Virtual Training Insights:
Using the MBTI® Assessment with Dispersed Teams

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CPP–The Myers-Briggs® Company

Introductions

Webinar presenters

Sherrie Haynie, MEd

◆ 20 years of MBTI® feedback experience

◆ Works with Fortune 500 companies on developing and facilitating organizational development initiatives and team-building interventions

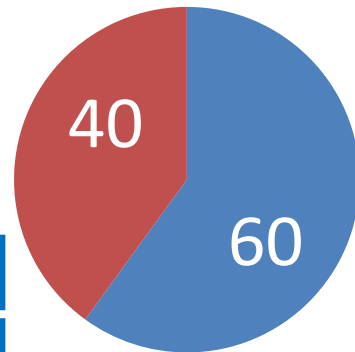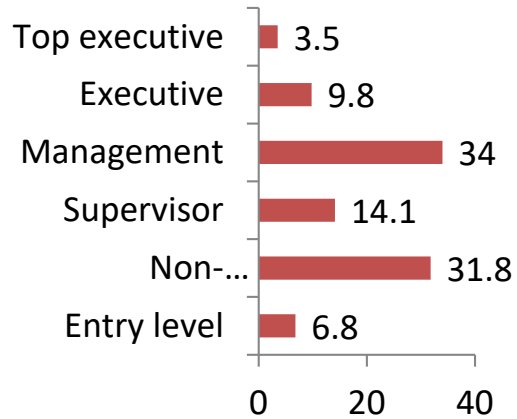◆ Master's degree in education from Kennesaw State University

Rich Thompson, PhD

◆ Leads CPP's research worldwide

◆ Extensive background in developing assessments and surveys for use in both organizational information gathering and predictive research

◆ Master's and PhD degrees, both in psychology, from Texas Tech University

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Objectives

During this webinar you will:

◆ Learn virtual training best practices and MBTI® type considerations

◆ Participate in polls and view answers based on a CPP survey

◆ Have an opportunity to ask questions about challenges or issues you have encountered when delivering virtual trainings

Sample Characteristics

Top executive — 3.5
Executive — 9.8
Management — 34
Supervisor — 14.1
Non-… — 31.8
Entry level — 6.8

(axis: 0, 20, 40)

Average Age = 41 (SD = 10.5)

Ethnicity

White = 73%

Black = 10%

Hispanic = 6%

Multiethnic = 5%

All others = 6%

Pie chart: 40 (Male), 60 (Female)

- Female
- Male

Other — 4.2
Installation, maintenance, and… — 1.6
Healthcare support occupations — 1.7
Arts, design, entertainment,… — 1.7
Legal — 1.9
Production occupations — 2.5
Life, physical, and social sciences — 3.4
Architecture and engineering — 3.7
Healthcare practitioner and… — 4.8
Community and social services — 4.9
Computer and mathematical… — 5.2
Sales and related occupations — 5.9
Office and administrative… — 8.4
Education, training, and library… — 12.1
Business and financial operations — 15.7
Management — 22.1

(axis: 0, 5, 10, 15, 20, 25)

Other Includes: Military specific; Transportation and materials moving; Protective services; Personal care and personal service; Farming, fishing, and forestry; Construction and extraction. Each 1% or less of the overall sample.

