

The HR Executive and the Business Consultant

with snippets from the Lawyer and the Picture Framer



Meredith Fuller

'How do ENTPs inhabit their workspaces?'

In part 2 of this series (*APTR*, November 2003), I observed self-employed INTPs in relation to their workspaces. I identified them as Hoover-eyed owls, taking in everything but not necessarily emptying anything out. In contrast to the INTPs, who need extensive time alone to produce their best work, **ENTPs** seek social stimulation.

Autonomous intra- and entrepreneurs, ENTPs work in their own inimitable, independent style, regardless of whether they are self-employed or staff employees.

ENTPs tend to undertake a wide range of jobs, alternating between consulting, freelancing and working in diverse organisations at all levels. They are able to take risks; bring new ideas and unique systems; conduct trials or pilots to create best practice; break through traditional methods—and then move on to a different challenge.

We tend to associate ENTPs with multimedia—networking, communication grids, technology, political savvy, *chutzpah*; people who enjoy posing hypotheticals, having lively discussions, and plotting strategic moves over elegant food in elegant places.

ENTPs are usually charming, articulate, inventive, analytical and socially astute. Friendly and funny, they have a capacity for joyfully enhancing people interactions.

Provost notes that the *extraverted perceives* are particularly interested in seeking arousal, and look for constant stimulation in their environments, for novel experiences that pique their curiosity, such as unusual performing arts events, or bringing people together from diverse fields to create breakthroughs.

ENTPs really can make silk purses from sow's ears. It's not surprising that many work in the public eye; in media, politics, law and business. Most ENTPs detest being bored, and are convinced that the rules never apply to them.

Cheekily nonconformist, ENTPs prefer to avoid the ordinary and conventional, resent being deprived of stylish surroundings and nourishment, and resist being banned from playing with possibilities. They see the world as something to conquer or control with their wizardry.

ENTPs are most likely to be finicky about time: either sticklers for punctuality, or habitually early or late arrivers, or amazingly capable of working into the wee hours of the morning. They can hold a different opinion from everyone else in a meeting. They have impeccable presentation and taste and unique style.

The **Lawyer** describes her work space as 'having a wonderful view over the classic architecture of the Victorian Supreme Court Dome, with glimpses of purple-robed county court judges':

There's an Aladdin's lamp-shaped red ink bottle on a maroon Italian box—such panache! I use my tickets to the Players Box at the Australian Open for my water jug. My front desk, where I see clients, has only one file. My back desk is not quite as organised!

How do ENTPs inhabit their workspaces?

How do these conceptual thinkers go about executing the practical routines when they spend their lives in motion—moving from meeting to meeting, coffee to coffee, lunch to lunch, group to group, new experience to new experience?

ENTPs work best when superiors and colleagues sanction special autonomy and authority, without requiring pedantic paperwork or accountability. They perform at their best when they have adequate staff to implement their innovations, follow through, and complete the maintenance tasks.

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The ENTPs in this study share the photographic interests that we commonly associate with ENTPs:

- **Nick Pitman**, owner of a picture-framing business and a drummer, works with pictures and images for a living.
- **Amanda Francis**, lawyer and occasional radio writer-presenter, takes exceptional photographs of her overseas trips.
- **Denis Hitchens**, business consultant, purchases magnificent landscape photographs.
- **Sonya Clancy**, human resources executive, has commissioned a series of candid family photos that hang on the walls, telling a delightful lifestyle story of shopping for clothes with the dogs, café breakfasts and beach life.

The **Picture Framer** has genial relationships with the other traders in his shopping area, and spends a lot of time having coffee or a chin-wag. Nick's customers usually become good friends, and his business success is due to his friendly, loveable personality. A skilled raconteur, his sharp humour brightens everyone's day. A great networker and a master juggler, Nick values his relationships with a wide range of people. Weekly gigs around Melbourne and interstate keep him busy and sleep-deprived.

Armstrong and Malcolm concede that Visionary NTs must be aware of all relevant information and need all reference data to hand, but will exercise that need very differently, depending on their extraversion or introversion.

