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Contents

Introduction	1
The Fundamentals of Type	3
Discovering Your Type	6
How Innovation and Type Connect	9
The Innovation Process	13
The Sixteen Types and Innovation	18
ISTJ	20
ISFJ	21
INFJ	22
INTJ	23
ISTP	24
ISFP	25
INFP	26
INTP	27
ESTP	28
ESFP	29
ENFP	30
ENTP	31
ESTJ	32
ESFJ	33
ENFJ	34
ENTJ	35
Action Plan	36
Resources	38

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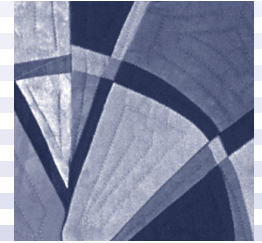
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Introduction



The concept of innovation is often perceived as creativity. We believe, however, that ideas are only innovative when someone somewhere is putting them to use—and that how creative those ideas are perceived to be does not matter. For these reasons, in this booklet we define innovation as the *implementation* of ideas.

Within organizations, managers and workers are exhorted constantly to be more innovative. They are told, “The innovative way is the competitive way.” To be innovative in a competitive way one must innovate continuously. The organization must strive to innovate in all ways and at all times to establish a pattern of consistent delivery of quality innovations. Yet how do we create these innovative organizations? If everyone is trying to be innovative, how can you be more innovative than your competitors?

Organizations that want to establish a culture of innovation put together teams comprising individuals with diverse strengths so that the teams can meet both needs of innovation: idea generation and idea implementation. If the organization can harness creativity and use diverse strengths, it can innovate and gain competitive advantage.

Using Type to Improve the Innovation Process

Innovation is a process that requires different strengths during different phases. Thus type theory enables us to identify where an individual’s or a team’s strengths may lie and to make the best use of those strengths. This booklet applies ideas from personality type theory to the innovation process in order to

- Highlight the differences in how people define innovation and show why during the innovation process

some phases feel comfortable, while others feel awkward and tiring

- Develop type-friendly techniques that use type strengths in the innovation process
- Show how type-stretching techniques can enable people to work “out of preference” and bring a fresh view to the process

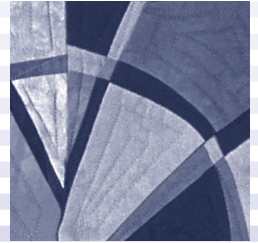
Organizations that seek continuous innovation are learning what a powerful tool personality type theory is. The aim of this booklet is to provide readers with a clear understanding of how type influences different contributions to the innovation process. With this information, organizations can harness personality type differences to complete the innovation process in a dynamic and effective manner. This booklet is for individuals who want to improve their innovation potential by harnessing the insights that can be gained from personality type. It is also for organizations and teams within organizations that will find the material an asset as they seek to navigate the innovation process.

Origins and Overview

This booklet originated from our mutual interest in discovering the link between personality type and innovation. We came to the project from different worlds—one (Gareth) from having been involved in innovation and in the teaching of it, and the other (Damian) from his work in the field of type, and, in particular, his experience with the *Myers-Briggs Type Indicator*® (MBTI®) instrument. The MBTI instrument identifies sixteen distinct personality types, each type with its own set of strengths. We both knew instinctively there was a link. Our goal was to discover this link and highlight how the different types are critical to the innovation process.

In 2005 we conducted a study of approximately 500 people from around the globe (although primarily in Europe and North America) who completed either an online survey or a paper version of the same. The information

How Innovation and Type Connect



When asked to define innovation, some people say “building on what’s there to improve the effectiveness of the product or service,” while others describe it as “doing things differently, developing something new or different.” These two definitions epitomize the difference between *adaptive* innovation and *original* innovation. In personality type, that difference is echoed by the difference between Sensing and Intuition (the second dichotomy, yielding the second letter, S or N, of your type code).

Sensing and Intuition appear to be the key drivers when it comes to how you innovate. In essence, these preferences influence how you take in and process information. People with a preference for Sensing are drawn toward details, specifics, and incremental understanding, whereas people with a preference for Intuition are drawn toward the big picture, patterns, and original ideas. The Sensing tendency to build things incrementally based on experience is about seeking to adapt current realities. In contrast, the Intuition tendency to create the big picture from scratch based on hunches and through discerning underlying patterns is about seeking originality.

Your *innovation attitude* is determined by your preference for either Sensing or Intuition in combination with your preference for either Judging or Perceiving (the fourth dichotomy, yielding the fourth letter, J or P, of your type code). Your preference for either Judging or Perceiving helps explain how you approach the external world and how you value time and information.

Our working definition of innovation is the *implementation of ideas*. Sensing–Intuition has to do with the ideas, and

Judging–Perceiving has to do with the implementation. In using personality type theory as part of a plan to spur innovation, a useful starting point is to consider where ideas come from and how they can be grouped. For this purpose, we conceptualized a landscape where ideas exist: the Ideascap[™].

The Ideascap[™]: Categorizing Innovative Ideas

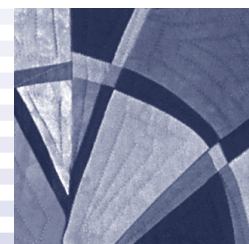
The Ideascap (see Figure 1) is divided into four realms, each of which is populated with a distinct category of innovative ideas: Efficiency ideas, Refining ideas, Adopting ideas, and Different ideas. Depending on your personality type, some realms of the Ideascap are likely more attractive to you than others. Some are likely more difficult to explore, less appealing, or perhaps less interesting for you.

At the center of the Ideascap is the organization. All categories of ideas are accessible to the organization. The organization sends its people into each realm to explore, find, capture, and bring back alive innovative ideas found there.

Categorizing ideas is useful because it enables you to see which categories of ideas are being generated and which categories of ideas are missing. Certain categories of ideas tend to be easier or more challenging to implement; when you are picking an option, it’s useful to have a sense of how easy or difficult that option will be to implement.

In the Ideascap model, the spiraling band surrounding the organization signifies that it is inherently more difficult to bring captured ideas back from some realms than it is from others. For example, Different ideas are usually more difficult to implement than Efficiency ideas, though Different ideas, in general, are more valuable. Various techniques can be used to take an idea from one realm to another to make it more valuable by moving it around the Ideascap clockwise or easier to implement by moving it counter-clockwise.

The Sixteen Types and Innovation



Combinations of preferences from a person's second dichotomy (Sensing or Intuition) and fourth dichotomy (Judging or Perceiving) form the four innovation attitudes—SJ, SP, NJ, and NP—which are central to understanding the connections between personality type and innovation. Each innovation attitude is shared by four four-letter types. For example, only ISTJs, ISFJs, ESTJs, and ESFJs share the innovation attitude SJ. Table 3 provides a brief overview of the sixteen types along with the hows and whys of their innovation.

Sixteen type profiles are then each outlined in a one-page analysis that details how that type views and approaches innovation. Each profile includes an introductory paragraph describing key characteristics of the type in relation to innovation, followed by detailed lists on each of these subjects:

- **Contributions to innovation.** Provides examples of what that type offers in the process.
- **Innovation priorities.** Captures what is important for that type in relation to innovation.

- **Blocking innovation potential.** Provides examples of how a type's natural characteristics can limit his or her innovation potential and/or how that potential can be restricted by outside factors.
- **Challenging situations.** Indicates when a type may be stretched beyond his or her comfort zone or a situation that the type may find difficult.
- **What they need from others.** Notes some of the support (friendly and otherwise) each type needs from others to aid in his or her innovative endeavors.
- **Coaching tips.** Offers suggestions for how to increase a type's effectiveness when involved in innovation.

On the left of each type-specific page is a sidebar that contains

- A graphic depicting the quadrant of the Innovationscape in which the type resides, including the type's innovation attitude and whether Sensing or Intuition is extraverted or introverted for that type
- Callouts of the innovation attitude and the category of ideas preferred
- The type's hierarchy of functions: Which function is the driving force for this type? (See the "Fundamentals of Type" section for more on type dynamics and the hierarchy of functions.)
- Three preference pair combinations highlighting key drivers for this type within the Innovation Process—in relation to what is valued, what is communicated, and on what this type mainly focuses