Question 1
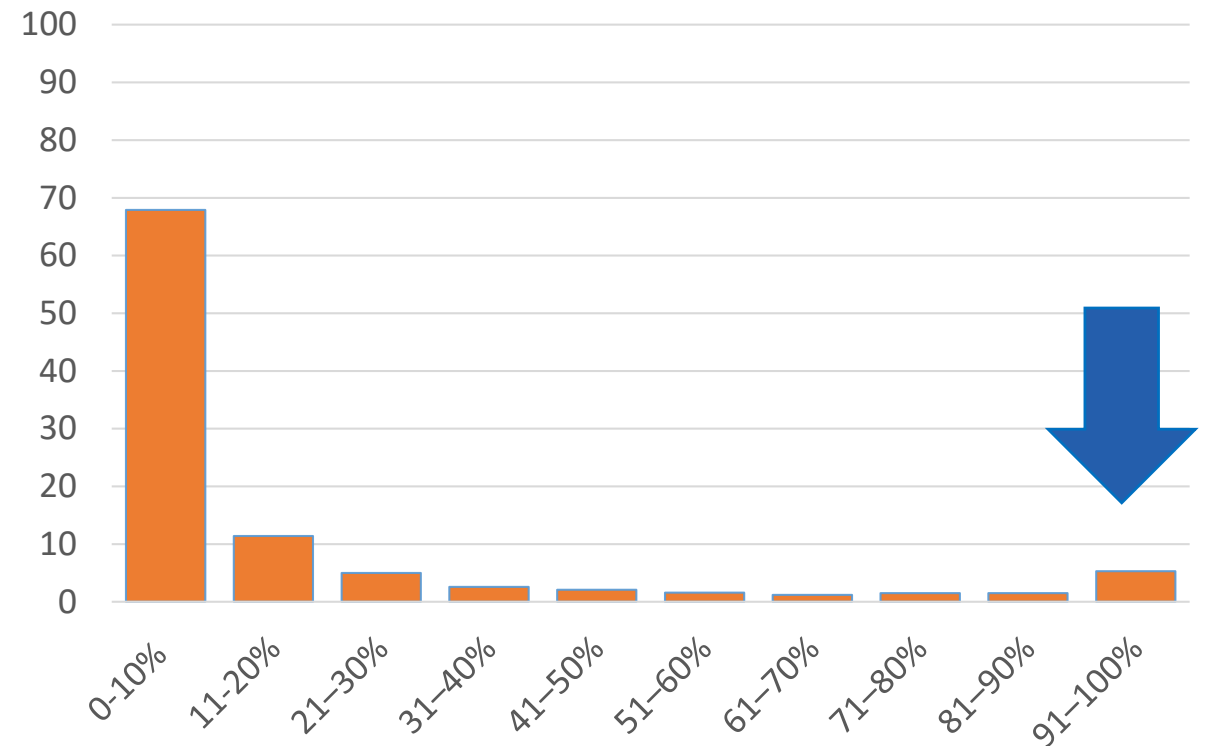
What percentage of employees work remotely full-time?

5%

15%

45%

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Survey Says

◆ A small percentage work remotely exclusively
  – 5.3%

What percentage of the time do you work in a remote or home office?

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Trends

◆ Data are **NOT CLEAR** regarding the current state of virtual/remote/mobile workers in the U.S.

  – 2014 U.S. Census Survey

  – Using an item on how people get to work, with "Work from Home" as an option, found:

    • 103% growth in working from home since 2005
    • 2.8% of U.S. workforce (3.7 million employees) worked from home half-time or more
    • Work from home had grown about 3 times faster than the employee population

Source: GlobalWorkplaceAnalytics.com

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Question1 Implications

What percentage of employees work remotely full-time?

◆ People are asking for virtual training for good reasons
- Lack of travel budget
- Lack of time to be away for training and development
- Pressing demands for time and attention