In my observation, ENTPs are gifted networkers; they like to check out what's going on elsewhere and seek input and inspiration from a variety of sources. They tend to discuss matters, argue, debate, consult specialists, view current affairs, and invite feedback from all stakeholders. Ultimately, they'll go ahead with their original intention, albeit somewhat more shaped and refined.

If INTPs create complex and elegant mazes, ENTPs envision new ways of doing things, and their astute sociological perceptions and influencing skills ensure their success.

Zohar and Marshall would probably view ENTPs as Social Entrepreneurs, responding to the sacral and brow chakras. The archetype of the Goddess and Mother Earth (social) as well as Great Father and Prophet (enterprising). The Hindu goddesses Shakti and Kali look over creation and destruction.

Holding the essence of the eternal feminine, but also wielding the sword of logical discernment, ENTPs remind me of the Tower card of the Tarot—a castle giving shelter, that obliterates itself to throw the occupant out of the known and safe into the chaos of the new and unsafe.

Aesthetically-minded, ENTPs have an appreciation of the beautiful and best. The ENTPs interviewed for this article all have preferences for fountain pens and elegant leather-bound notebooks. 'A fountain pen with Italian ink is best', says the **Lawyer**. 'It's important to have a point of difference, especially in my conservative profession.'

Such points of difference, as well as functional luxury, are a priority. Cars, briefcases and clothes represent extensions to their personal presentation, so quality and style are mandatory. In contrast to the INTPs in part 2 (one of whom has never had a car, another has a little Noddy car, and the third has an ancient rubbish bin that doesn't go), these ENTPs drive Mercedes, BMWs and sports cars.

Many ENTPs attract mentors who are enchanted by their forthright enthusiasm and analytical spark. The female ENTPs in this article were identified as promising when they were young, and encouraged by senior men and women. Teachers and managers usually respond favourably to their can-do attitude of pulling rabbits out of hats, then eagerly taking on the next challenge. They personify the NT approach: achievement is not celebrated, but immediately forgotten as they continually seek to test their abilities to debate, to win support through convincing speech, and to try what others would not dare.

The ENTP's interpersonal workspace is anywhere and everywhere, preferably in literal or figurative 'open space': cafes, restaurants, hotels or pleasant offices. They need freedom to exercise their creativity, providing, in return, exciting new experiences for those around them, and raised benchmarks.

They seek privacy for their intrapersonal planning, and when in construction mode, they prefer working from home alone. Nick and Denis 'go into their caves' and won't budge until they want to. On the other hand, when performing (in a band, or hosting hypotheticals for students), it is impossible to get them to wind up.

They are talkers who have a great facility with language and love a dare. Their greatest pleasure is in persuading the world to be a better place. They need time alone to work out the most elegant way forward, but others accustomed to their gregarious personas may misinterpret this as 'wagging' or hiding.

The **Lawyer's** vocational mission is to

... make people feel that they have had a good go at resolution of problems and to be proactively involved in assisting people to get there. I am happiest over a good row, a good settlement, a good laugh, and a good meal.

The **HR Executive** wants her legacy to be 'a good impression, and the feeling that I assisted others in some way. My humour and integrity, and the courage I've had to speak up and be different.'

The HR Executive

Sonya Clancy, ENTP

Tasmanian-born Sonya Clancy has a Bachelor of Arts, majoring in psychology. In her early forties, she has had extensive experience in human resources, holding senior roles in leading firms. Sonya's interests include her dogs, rabbits, fashion and eating out. She is known for staging superb professional and personal events, birthdays and weddings.

Sonya's career spans 25 years in human capital. Her career trajectory has been remarkably swift and idiosyncratic, a testimony to her ability to transcend obstacles and to make a difference.

As a HR executive with a major bank, with 20 direct reports looking after 3500 staff, Sonya focuses on all people-related issues for her division. She is passionate about making a difference to people's lives at work.

