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METAPROGRAM-BASED TECHNIQUES AS AN EFFECTIVE TOOL IN CAREER COUNSELLING

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Abstract

The article describes the mechanisms of metaprogram formation and reveals the possibilities of using this knowledge in career counselling. The main theoretical concepts of building models of thinking and behaviour are considered. Examples of using metaprogrammes in making career decisions are given.

Keywords: career counselling, psychology temperament, metaprogrammes.

1 Introduction

Metaprograms are unconscious filters that shape how we perceive reality and influence our behavior. The concept is based on Carl Jung's theory of psychological types, which was later expanded in 1957 by American linguist and psycholinguist Noam Chomsky. The modern technique, widely used in neuro-linguistic programming (NLP), was developed by psychologist Roger Bailey.

Each individual combines several programs that form a unique metaprogram profile. By understanding the profile and motivation of the client who has come for career counselling, a career counsellor can help to find the most suitable role for them within the team, as well as setting the right career goals.

Experts have identified 51 different metaprograms (M. Hall).

According to Jung, people perceive the world through opposing psychological functions:

- Thinking vs. Feeling
- Sensing (perceiving through sight, touch, and hearing) vs. Intuition (an inner sense)
- People are also categorized based on their source of energy:
 - Extroverts recharge through external interaction and socialization.
 - Introverts feel more comfortable alone or in small groups.

In 1942, Katharine Briggs and her daughter Isabel Myers developed Jung's metaprograms into a structured personality assessment system known today as MBTI (Myers-Briggs Type Indicator).

It is important to note that metaprograms reflect polar qualities of thinking and action. The MBTI system categorizes people into 16 personality types, determined by their dominant characteristics. For example:

- ENTP (Extroverted, Intuitive, Thinking, Perceiving) individuals are idea generators and socially engaging but may struggle with routine and external control.

MBTI classification:

- Rational Types
- Extroverted Thinking Type
- Extroverted Feeling Type
- Introverted Thinking Type
- Introverted Feeling Type
- Irrational Types
- Extroverted Sensing Type
- Extroverted Intuitive Type
- Introverted Sensing Type
- Introverted Intuitive Type

MBTI dichotomies:

- I (Introversion) vs. E (Extraversion)
- S (Sensing) vs. N (Intuition)
- T (Thinking) vs. F (Feeling)
- J (Judging) vs. P (Perceiving)

Thus, using this approach will equip the career counsellor with the tools to understand innate personality strengths and weaknesses.

Another effective concept is the methodology – Adizes Methodology in Career Counseling.

Ichak Adizes adapted Jung's metaprograms for business, creating a practical tool for recruitment, management, and career counseling.

This framework highlights an essential principle: no single person can be both fast and slow, strictly procedural and innovative at the same time. Understanding this helps organizations match people to roles based on their natural inclinations.

Adizes identified four leadership types:

1. Entrepreneur (E) – Visionary, initiator
2. Producer (P) – Executor, goal-driven
3. Administrator (A) – Structured, process-oriented
4. Integrator (I) – Team-oriented, consensus-builder

Each role corresponds to different workplace skills and preferences. For example:

- Entrepreneurs might excel in medical research or as private clinic owners.
- Entrepreneurs + Producers are ideal as clinic directors or department heads.
- Entrepreneurs + Integrators may succeed as chief physicians.

- Integrators thrive as family doctors or general practitioners.
- Integrators + Administrators make effective senior nurses.
- Administrators fit well in analytical roles like biochemists and pharmacists.

- Administrators + Producers are well-suited for surgical nurses.
- Producers work effectively as surgeons and dentists.

Key Metaprograms in the Adizes Method

1. Focus – Process-oriented vs. Result-oriented

2. Speed – Fast vs. Slow

3. Perspective – Global vs. Detailed

4. Decision-Making – Structured vs. Unstructured

Another interesting approach – Karen Horney's Metaprograms in Career Counseling. Karen Horney's model identifies how people satisfy their psychological needs:

- Moving Away from People – Self-reliant, independent
- Moving Toward People – Seeking approval and validation
- Moving Against People – Asserting dominance, demanding compliance

Understanding these tendencies can further refine career choices and workplace relationships.

Thus, metaprograms provide valuable insights for career counseling, personnel selection, and management. By leveraging frameworks like MBTI, Adizes' leadership model, and Horney's psychological needs theory, individuals and organizations can optimize career paths and workplace efficiency.

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