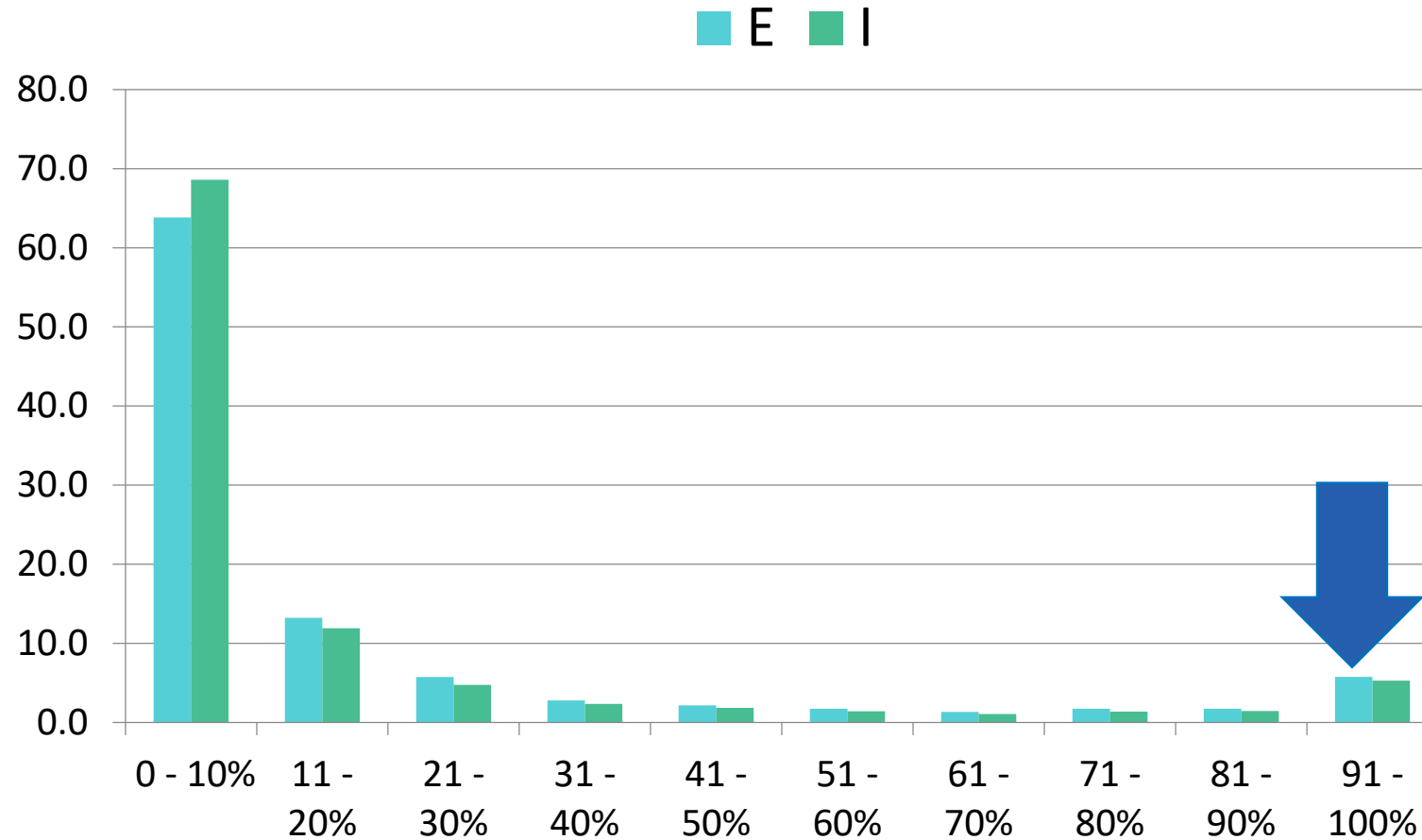◆ However, it is not because a large percentage of people are working remotely full-time

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Question 2

Most people who work from home have a preference for Introversion.

Myth

Fact

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Virtual Work by E–I Preference