Sonya has a particular gift for entering traditional structures and enlivening them by encouraging creative thinking, valuing individual team members, using humour, and modelling a personal touch in professional surroundings. With her genuine interest in growth, learning and development, visible improvements in all areas of service delivery quickly follow, and the organisation's human capital flourishes:

I would describe myself as someone who sees to the heart of issues quickly; has a strong sense of humour, integrity, courage, and optimism. Intelligent, rational people with high integrity bring out the best in me.

I tend to struggle with being around negative and/or irrational people. Being able to effect a positive change motivates me.

Sonya says that her greatest accomplishment has been 'to come from a small country town in Tasmania to a great role in a large corporation':

I am doing my best work ever. I am on a key task force, have had another area transferred to me and feel very respected and appreciated at work. What a dream!

The only catch is that makes life extremely busy, but it is good work. Multiple activities and roles.

Similar to other high-achieving ENTPs, Sonya scores in the top 4% of the professional population in psychometric tests for *innovative* thinking. She excels in coming up with solutions to problems.

On *decisive* action, Sonya scores in the top 1% of the professional population. She sets high self-targets and is a keen observer of human behaviour and

motivation, falling in the top 1%. She is intrigued by the puzzle of why human beings act in a variety of ways, either outstanding or evil. In adolescence Sonya read love stories; in adulthood she reads murder mysteries.

A perfectionist, Sonya requires commitment and excellence from self and staff. With a tendency to be hard on herself, she bravely pushes through barriers or obstacles.

Sonya's work includes overseas travel, extensive meetings and project work, and being on the board of the *Big Issue* magazine. She is energised by the variety and complexity of her role, by being with her dream team, and by her ability to facilitate significant change. Well-regarded and respected by colleagues, Sonya is known for the fostering of all.

In her personal life, Sonya is known as the perfect Event Manager/MC for celebrations. Everything she does is planned to perfection, and every aspect is stylish and unexpectedly touches the heart.

A recent example was her husband's 50th birthday. Steven's special day falls on 23 December, meaning that he misses out on either the birthday or the Christmas gift. Sonya moved his celebration to August, so that he would no longer be forgotten in hectic Christmas preparations. She wanted to create a memorable experience for his 50th that would override the historical fact that his birthdays have been overshadowed by Christmas.

Sonya planned something special for both her husband and the guests. Carefully choosing the chic restaurant, dress code was black tie. Each guest received an orchid spray or a rose boutonhole. Everything—florist, photographer, menu, seating, etc—was selected for quality, regardless of cost. Name tags ensured that everyone was happily mixing by the time they sat for dinner.

Sonya hired a professional acting/playback theatre troupe to facilitate an interactive 'This is Your Life: The Christmas Story' using the theme of Steven's Christmas Past, Present, and Future. The guests roared with laughter as her insistence on his exfoliation and other secrets were mercilessly sent up by the actors.

Every year, Sonya hosts a traditional Christmas dinner for closest friends and family, at a restaurant a week before the 25th. Santa arrives with a present and personal message for each person, dropping them back into their childhood (or the childhood we all wished we'd had!). Sonya organises everything so well that on the night everything runs seamlessly and everyone feels relaxed.

Sonya gets fired up about animal cruelty. This runs parallel with her desire to speak for those who can not speak for themselves, to right the wrongs, and to ensure dignity and respect for all. Her menagerie

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includes two poodles, Abby and Ming, and the rabbits Ruby and Bollie (short for Bollinger):

The animals keep me grounded—down to earth, picking up the dog logs. I totally adore my animals.

Sonya's workspace

'My office is on level 17 of a 34-floor building which is located in the CBD', says Sonya. 'It is quite an elegant building and my office is consistent with that theme':

I have used *feng shui* to position my desk and visitors table in a manner that is consistent with my role, i.e. inviting and non threatening.

I have also used contemporary colours (a soft green on one wall and a navy on the other) to invite a relaxed and modern atmosphere. The colours and ambience receive many comments about the inviting and relaxing decor.

