

Response to Change

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For some people change – any kind of change – is an exciting idea. For others even the possibility of change seems overwhelming and discouraging. Some want time to think it through, while others are eager to implement. Some will focus on how change will affect other people, while others will concentrate on the tasks needed to reach the objective. Some people will want to know the change time line with exact dates and others want flexibility.

How will our field personnel and home office staff relate to organizational change on a broad scale?

The following shows the MBTI type preferences for IMB field personnel (June 2008 figures).

ESFJ 16.6%	INFP 3.9%
ISFJ 12.8%	ENTJ 3.7%
ISTJ 10.1%	INFJ 3.6%
ESTJ 9.1%	ENTP 3.2%
ENFP 9.0%	INTJ 3.0%
ENFJ 7.1%	ESTP 2.7%
ESFP 6.4%	ISTP 2.3%
ISFP 4.1%	INTP 2.1%

Nearly 50% of our personnel are ESFJ, ISFJ, ISTJ, or ESTJ. Let’s look at the needs each type preference typically has during a time of organizational change.

ESFJ (16.6%)

- Lots of support and time to support others
- Time and opportunity to focus their energies on finding and creating harmony
- Appreciation for who they are and what they contribute to others
- Lots of information and a chance to talk about it
- A cooperative spirit, with everyone pulling together

ISFJ (12.8%)

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 recognizes the personal effects of changes

A calm approach that allows them to move at their own pace

Knowledge of what's expected of them personally

ISTJ (10.1%)

Realistic reasons for the change

Lots of specific, accurate data to support the reasons

Realistic goals and time lines

The opportunity to develop detailed plans and structures

A chance to apply their experience to the change process

Loyalty from others above them

ESTJ (9.1%)

To know the who, what, when, where, and why

To understand the purpose of the change – to be given the logic and data behind it

Opportunities to plan the actions to be taken and then carry them out

Commitment and accountability from everyone

Access to necessary resources

To just do it!

There are patterns and commonality among these four types. These top four type preferences in the organization are SJ functional types. Typically SJs value security, stability, predictability, and a sense of belonging. Their trust in authority is balanced by their confidence in tradition and the past. Information, practical application, and reaching objectives are key elements.

Sources:

Introduction to Type and Change (2004).

Introduction to Type (1998).