Virtual Work by Preference
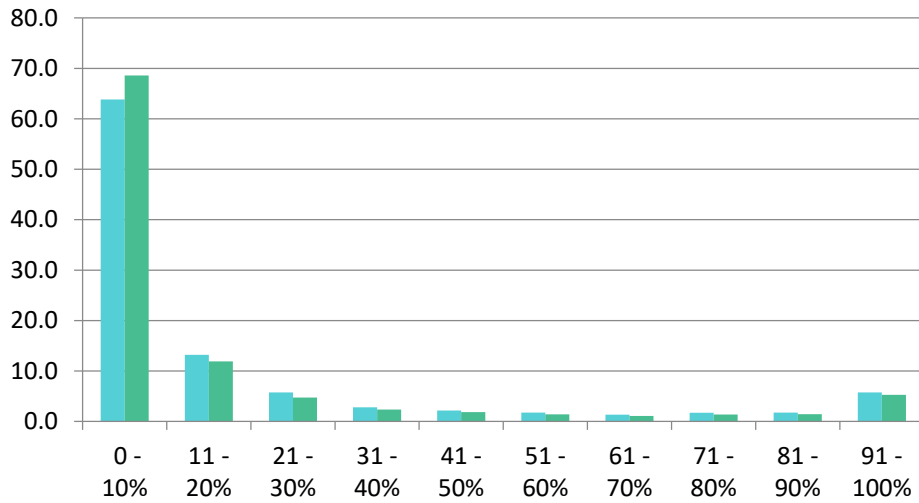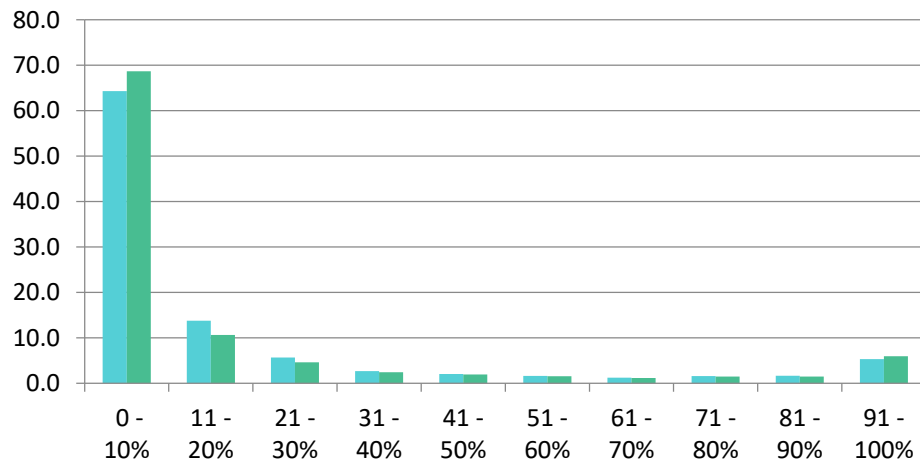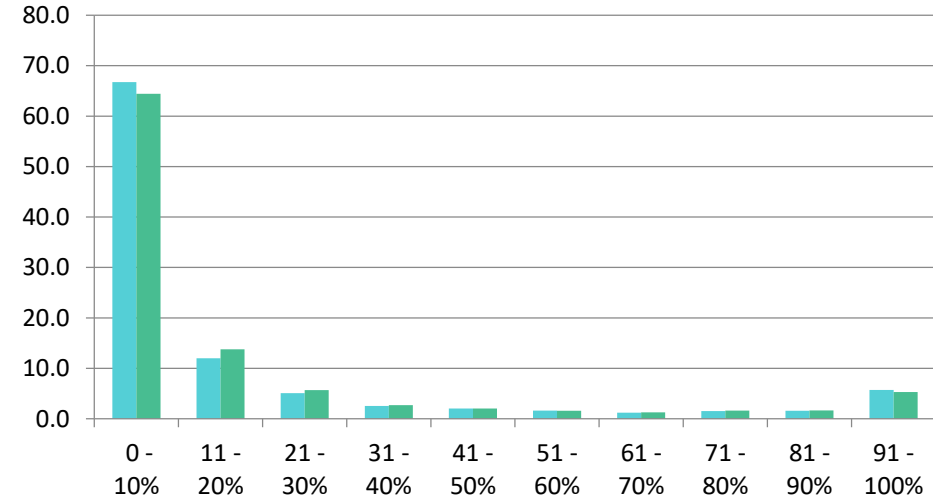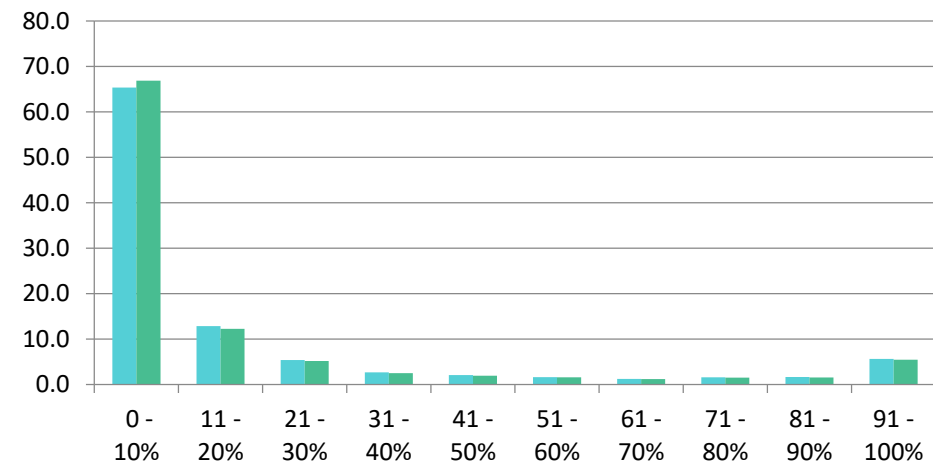
Working Remotely by MBTI® Type