I have a very tidy office, with most files away. I have a lamp on my desk and put fresh roses on the desk every week. I have a couple of original sketches by Lloyd Rees on the walls and interesting books in the bookshelf.

The desk is in a light wood colour and the chairs and PC are black, which harmonises well. Colour and shape is important to me. I work best surrounded by which colours, shapes that most appeal re furniture, angles etc.

Clean lines in furniture and elegant colours are important to me. I am unable to work in a messy, cluttered workspace. I want visitors to think that they are the centre of attention while they are in the room, that the room oozes confidence and serenity, and that it appears very organised but not anal.

Sonya usually arrives between 7:45 and 8:15:

I turn on the lamp first, log into my PC and check my emails. If I don't have time to check my emails first thing and feel in control, I get quite stressed.

During lunch times I shut the Venetian blinds to have about 15 minutes to myself. This is time to regenerate and get ready for the afternoon. If bored or flat, I go for a coffee with a trusted colleague and chat and enjoy talking about something different.

My mind works quite well in this space for getting through lots of work. I find that—the more reflective time or strategic thinking time, I do at home. I regularly schedule a day to work at home. (However, it doesn't always happen!) The quiet and lack of pace and interruptions allows me to replenish and give some good thinking to issues I would ordinarily quickly scan in the office.

What Sonya most values in life is the freedom she now has as an adult.

Continuing self-transcendence / actualisation and learning is most important to me. My daily life is characterised by handling a variety of issues and having good exchanges with my staff. I love making an impact and improving a situation so that people feel better excites me.

Patting the dogs and having dinner out with my husband each evening is a great way to complete the day. A great day at work, drinks and dinner with my husband with a sleep-in the next morning and then out for breakfast on the Saturday describes my ideal day.

While she wasn't sure what she wanted to be when she grew up, Sonya's family dynamics enhanced her negotiation and mediation skills—tools that she uses in her professional role. Her very young mother had three children; Sonya was the eldest and took responsibility for the family.

As a child I was very shy. In my adolescent years I wanted to leave home most of the time and get out of being the main support role and scapegoat. I was mother's house slave, and while my father was proud of my school results he was often an angry man. I came from a household where there was a lot of tension and often had to keep the peace which I now seem to do quite a bit of the time at work.

As a child I was told that you had to be obedient to fit in. Have since dropped that. I am a much more rounded and open individual now.

A 'brilliant tutor' encouraged her to go to university:

She gave me the confidence and set me on my way—what a wonderful gift. I worked in my early career for some brilliant and smart men who encouraged me to pursue my potential. I now work for a similar person, which is really expanding my skill base and job enrichment.

'Honesty and integrity are my strongest values', says Sonya.

I think I have an ability to influence with passion and therefore take people along on what might ordinarily be seen as a high risk or not attractive possibility.

I challenge mediocrity and am not put off by the first no. I never let the fact it hasn't been tried before prevent me from proceeding. I gather momentum around me so that we are all enthusiastically going in the same direction.

If I could sit down to a meal with five people at any time in history, I would select Mayor Guiliani, John Farnham, Jacques Cousteau, Princess Diana, and Victor Chang.

'I have no bloody idea what the purpose or meaning of life is', says Sonya, 'but I want to be remembered for being prepared to stand up for people, and impacting their lives in a positive way.'

The Business Consultant

Denis Hitchens, ENTP

In his early sixties, Denis Hitchens is a consultant who specialises in the design of business simulations and hypotheticals. He loves games of any description—word, strategy, board, simulations, and debate.

Denis enjoys challenging executives with relentless piercing questions that force them to think in new ways. Many clients have fled from strategy meetings following a flailing from his abrasive tongue that left them rawly exposed. They didn't appreciate his edgy humour and gruff verbal jousts.

Who is Denis, behind his interrogatory exterior? A ruggedly attractive, white-haired man with twinkling brown eyes, attired in R M Williams gear. An elderly yet mischievously alert Jabba the Hutt who likes to play devil's advocate in debates on economics, mathematics, religion and science.

What has driven this quixotic man to spend his life seeking to introduce the whole picture to people, from his position of intellectual observer outside the circle?

