpreting** situations and relationships; noticing what is not said and threads of meaning; drawn to change what is for what could be. Explore the emerging patterns	*Introverted iNtuiting (Ni)* **Foreseeing** implications and likely effects without external data; conceptualizing new ways of seeing things or symbols; realizing what "will be." Transform with a meta-perspective
Evaluating (Judging) Processes The subscript *e* and *i* indicate where the energy is focused. Towards the internal, introverted	*Extraverted Thinking (Te)* **Segmenting**; ordering and organizing for efficiency; systematizing; applying logic; setting boundaries; monitoring for standards or specifications being met. Measure and construct for progress	*Introverted Thinking (Ti)* **Analyzing**; categorizing; evaluating according to principles; checking for inconsistencies; figuring out the principles on which something works. Gain leverage using a framework

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[34] Berens, Linda V. and Nardi, Dario. *Understanding Yourself and Others*, *An Introduction to the Personality Type Code*. Huntington Beach, California: Telos Publications, 2004.

[35] Berens, Linda V. and Nardi, Dario. *The Sixteen Personality Types, Descriptions for Self-Discovery* . Los Angeles: Radiance House, 1999.

[36] Nardi, Dario. *Eight Keys to Self-Leadership: From Awareness to Action.* Huntington Beach, California: Unite Business Press, 2005.

[37] The last phrases in these short descriptors are from Nardi, Dario. (2005). *Eight Keys to Self-Leadership*.

	Extraverted Feeling (Fe) **Connecting**; considering others and the group—organizing to meet their needs and honor their values; monitoring for appropriateness or acceptability.	Introverted Feeling (Fi) **Valuing**; considering importance and worth, reviewing for incongruity; evaluating something based on the truths on which it is based.
world inside ourselves or towards the external, extraverted world outside ourselves.	Nurture trust in giving relationships	Stay true to who you really are.

In this model, while we can have access to all the processes, we tend to give privilege to only some of them. Two show up in the four-letter type code, but in this model there are four Primary Processes that we tend to have conscious access to. Each of these processes plays a role in the overall dynamics of the type pattern. They are notated in sequence for convenience in the table below, but they are not necessarily sequential in the way they function. The first is the Leading Role (aka the dominant). It is the way we tend to be heroic, but we can also become domineering as we overuse this process. The second is a Supporting Role (aka the auxiliary), like a good parent, there to help, but can be overdone and then be the way we get over protective. The third is a Relief Role (aka the tertiary), which we also can engage, but may inflate its importance or not be consistent with our performance when we use it. The fourth is a somewhat unconscious role, especially early in life. We often aspire to be good at the kinds of activities the go with that process so it is called the Aspirational Role (aka the inferior). We tend to be drawn to using this fourth process, yet are drained when we engage in it too much. It can also easily pop up in a 'shadow' kind of way that is outside our conscious awareness. The other four processes can be available to us when we need them. They are called Shadow processes since they tend to be unconscious and we get caught up in more negative behaviors when we use these. While we can develop skill in any of the processes there is an energy cost for using the non-preferred processes over prolonged periods of time. Each of these patterns gives us a map to what is called type development as well as insights into ways we can adjust our behavior according to the needs of a situation.

The Sixteen Dynamic Patterns[38]

(with theme names and grouped by Motivator Pattern and Interaction Style within each Pattern)

Catalyst Motivator Pattern		Stabilizer Motivator Pattern	
Foreseer Developer Chart-the-Course **INFJ (**Ni Fe Ti Se)	**Harmonizer Clarifier** Behind-the-Scenes **INFP (**Fi Ne Si Te)	**Planner Inspector** Chart-the-Course **ISTJ (**Si Te Fi Ne)	**Protector Supporter** Behind-the-Scenes **ISFJ (**Si Fe Ti Ne)
Envisioner Mentor In-Charge **ENFJ (**Fe Ni Se Ti)	**Discoverer Advocate** Get-Things-Going **ENFP (**Ne Fi Te Si)	**Implementor Supervisor** In-Charge **ESTJ (**Si Te Fi Ne)	**Facilitator Caretaker** Get-Things-Going **ESFJ (**Fe Si Ne Ti)
Theorist Pattern		Improviser Motivator Pattern	
Conceptualizer Director Chart-the-Course **INTJ (**Ni Te Fi Se)	**Designer Theorizer** Behind-the-Scenes **INTP (**Ti Ne Si Fe)	**Analyzer Operator** Chart-the-Course **ISTP (**Ti Ne Ni Fe)	**Composer Producer** Behind-the-Scenes **ISFP (**Fi Se Ni Te)