Legend: 0 - 10% | 11 - 20% | 21 - 30% | 31 - 40% | 41 - 50% | 51 - 60% | 61 - 70% | 71 - 80% | 81 - 90% | 91 - 100%

MBTI types (top to bottom): ENTJ, ENFJ, ESFJ, ESTJ, ENTP, ENFP, ESFP, ESTP, INTP, INFP, ISFP, ISTP, INTJ, INFJ, ISFJ, ISTJ

X-axis: 0% to 100%

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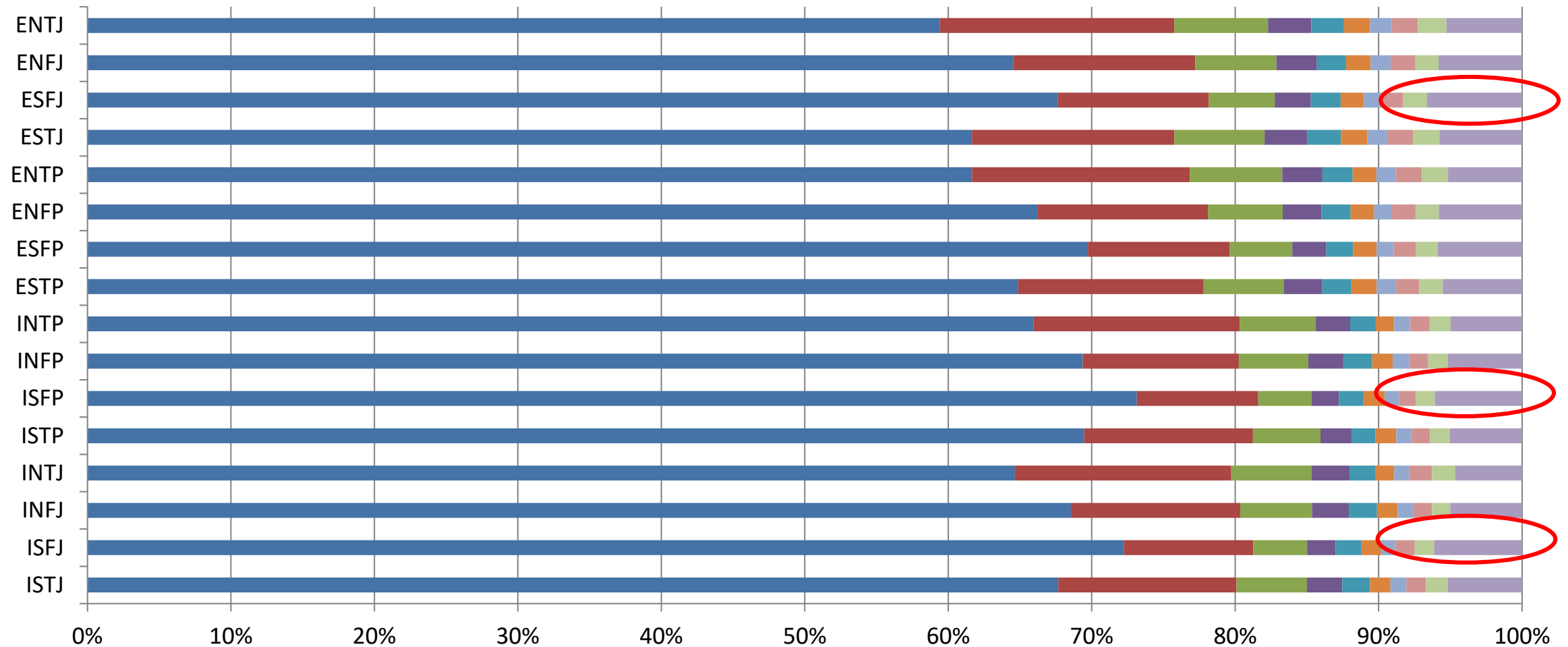
Question 2 Implications

Most people who work from home have a preference for Introversion.

