

Myers-Briggs Preferences and Change

Type	What need during a time of change	What report when not supported in a time of change
ISTJ	<ul style="list-style-type: none"> • Realistic reasons for the changes • Lots of accurate, specific data to support the reasons • Realistic goals and time lines • The opportunity to develop detailed plans and structures • Being able to use their experience to assist in the change • Loyalty from others—above and below them 	<ul style="list-style-type: none"> • Feeling overwhelmed and confused • Trying to organize everything in their environment • Stubbornly clinging to “the way we have always done it” • Insisting on going “by the book”
ISFJ	<ul style="list-style-type: none"> • Realistic data about why changes are necessary • Time to adjust and plan • Reassurance, understanding, and support • A well-thought-out plan and time frame that recognize the personal impacts of the change • A calm approach that allows them to move at their own pace • Knowing what’s expected of them personally 	<ul style="list-style-type: none"> • Feel overwhelmed by new expectations and requirements • Feel lost and alone—can get into self-pity and martyrdom • May romanticize “the good old days” • Can become rigid
INFJ	<ul style="list-style-type: none"> • The biggest possible picture of the change • Inclusion in conceptualizing the change • Movement and closure • Time and space • Support and room to support others • Information 	<ul style="list-style-type: none"> • Withdraw, withhold their perspectives and information • Refuse to listen to additional information • Close off discussion or can become very critical • Stop cooperating—can become opponents of change
INTJ	<ul style="list-style-type: none"> • The big picture (without all the details) • Independence—they want to figure things out for themselves • The opportunity to take on a leadership role • Action and closure • A part in getting ideas in place, being in on the planning 	<ul style="list-style-type: none"> • Withdraw and withhold their vision of the future • Discount others’ perceptions, become unyielding in their own views • Become stubborn opponents • Critically attack those who are leading in the wrong direction

Type	What need during a time of change	What report when not supported in a time of change
ISTP	<ul style="list-style-type: none"> • Freedom • Action • Fairness • Ongoing evaluation of what's working and what isn't • The opportunity to plan as they go • Not to overanalyze—to get moving 	<ul style="list-style-type: none"> • Withdraw their energy, lack motivation • Procrastinate • Become sarcastic and critical • Become cynical
ISFP	<ul style="list-style-type: none"> • Space of their own • Complete information about what is going on • Support and the opportunity to support others • Respect for their attachments • Time 	<ul style="list-style-type: none"> • Totally withdraw—they seem to disappear • Procrastinate—feel unable to focus and complete work • Feel confused and lost
INFP	<ul style="list-style-type: none"> • Independence • Respect for their values • Time to collect and process information • Acceptance of their personal style • Not being pushed • Seeing how the changes fit with their values 	<ul style="list-style-type: none"> • Withdraw their energy • Procrastinate—can become paralyzed • Express their values with uncharacteristic intensity • Can become very vocal critics
INTP	<ul style="list-style-type: none"> • Independence—to evaluate the situation by their own standards • The big picture • A great deal of information • Open-ended time frames—not to be pushed • To be in on the planning 	<ul style="list-style-type: none"> • Withdraw • Procrastinate • Find it difficult to focus or apply themselves • Resist and resent • Become cynical and sarcastic critics
ESTP	<ul style="list-style-type: none"> • Chances to take action • Independence • Opportunities to talk with like-minded people • Ability/responsibility to make on-the-spot decisions and be resourceful • Not to get bogged down 	<ul style="list-style-type: none"> • May ignore requirements and expectations • Will create variety and action, even when they're inappropriate or disruptive • Become rebellious • Talk, organize activities, focus on fun rather than work

Type	What need during a time of change	What report when not supported in a time of change
ESFP	<ul style="list-style-type: none"> • To get moving • To be involved and get others involved • To enjoy the process and add their enthusiasm • Time to extravert their observations • Appreciation for seeing the humor 	<ul style="list-style-type: none"> • Get caught up in the present—can lose perspective • Avoid responsibility and rules • Involve others in unproductive activities—create variety and excitement, even though it may interfere • Talk a lot
ENFP	<ul style="list-style-type: none"> • A chance to verbalize the positive possibilities within the losses • A sense of options, possibilities, openness • A great deal of information • Attention to the impacts on people • Communication with many people • Support—for themselves and others • Being included in the process 	<ul style="list-style-type: none"> • Can lose focus, become distractible • Begin generating all the <i>negative</i> possibilities • Become angry and rebellious • Ignore deadlines, requirements • Talk a lot and stir things up
ENTP	<ul style="list-style-type: none"> • Opportunities to talk about their ideas for the change • Opportunities to generate further possibilities • Independence • A way to buy in, to participate • A chance to play a leadership role • To keep moving! 	<ul style="list-style-type: none"> • Become easily distracted—go from one thing to another without finishing anything • Become rebellious, even troublemakers • Ignore structure and schedules • Become vocal critics, putting out competing ideas • Become inappropriately challenging—arguing
ESTJ	<ul style="list-style-type: none"> • To know the who, what, when, where, and why • To understand the purpose of the change—to be given the logic and data for it • Opportunities to plan what actions need to be taken and then be able to take them • Commitment and accountability from everyone • To have access to necessary resources • To just do it! 	<ul style="list-style-type: none"> • May become critical and judgmental of others • Make decisions, cut off options too soon • Become very vocal, telling others what they should be doing—can become bossy • Have little patience for the feelings of others

Type	What need during a time of change	What report when not supported in a time of change
ESFJ	<ul style="list-style-type: none"> • Lots of support and time to support others • To be allowed to focus their energies on finding and creating harmony • To be appreciated for who they are as well as for what they contribute to others • Lots of information and a chance to talk about it • A cooperative spirit—everyone pulling together 	<ul style="list-style-type: none"> • Worry a lot and feel guilty • Suppress negative emotions • Become insistent that there be harmony • Can become bossy—organizing others, telling them what to do “for their own good”
ENFJ	<ul style="list-style-type: none"> • Lots of support and positive feedback • Time to support others and appreciation for playing that role • Reassurance about continuing relationships • Having their insights and values listened to and validated • Involvement, having others depend on them 	<ul style="list-style-type: none"> • Worry excessively and obsessively • Try hard to suppress negative emotions, can get stuck there • Have trouble acknowledging conflicts, difficulties with people they care about • Aggressively organize everything, including everyone around them
ENTJ	<ul style="list-style-type: none"> • To play a leadership role • To have their analysis and solutions paid attention to • To be able to move it all forward • To be allowed to utilize resources—technical, dollars and people • To stay positive about the future 	<ul style="list-style-type: none"> • May become very critical—“If I were in charge, here’s what we’d do” • Can become dictatorial • May become judgmental of others • Make decisions, cut off options too soon • Have little patience with the feelings of others

From The Challenge of Change in Organizations: Helping Employees Thrive in the New Frontier by Nancy J. Barger and Linda K. Kirby