[38] For more information about the Cognitive Dynamics Pattern see the online composite of three articles first published in *2003 in TypeFace, The British Association for Psychological Type's quarterly publication.* http://lindaberens.com/resources/methodology-articles/five-lenses-of-type/

Strategist Mobilzer In-Charge **ENTJ (**Te Ni Se Fi)	Explorer Inventor Get-Things-Going **ENTP** (Ne Ti Fe Si)	Promoter Executor In-Charge **ESTP**(Se Ti Fe Ni)	Motivator Presenter Get-Things-Going **ESFP** (Se Fi Te Ni)

A Robust Typology

Taken together these models can provide a robust typology with many applications. Each model provides powerful information for understanding and working with individual differences. The themes and patterns seem to show up in all aspects of being human:

· Our environments and contexts
· The objective, behavioral and physical aspects who we are
· Our internal subjective sense of who we are and the ways we make meanings internally of the external events in our lives
· The interpersonal/cultural aspects of being in relationships, groups, and broader cultures

The models can help us manage the complexity of what it means to be human. At the same time, there are some down sides. Two of the models are deceptively simple and easy to understand; yet when taken at their simple face validity, they can still lead to labeling that can stifle growth. For this reason practitioners are encouraged to learn the complexity and the nuances of all of the models so they can avoid the traps of over-simplification. They are not easily captured with a simple questionnaire, but instead using them with a self-discovery process can increase the capacity for self-awareness and self-reflection. In addition, all personality instruments have a fair amount of measurement error since they are usually self-report instruments and therefore accessing our beliefs about ourselves, which is only an internal reality, not an external one[39].

Patterns, Structure, and Process

The models used as examples do not directly address the structure aspect that Capra identified as essential. However, there is some research that does point to some brain structures. Dario Nardi[40] gathered neuroscience information with UCLA undergraduate students as part of a lab experience using EEG technology and neuromapping software. He developed a menu of tasks that would tap different brain regions as well as the proposed activities associated with the eight cognitive processes. Spending from 90 minutes to three hours with each subject in a social environment with other people interacting, he used a 'situated research' paradigm that set up more realistic situations that reflected those varied aspects of being human. The lab experiences revealed some results that support the systemic view of human functioning as well as the type constructs:

· There is no one single area of the brain that goes with each cognitive process.
· Each process was reflected in a typical pattern of brain activity.
· There are similarities among people with the same best-fit type pattern.
· There are unique activity patterns among people with the same pattern.

So at least for the Cognitive Dynamics model, structure seems to be there in the brain. For the Interaction Styles Model, there is some indication that these styles show up in the neuromuscular

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[39] Murray, Tom. (to appear). "Integralist Mental Models of Adult Development: Provisos from a Users Guide" 2011. Retrieved May 8, 2013 from http://www.perspegrity.com/papers/DevelopmentPrivisos_Murray2011_extended.pdf , 2011.

[40] Nardi, D. Neuroscience of Personality: Brain Savvy Insights for All Types of People. Los Angeles: Radiance House, 2013

system, but more research is needed. For the Essential Motivators model, a physical structure hasn't been found, but Dario Nardi sees some indicated in the brain research.

Nature or Nurture or Both?