◆ A virtual training will have an MBTI® type distribution similar to that of an in-person training

◆ Therefore, it is important to meet the needs of people of all types, just as you would in person

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Question 3

During virtual training, people who prefer Extraversion strongly endorse the value of having camera capability to see others.

Myth

Fact

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Question 3

During virtual training, people who prefer Extraversion strongly endorse the value of having camera capability to see others.

Myth!

Percentage of people who believe that seeing others during virtual training is very valuable:

24% – E preference   15% – I preference

Remaining preferences – little difference

Question 3 Implications

Best practices based on type preferences

Introversion

Needs time to reflect and develop ideas internally before responding. Send prework with reading and questions to ponder before the training.

Needs to develop ideas through discussion and interaction. Build in chat, whiteboard, open mic for interaction before "final" response is required.

Extraversion

Sensing

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

Needs practical applications and specific examples. Tell stories about real-life experiences and be clear about how the information will be used at work. Don't overuse tools that detract from learning.

Needs the framework and big picture – don't overload with details required to be successful. Needs flexibility to consider options. Provide creative ways to explore: breakout rooms, allow research during training.

Intuition

Thinking

Needs to see logical reasons for online exercises. May ask many questions. Make space for questions and challenges to the content. Build in room for debate with chat rooms and discussion boards.

Needs to connect with other participants to build meaningful relationships. Form learning groups before the training and facilitate post-training connections. Use video of participants and/or photos.

Feeling

Judging

Needs to know the goals and the plan. Will be frustrated with too much discussion. Likes closure. Send out an agenda ahead of time with the objectives and timeline. Refer back to **it** during the training.

Needs opportunity to be spontaneous and enjoy the process. Create space to adapt in the moment when new information arises. Have a parking lot whiteboard to capture where you need to return to further explore.

STOP
& smell the roses. Tomorrow could be too late.

Perceiving

Question 4

During virtual training, most people with a preference for Extraversion find group discussion a lot more useful than do those with a preference for Introversion.

Myth

Fact

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Question 4

During virtual training, most people with a preference for Extraversion find group discussion a lot more useful than do those with a preference for Introversion.
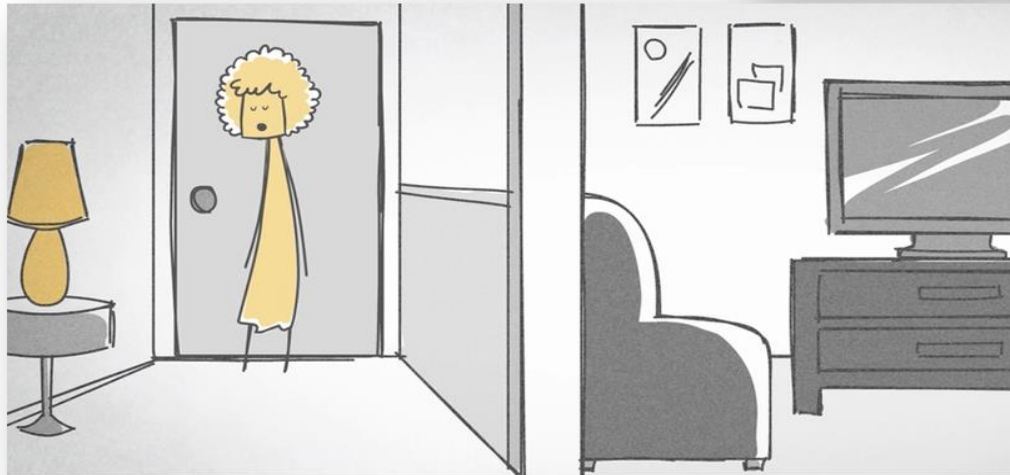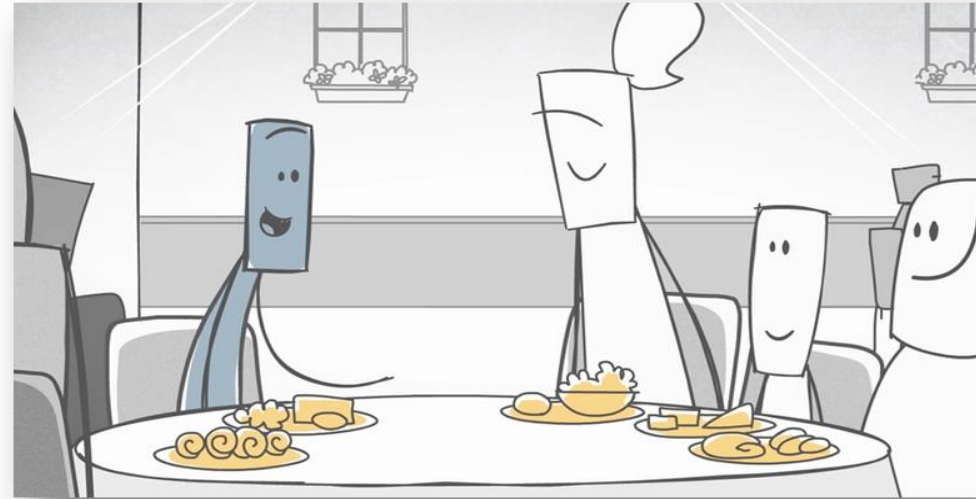
Fact!