People come to me, I never go to them. Even as a child, I'd sit down and they'd flock to me.

I orchestrate opportunities; I won't work with people unless they're prepared to learn. If they change, I continue with them; if not, I cease.

Clearly, Denis does not waste his time working with oxygen thieves. Were there clues in his childhood behaviour?

The youngest of three, Denis didn't know what he wanted to become. He didn't read, but played endless games of cards or rode around the neighbourhood in the local bus. He spent hours crouched under the bar beside the bus driver and viewed his changing vista.

I sat next to [cartoonist] Ron Tandberg at school but he didn't show any interest in drawing. There were no clues about my future aptitudes, either.

I take your point, Denis, but you have been mapping the terrain and playing the game since you were 7.

As his siblings were almost a decade older, Denis had the characteristics of an only child. His sister was regal in outlook, and the Christian Brothers banished his elder brother from his training for the priesthood. A bright boy, Denis was considered a 'rebellious, disturbing influence at school'.

After starting out life to contribute to the public good in the public service, the Army and Royal Melbourne Institute of Technology, Denis found that he could make a difference as a private public servant. Over his working life he has assisted large enterprises to become more productive. His mission has also driven his endeavours to contribute to the development of Australia's future managers.

I'm a smart-arse who is always right. There are many people who can't abide me and want me to be wrong. They won't learn; they're win-lose thinkers. I'm not competitive, but I love the game of business.

People have never understood why someone as bright as I am works for non-profit. 'But you could make a fortune elsewhere!' It has never been about accumulation, power and glory for me. It's the mental challenge. They simply don't get it.

Denis grew up 'just knowing' how the world worked, and spent his time thinking about thinking. Refusing to become a priest or a doctor because the lifestyles didn't appeal, he enrolled in dentistry, but left shortly after. He discovered a technical aptitude for electronics, and studied maths and computer science.

As a Student Representative Council president, Denis soon realised he wielded great power over 12 000 students. He could single-handedly disperse a demonstration—or the flocks of women who continually pestered him. A failed romance had a significant impact. Only in retrospect has he realised that he was so attractive to the girls, hence their pursuit.

Everyone expected him to go into politics, a usual path for SRC presidents, but he wasn't interested, despite being around political leaders. In between full-time study and full-time work in the Union, he squeezed in four years at Regular Army, as a staff captain at HQ.

Denis became an Army officer simply because he wanted to join the Naval and Military Club, and he became a captain in record time. Perhaps those display cases of medals and warfare artefacts had a historical fascination? Or the priceless art collection? It was probably the access to fine dining. His army choice is fascinating—the 'game of war', the biggest game of all.

With his low boredom threshold, when there were no further challenges in the Army, Denis returned to RMIT University as the Union's CEO, quickly building a staff of seven into 70 and a budget of \$10 000 to \$1 million. During his 11 years in student

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politics he was an executive member of the SRC, President of both the SRC and the Union Board, and the Union's first permanent CEO.

He's more of a philosophical chess master than a practical player; he delights in coaching, training, and developing mentorees and organisational clients in his vision for a viable society. Sometimes things work, sometimes they don't. You have to know how to move on; apparent failures are learning opportunities and temporary setbacks.

When Denis joined Hewlett Packard, the key to his sales success was his personal mission of making Australia more productive. Rather than bits, bytes



Denis Hitchens (right) exchanges pearls of wisdom with mentoree Nigel Rawlins

and megahertz, he talked about productivity: something captains of industry appreciated. In truth, he was an inventor, and pioneered experiential learning and simulations. His personal motivation is simple: 'I just want to be the best at whatever I do.'

In his capacity as a co-inventor, Denis exploited the technologies arising from the invention of the Victoria Police's speed camera processing system, and co-holds a patent for passively detecting and discriminating trucks from cars on the highway at speeds up to 200 km/h, 24 hours a day.

From 1986 to 1990 he was the marketing director of ASSCO, turned into Australia's largest AutoCAD dealer. Five years of 60% compound annual growth in sales on a zero capital base caught up with them at \$12M turnover and unfortunately it had to close.

At RMIT Denis majored in operations research and numerical analysis. His electives included work study and economics and controls for manufacturing entities. 'It becomes apparent where my re-invention of myself came from,' he identifies.

Central to Denis's life choices are his wife and four children. He is motivated by an appreciation of the issues facing Australians: thought and lack of thought; success and failure; feast and famine; good and evil. He is candid about his experiences:

I understand financial stress leading to insolvency. I have observed this from two aspects, firstly enduring loss of our own business and personal bankruptcy, and as a victim of the demise of another software developer.

I now try to work with others who are suffering such stress, when it comes to my attention, since so much of what happens is simply based on ignorance. We are never prepared for such an outcome, though it appears to happen to 70%-80% of Australian businesses.

This may be both an advantage and a disadvantage. However, the disadvantage can easily be overcome by reducing our own ignorance of the application of the law in these circumstances. When I reflect on my life, it is laced with achievements and also setbacks that also demand a new kind of achievement.'

Denis's work desk

'I put in two hours physically', says Denis, 'but I work all day mentally.'

I'm sorry for people who don't think. I encourage people to think, through open space learning and my questions.

The key to getting things done is to sit around and make connections so that things can grow. As soon as I want to do something, I research it and rehearse it to death.

Denis's public 'desk' consists of café tables, mobile phone, and his excellent memory.

Denis does for others what no one has done for him—he's had to figure out life for himself, there have been no guides or teachers to fully engage him. Daily living isn't easy for Denis, yet no one would know. Missing a gene, he endures debilitating pain in his back, knee and eye from spondylitis and iritis. Naturally, he manages his pain through his mind.

People are seldom curious about the true intentionality of the armour of the other. Scratch the tough, spiky surface and it becomes clear that this man does not *inhabit* the material world, despite dwelling there. He is pure 'big picture', not concerned about the little things.

Denis has no interest in money and business *per se*. He does not confront and attack for personal power or pleasure. Much of his lonely vocational work is misperceived or invisible, because he does not operate from the material, quantifiable and visible.

Concerned for humanity, Denis has spiritual faith and a desire to help others help themselves to think and troubleshoot. The attainment of excellence requires that you sometimes stumble and fall, but this is an inevitable component of the learning process.

Denis plays a bulldozer game, plummeting down into the problem and eventually crawling back up with ways forward. He does not consider the risk that you might remain stuck in the hole. 'I ask the questions they can't answer yet. I'm teaching them to think—I won't tell them what to do,' he barks.

A gourmand, Denis knows the best restaurants and what is best to order. Companions are treated to a great magnificent dining experience. By magic, he knows the perfect places to go, how the dishes are made, and which wines complement each course.

Denis seeks out luxury accommodation, cars and entertainment. His affinity with the best isn't necessarily linked to cost. From Silks at Melbourne's Crown Casino to budget Chinatown, he insists on the best food and wine. Denis likes to have a group drawn around; he wouldn't like to eat alone.

'There are many ways to reach the end', he chuckles, rubbing his hands conspiratorially. 'Knowing the end doesn't help you in the slightest. The *journey* is what matters.'

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Creativity and Innovation Day

21 April 2004

While the popular media report that **creativity** is part of the arts, creativity specialist, type expert and author **Marci Segal** takes a different view.

Marci suggests that creativity results from a personal restlessness to improve the status quo, and that it has two basic components: *new ideas* and *new decisions*.

Goodness knows, we could all use a little creativity right now, and here's an opportunity to do just that.

Creativity and Innovation Day is celebrated worldwide on 21 April each year as the culmination of *Idea Week*, which begins on Leonardo da Vinci's birthday, 15 April.

People in over 45 countries find some time during that week to do something a little different—to remind themselves and others that they can choose to use their creativity to make the world a better place, and to make their place in the world better, too.

For further information and examples of what you might do this year to join the fun and spread the word, check out www.creativityday.org.

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