For personality typologies at least, one must address the question of innateness. The question of nature versus nurture has been around for a long time. If we say it is nature, then there is an implied deterministic aspect to type that is repulsive to many. If we say it is nurture, there is a likely false sense that we can be anything we want to be regardless of our natures. The evidence falls on both sides. It is not an either/or question. It is a both/and issue, which has been laid to rest with several kinds of studies. The patterns described in this article have been observed for over 25 centuries by great thinkers, so we know the patterns are repeating. They are most likely strange attractors. Nardi says that type "refers to a consistent pattern of activity, a stable and mutually-reinforcing set of interrelated characteristics to which a person is drawn toward…In the mathematics of dynamic systems, a type is a 'strange attractor.' "

I like to think that we have a core self that is at the center of who we are and that most likely has been there from birth with some genetic foundation. We also have a contextual self that is how we respond to different situations. Given that the context may not be consistent with the core self, we adapt to both the internal pressure to behave, respond, make meaning, interact, and at the same time develop in certain ways in response to the pressures from the context or situation. And in this developed self, we can have agency and this is who we are.

If we resist or ignore the core self we will pay a price as the energy in a strange attractor is a strong energy. If we watch water go down a drain, no matter how it is poured in, it always goes down the drain in a same pattern. This is the power of a strange attractor. However we are conscious beings and we do have some control over our responses so the value of having a personality typology that mirrors nature can increase our self-awareness and take us out from being an unconscious 'subject' into dealing with our life conditions in a more effective way. It can also help us learn to develop skill in taking perspectives.

The Self-Discovery Process

What is it? The Self-Discovery Process is a method for helping individuals discover their best-fit personality pattern. It can be used with or without the help of self-report instruments such as the MBTI®. The process involves giving people as many data points as possible to find their best-fit type pattern and a well validated, reliable instrument can provide one of those data points. The Self-Discovery Process is used with the above three different psychological models. In addition there are several essentials to making the self-discovery process effective.

Safety. Key to *The Self-Discovery Process* is evoking a mindset that has participants open to "trying on" the different patterns, so we engage them in a series of explanations and experiences that set a safe environment for exploration. Safety is felt when the following conditions are met and established from the first contact:

- Confidentiality of any instrument results is ensured.
- Participation is voluntary.

- People feel like they have "wiggle room" and are not being "type cast," labeled, pigeonholed, or put in a box.
- People are informed that this look at personality is about sixteen (or four depending on the model used) equally positive ways of being and behaving.
- People understand that they have the final say on which pattern is the best fit.

We also maintain a safe environment throughout the session by focusing on positive aspects of the patterns. We want people to find the different patterns equally positive in terms of contributions. When a negative characteristic is portrayed about one pattern, a parallel negative is portrayed about the others as well.

Participation. If instruments are used, clients or participants are not given results until they have had an opportunity to get a snapshot understanding of the patterns being portrayed—often through graphics, descriptors, cartoon, and real-life examples. They are also given opportunities to interact with others of similar leanings in small groups in live workshops. The same effect is achieved in individual sessions by giving them first person descriptions and interacting with them around examples from their own lives that they can verify with those who know them well. If using an on-line process, it is important to prompt them to seek feedback from others. Key to this participation is a variety of methods, providing reading resources of each of the patterns, and time for the self-reflection necessary to do the reading. We recognize that different methods work for different people, so there are a variety of ways to get at the information.

The Steps
1. Set-Up and preparation of appropriate mindset
2. Instrument administration if an instrument is being used
3. Presentation of essential qualities of the patterns to generate some hypotheses of some best-fit patterns
4. Interactive experience/activity of some kind
5. Debrief of activity to clarify misconceptions
6. Feedback indicated by instrument results
7. Reading of Self-Discovery Descriptions as an assessment method
8. Continued dialog and clarifying, often offering other descriptions to read
9. Encouraging further exploration as needed

What was it designed for? The Self-Discovery Process was developed out of a realization that many people were accepting instrument results as being the "truth" for them without actively engaging in self-assessment. We realized that this could be detrimental to the results we were trying to achieve. We wanted a way to truly engage people in coming to know themselves so they got a more accurate result. If people are "mistyped" then an inaccurate type pattern often becomes the story the people tell themselves about who they are. They may make inappropriate decisions based on this false picture. Worse, they miss the powerful gift of gaining insights into who they really are. In a work group or a relationship, having an inaccurate picture of someone else can lead to failed attempts to try to improve communication by using different language and yet not really getting through.