Percentage of people who find group discussion useful:
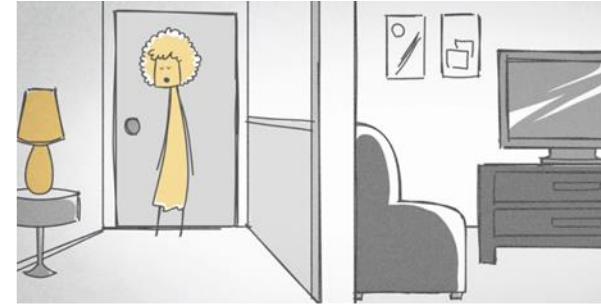
70% – E preference   53% – I preference

Remaining preferences – little difference

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Video and Discussion

Example

Which character did you most relate to?
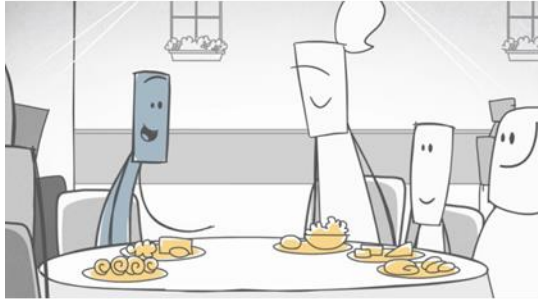
Question 5

People with a preference for Sensing find self-paced training modules much more valuable than do those with a preference for Intuition.

Myth

Fact

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Question 5

People with a preference for Sensing find self-paced training modules much more valuable than do those with a preference for Intuition.

Myth!

In this area, percentages for Sensing and Intuition are the same. The only difference noted is for E–I. People with a preference for Extraversion find self-paced training modules slightly more valuable than do those with a preference for Introversion.

39% – E preference   29% – I preference

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Question 5 Implications

People with a preference for Sensing find self-paced training modules much more valuable than do those with a preference for Intuition.

◆ One challenge for type practitioners is that we are prone to stereotyping
- E.g., assume that Sensing types prefer some element of training that is more linear
- Need to avoid making these assumptions

◆ Want to cover all preferences in any training, including virtual

Question 6

45% of people would choose virtual training over in-person training if given the choice.

Myth

Fact

Question 6

45% of people would choose virtual training over in-person training if given the choice.

Myth!

Approximately 50% prefer in-person training, 40–50% prefer a combination of virtual and in-person, and *few* people would choose virtual if given the choice.

5.6% – E preference   11.4% – I preference

Fewer differences among other preferences

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Question 6 Implications

45% of people would choose virtual training over in-person training if given the choice.

◆ The value proposition of virtual training is highly positive
  - Reduced travel time, etc.

◆ However,
  - Face-to-face and blended learning are preferred by all types
  - Blended learning provides these benefits:
    • Ability to learn at own pace and time for some material
    • But also get face-to-face interaction, which is important to all types

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Question 7

Content for virtual training requires different course objectives than does in-person training.

Myth

Fact

Question 7

Content for virtual training requires different course objectives than does in-person training.

Myth!

Your course objectives stay the same. It is the delivery method and redesign of exercises that change.
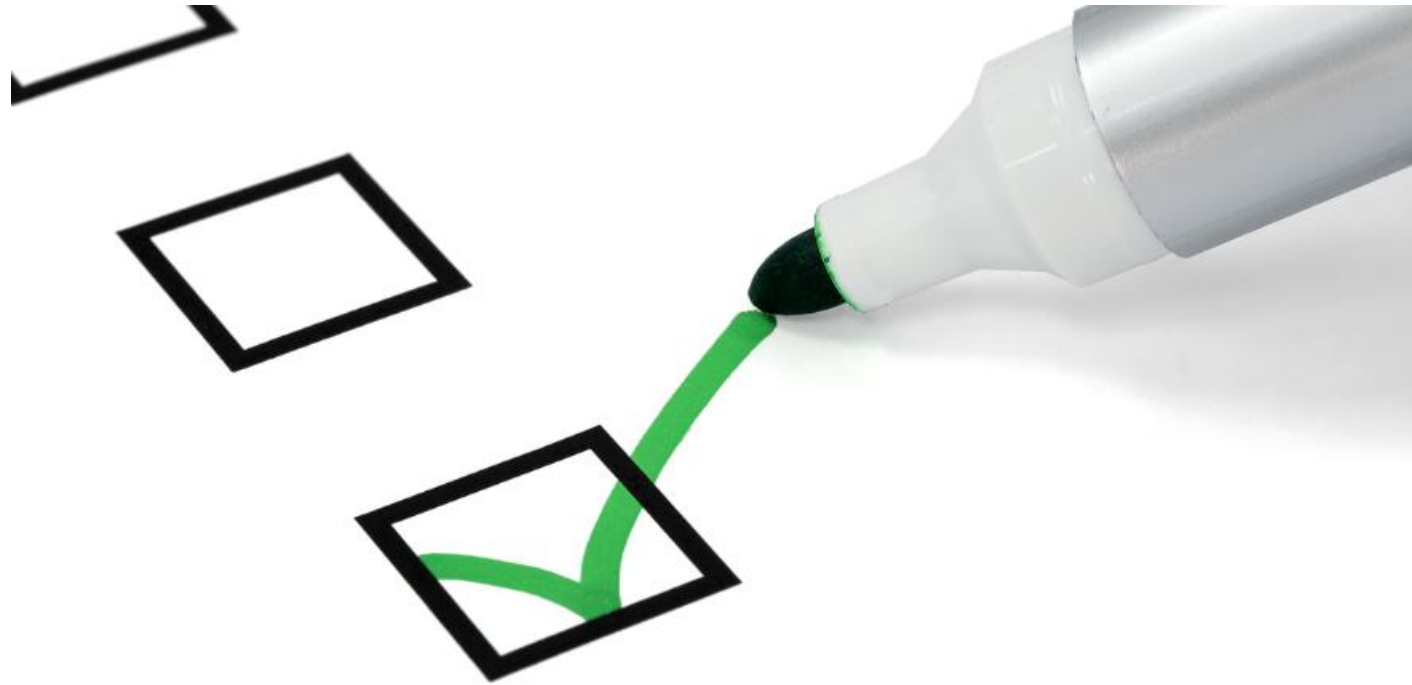
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What do learners fear most about virtual training?

Death by PowerPoint

Use Polling Feature

Exercise example:
Distinguish type from bias
(use as a warm-up before introducing topic)

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Summary

Key Learnings

◆ The percentage of people working virtually is still relatively small

◆ Virtual training requires design changes but not content changes

◆ Regardless of the format (in person or virtual), ensure that there is something for all MBTI® types

Questions?

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