What are the benefits of the Self-Discovery Process?
- Builds self-awareness and teaches skills that are adaptable to many situations.
- Gets more buy-in and ownership of personality diversity information. If people are invested in the process, they are more likely to apply the new knowledge after the session.
- Increased self-leadership. It encourages taking responsibility for one's own behaviors as well as for getting psychological needs and drives met.
- Using easy to understand models like Essential Motivators and Interaction Styles provides a language that is easy to use with others for improved relationships.

What are the challenges with using a Self-Discovery Process?
- Takes more time than just using an instrument and reviewing results, yet a test and tell approach is ineffective. The client will need educating on the benefits of self-discovery and the hidden costs and unintended consequences of taking shortcuts.
- Some client populations have not yet had enough self-awareness experience to fully engage in self-discovery. In this situation, it is recommended to supplement the self-discovery process with an instrument and peer feedback. Make sure the applications are relevant to their situation and enough contextual activities are included in the process.

Benefits of the InterStrength CORE Approach™

Based on my over 30 years of working with these models with coaching and organizational clients as well as training other professionals in the approach we use I have seen the following benefits for individuals:

- Increased in sense of self and pride in themselves
- Increased empowerment and sense of well-being
- Increased self-efficacy
- Increased energy
- More constructive use of time and energy
- Increased job satisfaction
- Reduced stress from lack of fit with work and environment
- Increased relationship building and communication skills
- Better decision making
- Interpersonal agility
- Increased self-awareness leading to transformational development
- Improved conflict management skills

When people understand their own natural Essential Motivator and Interaction Style patterns it can lead to increased self-responsibility. When individuals know what truly motivates them and what they need to be psychologically alive, they can often find more meaning in their work and make better choices about their health. They can arrange their lives so their Essential Motivator related talents are engaged to meet their core psychological needs and inner drives. And even if they cannot change their situations, they can now recognize the sources of stress that had been hidden from them before. Such knowledge often reduces the harmful effects of the stress. Given

that there is some evidence of illness related to falsification of type, there should also be some health benefits.

While simple awareness will not produce the flexing skills needed to shift their behavior, it opens the door and if enough coaching tools are available to them, they can clearly learn to recognize Interaction Style differences and shift their behavior to better relate to others.

Once coaches have been trained in these models, we can expect more effective coaching through the following behaviors:
- Quickly recognizing the perspectives, core needs, values, purpose, and preferred interaction styles of their clients
- Identifying approaches that match the needs and values of their clients
- Providing information and encouragement in ways that are more easily accepted by each client
- Helping clients uncover sources of stress they may be unaware of

Reliability and Validity of the Method

Reliability and validity are most often applied to instruments. It is important that the instruments get consistent results over time or that they are internally consistent. It is also important that instruments used be valid and that they do identify what they claims to identify. In what is stated above, any instrument used will have to be shown to be reliable and valid. This is not an easy task because there are so many variables in how people respond to instrument questions based on their mind set at the time, their situations or contexts, and their life experiences. If they have had a lot of life experience, have been living out a type pattern that is not natural to them, or are under a lot of stress instruments may not be as valid and reliable as desired. This is why the InterStrength CORE Approach™ uses a self-discovery process with multiple data points. This method has been used by coaching and organizational development professionals for over 15 years with thousands of individuals and with accuracy results that match or exceed the instruments on the market. Reliability and validity are increased when a standardized introduction is used. It is further increased when accompanied by interaction with a trained professional.

Generalizability of the Method

This method has been used with adults of all ages in many settings. It is especially effective with those who have a fair amount of maturity and life experiences since these people do not relate well to forced choice and approaches that have no space for adaptability. It is especially well suited for clients who want to take charge of their well-being and health. It can also help those who are less self-authoring to become self-authoring.

Endnotes: