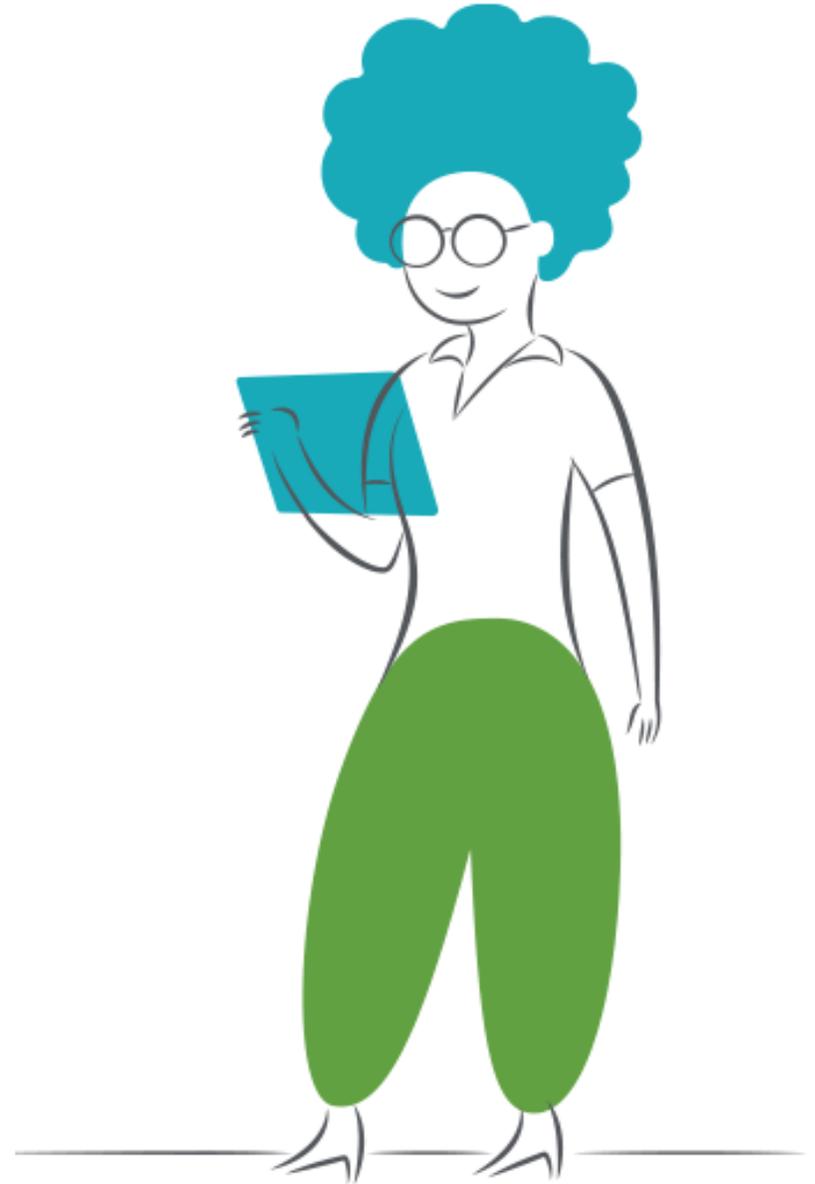


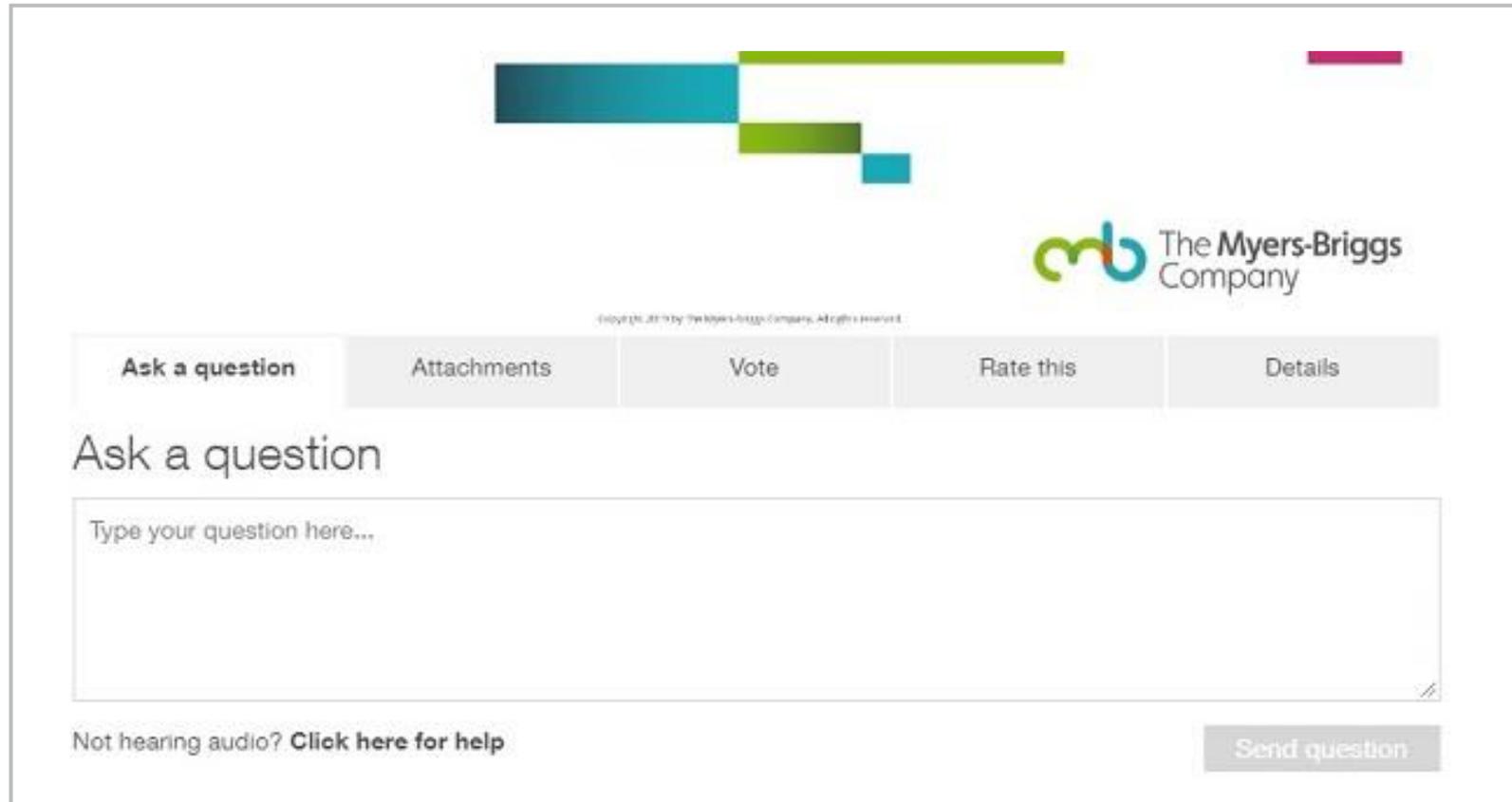


The Myers-Briggs
Company

How personality influences virtual teamwork



Interact with us



The screenshot shows a web interface for asking a question. At the top right, there is a logo for 'The Myers-Briggs Company' with the text 'mbti' below it. Below the logo, there is a horizontal navigation bar with five buttons: 'Ask a question' (highlighted in dark grey), 'Attachments', 'Vote', 'Rate this', and 'Details'. Below the navigation bar, the heading 'Ask a question' is displayed. Underneath the heading is a large text input field with the placeholder text 'Type your question here...'. At the bottom left of the form, there is a link: 'Not hearing audio? [Click here for help](#)'. At the bottom right, there is a 'Send question' button.



Our mission is...

**...to inspire everyone to lead more
successful and fulfilling lives**

Our world-leading assessments

MBTI® understand **personality** types

FIRO® improve interpersonal **relations**

TKI® resolve **conflict**

CPI™ inspire **leadership**

Strong give **career** advice to adults

VitaNavis® give **career and education** advice to students



Being better

We care about the way we do business.

As a Certified B Corp, we're part of a growing global movement which is changing the way business operates.

We want to consider our impact on our **workers, customers, suppliers, community** and the **environment**.

We're using business as a force for good.



Your presenter – Helen Rayner

- Lead Consultant, The Myers-Briggs Company
- MSc Occupational Psychology, PGDip (Open) Psychology
- BSc (Hons) Computer Science and Business Management
- PG Cert in Executive and Business Coaching
- Certified in MBTI® Step I & II, FIRO®, CPI 260®, TKI, 16PF, LCI, TOP



The research

- What role does **personality** play in virtual teams?
- Are there personality **differences** between people who work in virtual teams?



Agenda

1. The teams we work in
2. Introducing FIRO and MBTI
3. Real-life experience of a personality type during these times of change
4. 5 key scales of an effective team
5. Research findings

Teams

- Co-located team: All members work in the same office or other location
- Virtual team: Remote workers who are not co-located, and have a common purpose and interdependent goals
- Combined team: A blend of co-located and virtual practices



Your teams (before Covid-19)

- Virtual
- Co-located
- Combined
- Independent working **mostly** with physical clients
- Independent working **mostly** with virtual clients



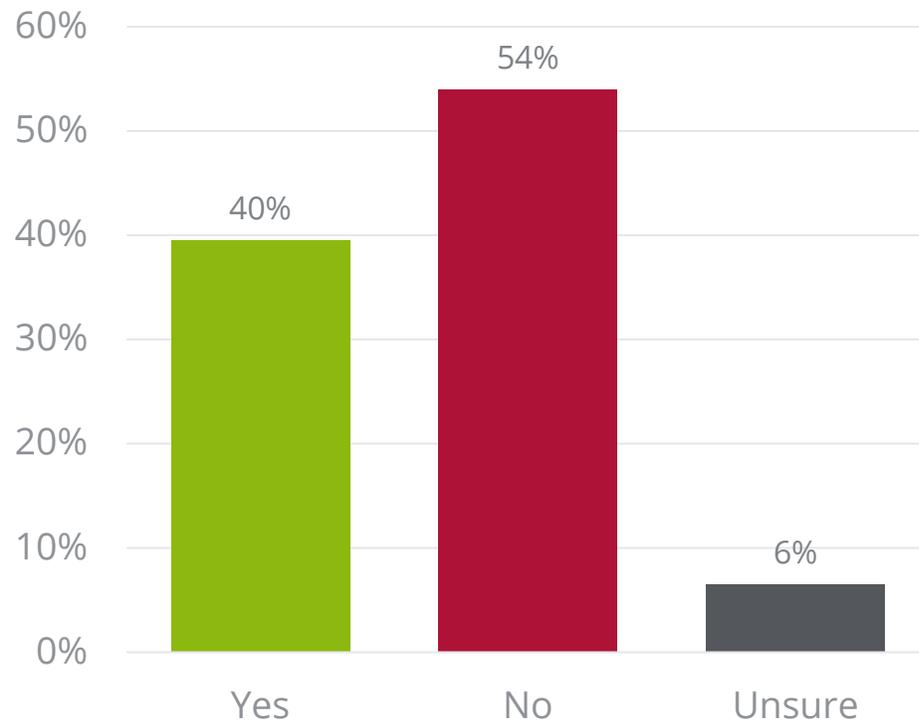
Personality and teams

- What role does personality play in virtual teams?
- Are there personality differences between people who work in virtual teams?

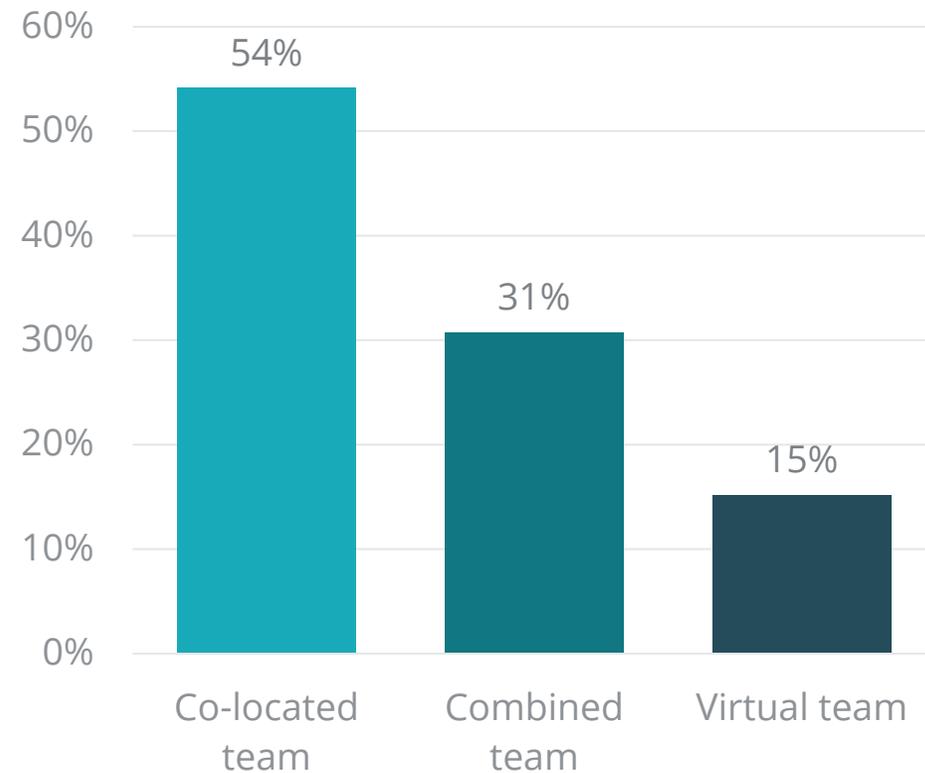


Team membership

Are you a member of a virtual team?



Do you manage or lead a team?



Your experience

- Do you need to develop different skills to manage virtual teams?
- What do people working virtually need?
- Can we use personality type to help?



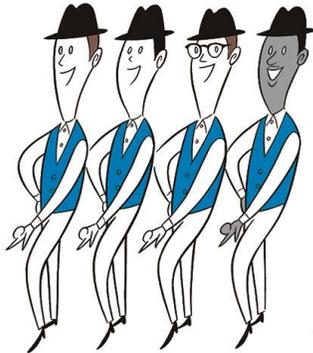


Introducing the FIRO® framework

Three interpersonal need areas

Involvement

The need to belong



Influence

The need for control



Connection

The need for intimacy



Also known as:
Inclusion
Control
Affection

Expressed and Wanted behaviours

Expressed

These are behaviors you initiate towards others



Wanted

These are the behaviors you use to receive from others



FIRO scores

65%- 100%	High scores
36%- 64%	Medium scores
0%- 35%	Low scores

Scores show:

- how often the behavior is shown – **frequency**
- how many people it is shown to – **selectivity**

A FIRO profile – in a co-located team

- Wants to participate
- A “joiner”
- Schedules regular meetings
- Want to bring the full, complete “right” answer
- Check she’s on the right path informally

Eleanor

	Involvement	Influence	Connection
Expressed	High	High	Med
Wanted	High	Med	Med

A FIRO profile – in a virtual team

- Peace!
- Time to get on with what's important
- What IS important?
- Is she doing the right thing?
- Where is her time with you?

Eleanor

	Involvement	Influence	Connection
Expressed	High	High	Med
Wanted	High	Med	Med



Introducing the MBTI® framework

Preference pairs

Opposite ways to direct and receive energy

Extraversion (E)

Introversion (I)

Opposite ways to take in information

Sensing (S)

Intuition (N)

Opposite ways to decide and come to conclusions

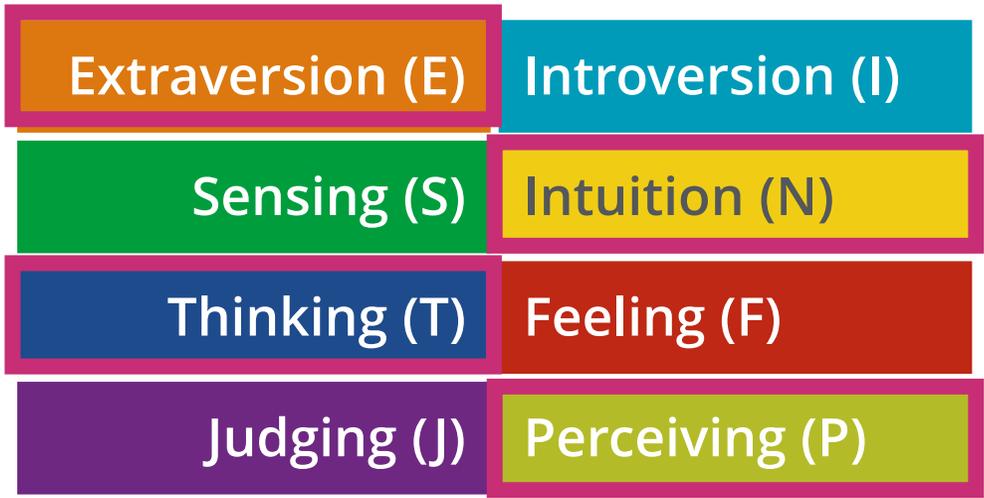
Thinking (T)

Feeling (F)

Opposite ways to approach the outside world

Judging (J)

Perceiving (P)

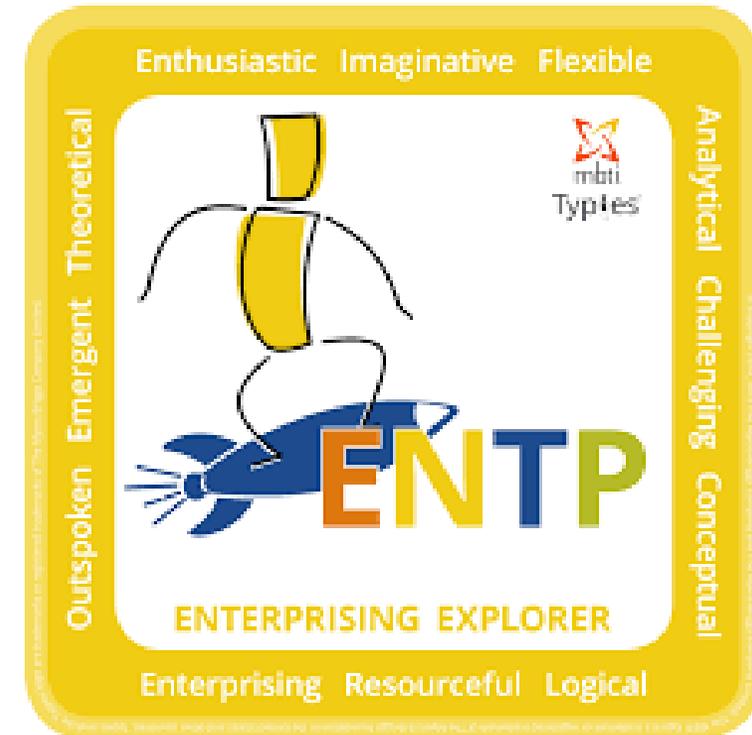


<p>Thorough Conscientious Realistic</p>  <p>ISTJ</p> <p>RESPONSIBLE REALIST</p> <p>Practical Logical Factual Efficient</p> <p>Systematic Organized Reserved</p> <p>Detached Analytical Observant</p> <p>mbti Types</p>	<p>Dependable Responsible Loyal</p>  <p>ISFJ</p> <p>PRACTICAL HELPER</p> <p>Organized Practical Detailed Kind</p> <p>Patent Realistic Understanding</p> <p>Considerate Sensitive Thorough</p> <p>mbti Types</p>	<p>Visionary Imaginative Reflective</p>  <p>INFJ</p> <p>INSIGHTFUL VISIONARY</p> <p>Insightful Caring Contemplative</p> <p>Reserved Empathetic Sensitive</p> <p>Compassionate Idealistic Intense</p> <p>mbti Types</p>	<p>Innovative Independent Logical</p>  <p>INTJ</p> <p>CONCEPTUAL PLANNER</p> <p>Strategic Reflective Conceptual</p> <p>Objective Insightful Demanding</p> <p>Competent Productive Theoretical</p> <p>mbti Types</p>
<p>Realistic Trouble-shooter Factual</p>  <p>ISTP</p> <p>LOGICAL PRAGMATIST</p> <p>Analytical Emergent Practical</p> <p>Expedient Detached Objective</p> <p>Adaptable Logical Independent</p> <p>mbti Types</p>	<p>Practical Caring Accommodating</p>  <p>ISFP</p> <p>VERSATILE SUPPORTER</p> <p>Cooperative Observant Tolerant</p> <p>Kind Considerate Spontaneous</p> <p>Modest Adaptable Gentle Loyal</p> <p>mbti Types</p>	<p>Flexible Insightful Developmental</p>  <p>INFP</p> <p>THOUGHTFUL IDEALIST</p> <p>Compassionate Caring Imaginative</p> <p>Complex Empathetic Contained</p> <p>Reflective Idealistic Spontaneous</p> <p>mbti Types</p>	<p>Theoretical Detached Sceptical</p>  <p>INTP</p> <p>OBJECTIVE ANALYST</p> <p>Independent Challenging Logical</p> <p>Strategic Insightful Contained</p> <p>Conceptual Analytical Innovative</p> <p>mbti Types</p>
<p>Active Logical Trouble-shooter</p>  <p>ESTP</p> <p>ENERGETIC PROBLEM-SOLVER</p> <p>Adaptable Spontaneous Realistic</p> <p>Analytical Outgoing Enthusiastic</p> <p>Observant Resourceful Practical</p> <p>mbti Types</p>	<p>Adaptable Energetic Cooperative</p>  <p>ESFP</p> <p>ENTHUSIASTIC IMPROVISER</p> <p>Enthusiastic Observant Friendly</p> <p>Realistic Spontaneous Tolerant</p> <p>Playful Gregarious Resourceful</p> <p>mbti Types</p>	<p>Imaginative Energetic Innovative</p>  <p>ENFP</p> <p>IMAGINATIVE MOTIVATOR</p> <p>Persuasive Emergent Spontaneous</p> <p>Supportive Flexible Enthusiastic</p> <p>Expressive Cooperative Friendly</p> <p>mbti Types</p>	<p>Enthusiastic Imaginative Flexible</p>  <p>ENTP</p> <p>ENTERPRISING EXPLORER</p> <p>Enterprising Resourceful Logical</p> <p>Outspoken Emergent Theoretical</p> <p>Analytical Challenging Conceptual</p> <p>mbti Types</p>
<p>Assertive Decisive Realistic Logical</p>  <p>ESTJ</p> <p>EFFICIENT ORGANIZER</p> <p>Pragmatic Straightforward Direct</p> <p>Objective Practical Structured</p> <p>Organized Responsible Efficient</p> <p>mbti Types</p>	<p>Organized Supportive Outgoing</p>  <p>ESFJ</p> <p>SUPPORTIVE CONTRIBUTOR</p> <p>Sympathetic Appreciative Warm</p> <p>Friendly Accepting Decisive Loyal</p> <p>Practical Cooperative Realistic</p> <p>mbti Types</p>	<p>Empathetic Diplomatic Imaginative</p>  <p>ENFJ</p> <p>COMPASSIONATE FACILITATOR</p> <p>Collaborative Enthusiastic Warm</p> <p>Friendly Supportive Expressive</p> <p>Persuasive Organized Responsible</p> <p>mbti Types</p>	<p>Strategic Questioning Theoretical</p>  <p>ENTJ</p> <p>DECISIVE STRATEGIST</p> <p>Innovative Structured Challenging</p> <p>Direct Logical Objective Decisive</p> <p>Confident Assertive Competent</p> <p>mbti Types</p>

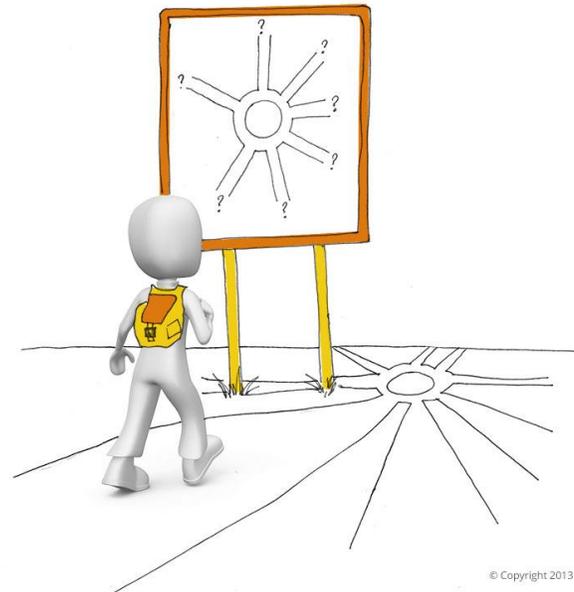
An MBTI profile – in a co-located team

- Broad friendship group
- Lots of input to see the Big Picture
- Analytical
- Likes to discuss ideas

Eleanor



Explorers (ENTP and ENFP)

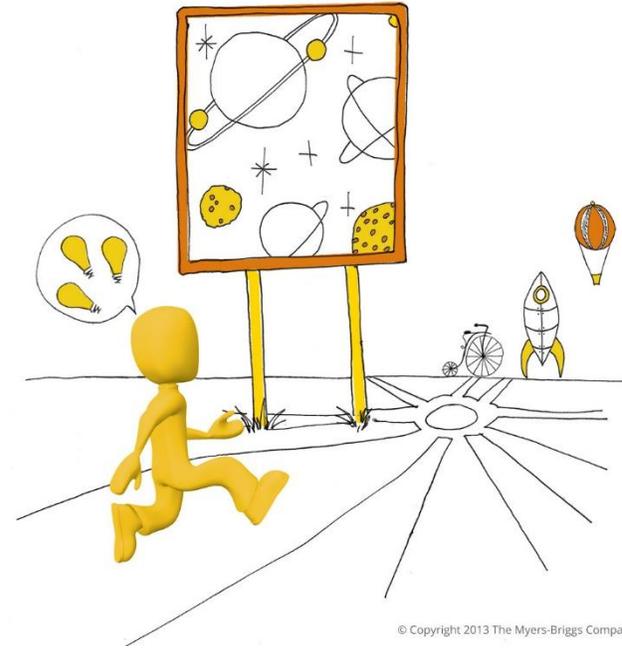


At their best

Increasing stress

Become louder and more active

Too much information gathering



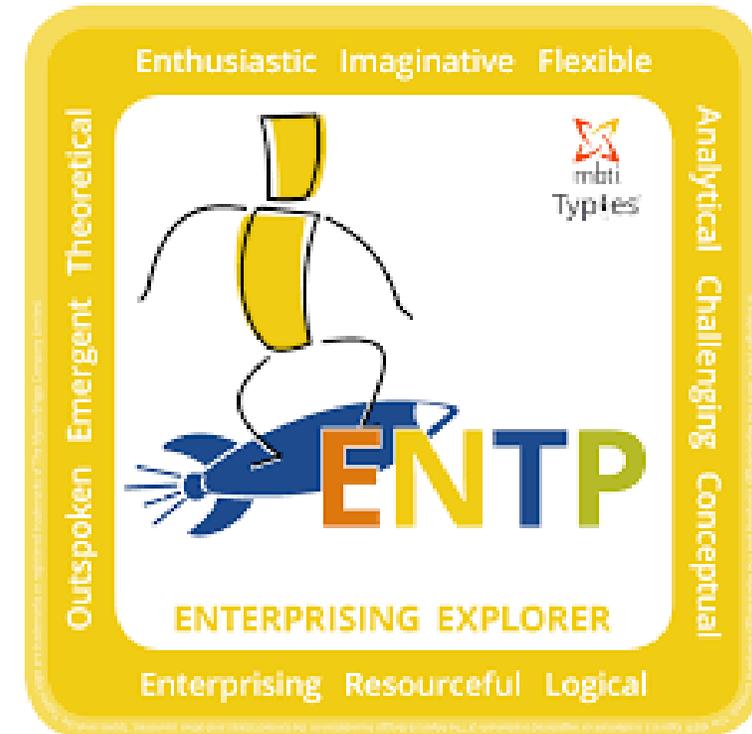
Under everyday stress

Take some time out to quietly decide on a course of action

An MBTI profile – in a virtual team

- Few opportunities to chat
- Less input, fewer ideas
- Asked to be more planful
- Change was exciting! But now change is the norm.

Eleanor



Five key scales of an effective team

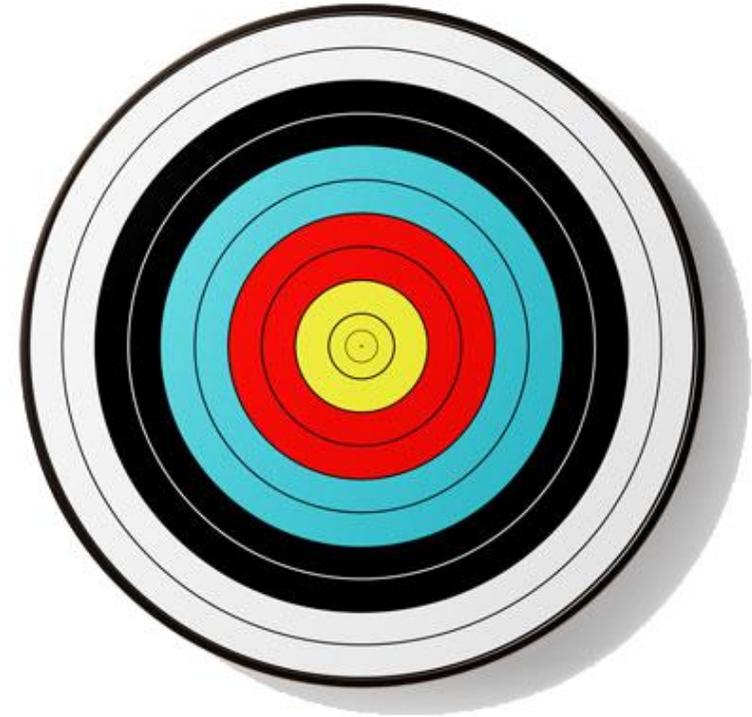
- **Clarity**
- Emotional Intelligence
- Effectiveness
- Stretch
- Culture



Clarity

Alignment and understanding individuals have to the organization and team's **vision, plans and goals.**

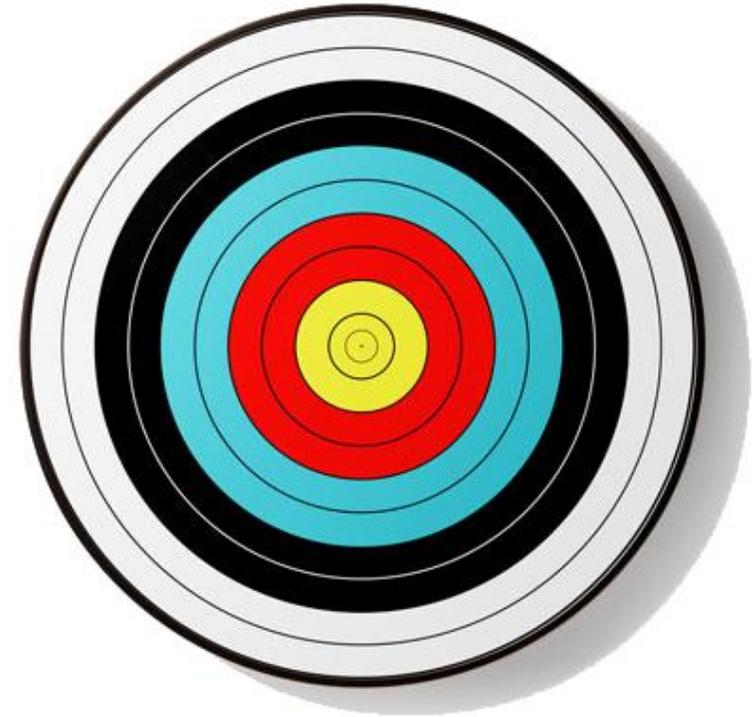
Individuals **hold one another to account** and spend time developing **intrateam relationships.**



Clarity

Developing Clarity

- Organization wide tools e.g. screen savers, mugs and stationery
- Provide a forum for people the opportunity to ask questions about where the organization is going
- Regular check-ins to compare goals and current reality, and create accountability



Five key scales of an effective team

- Clarity
- **Emotional Intelligence**
- Effectiveness
- Stretch
- Culture



Emotional Intelligence

The degree of openness, intimacy, awareness, social, emotional and personal support given and received.



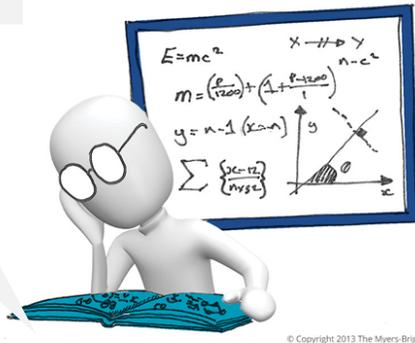
Using the recovery slides (2 of 2)

Another example is those Types with the Analyst is the leading Core Character (favourite process Introverted Thinking):

Analysts (INTP and ISTP)

The INTP and ISTP Types are represented by the Analyst Core Character.

At their best, Analysts are analytical, detached and independent.

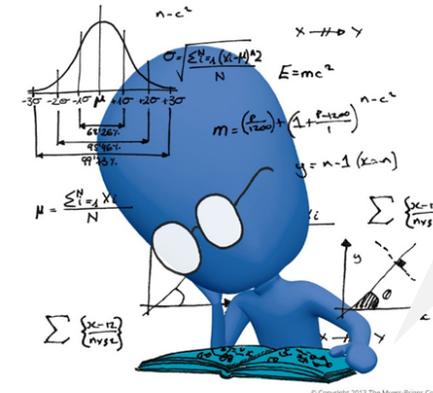


At their best

Increasing stress

Withdrawal into the inner world

Over focus on decision making



Under everyday stress

Under everyday stress, Analysts can become withdrawn, overly logical, seeking a perfect solution, obsessed with any inconsistencies.

Talk to others to explore information and ideas

To recover, Analysts need to turn down the dial on their Core Character, for example by talking to others to explore information and ideas, so engaging their information-gathering (S or N) functions

Emotional Intelligence

Developing Emotional Intelligence

- You can learn how to spot the signs of stress and what to do if you see them
- Find ways to mix personal and formal interactions
- Build trust in the team that they can talk to you in confidence if they need to



Five key scales of an effective team

- Clarity
- Emotional Intelligence
- **Effectiveness**
- Stretch
- Culture



Effectiveness

Work is completed **on time and within budget**. When conflict arises, it is resolved: team members trust one another.



Directors (ESTJ and ENTJ)



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At their best

Increasing stress

Become louder and more active

Over focus on decision making



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Under everyday stress

Take some time out to explore information and ideas before deciding

Effectiveness

Developing Effectiveness

- Focus on what you have in common
- Recognise effort and outputs
- Establish or review communication norms



Five key scales of an effective team

- Clarity
- Emotional Intelligence
- Effectiveness
- **Stretch**
- Culture



Stretch

Job roles stretch individuals and **personal development** is available. There are opportunities to **experiment, participate and voice opinions**.



Stretch

Developing Stretch

- Experiment with different projects
- Give each person time in meetings



Five key scales of an effective team

- Clarity
- Emotional Intelligence
- Effectiveness
- Stretch
- **Culture**



Culture

The degrees of **cultural awareness, respect and appreciation**



Culture

Developing Culture

- The degrees of cultural awareness, respect and appreciation.
- “We have always done it this way.”
Fear? Losing face?

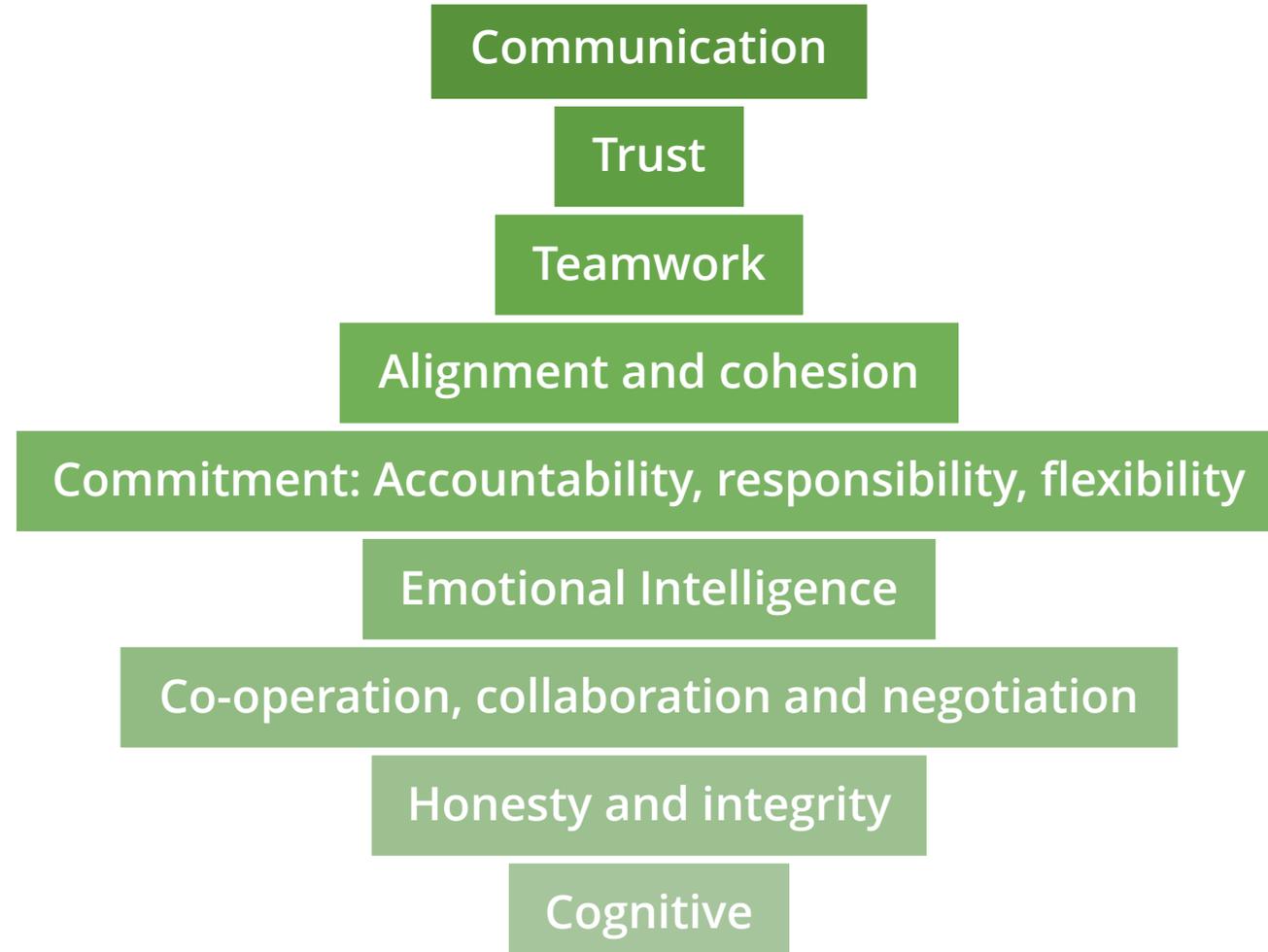




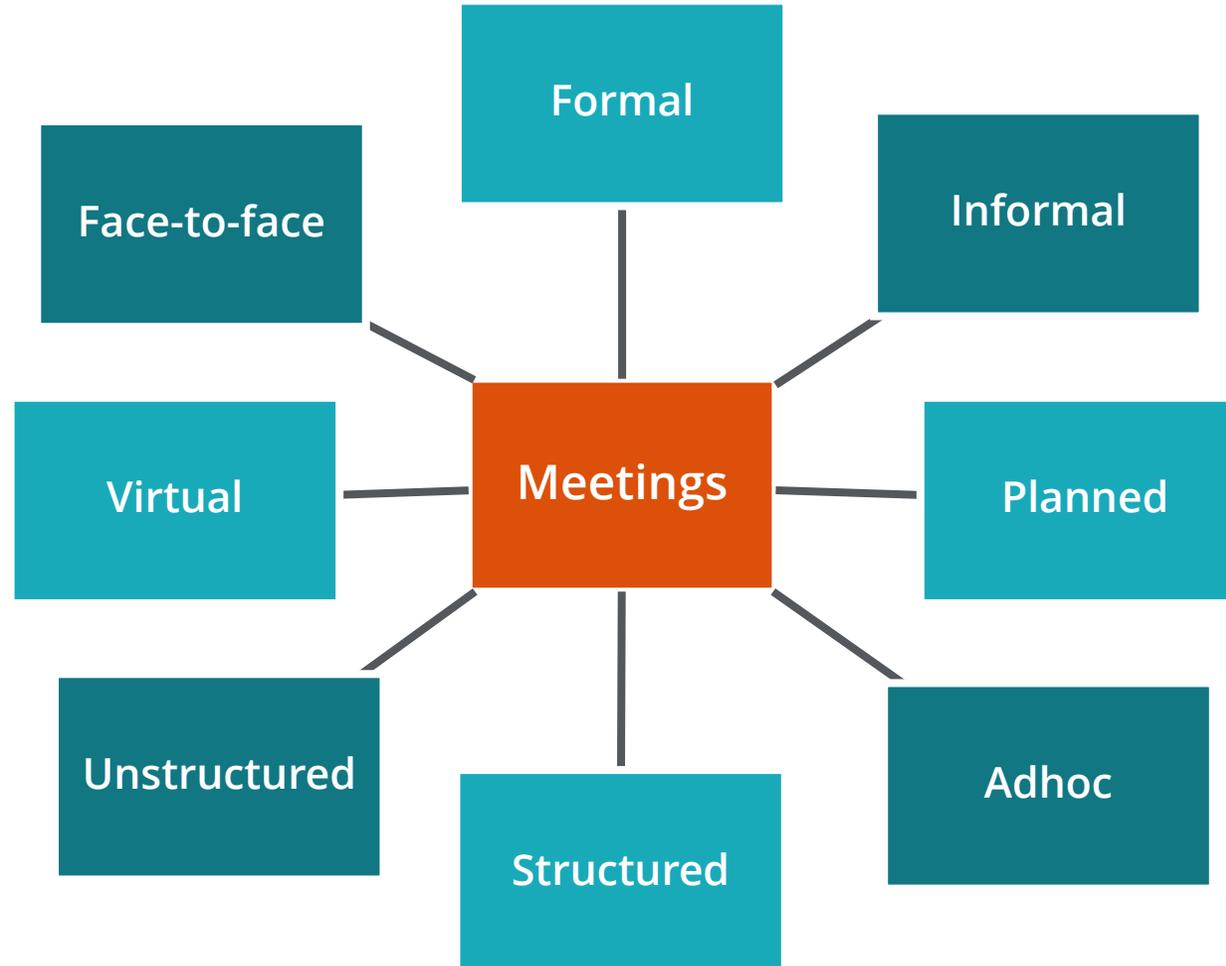
What makes an effective team?



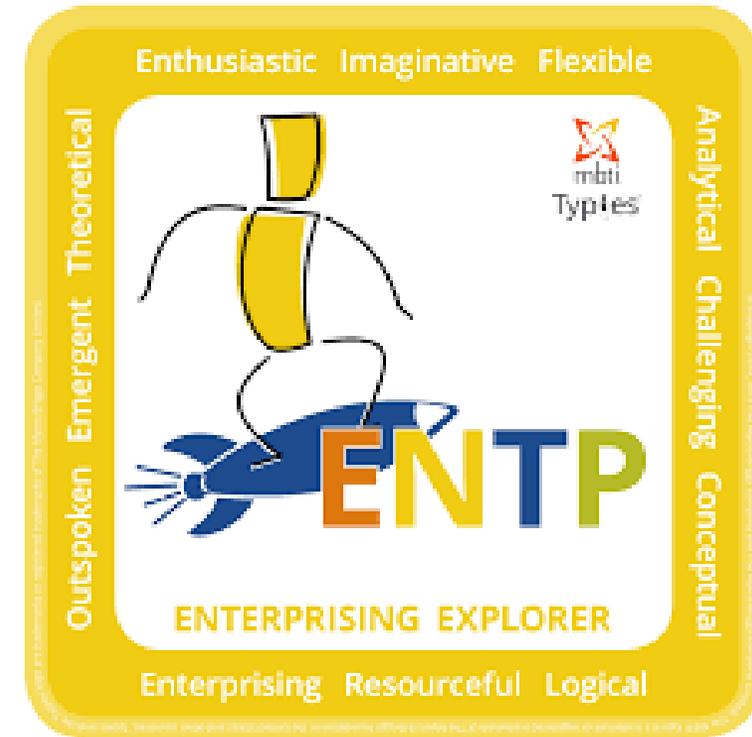
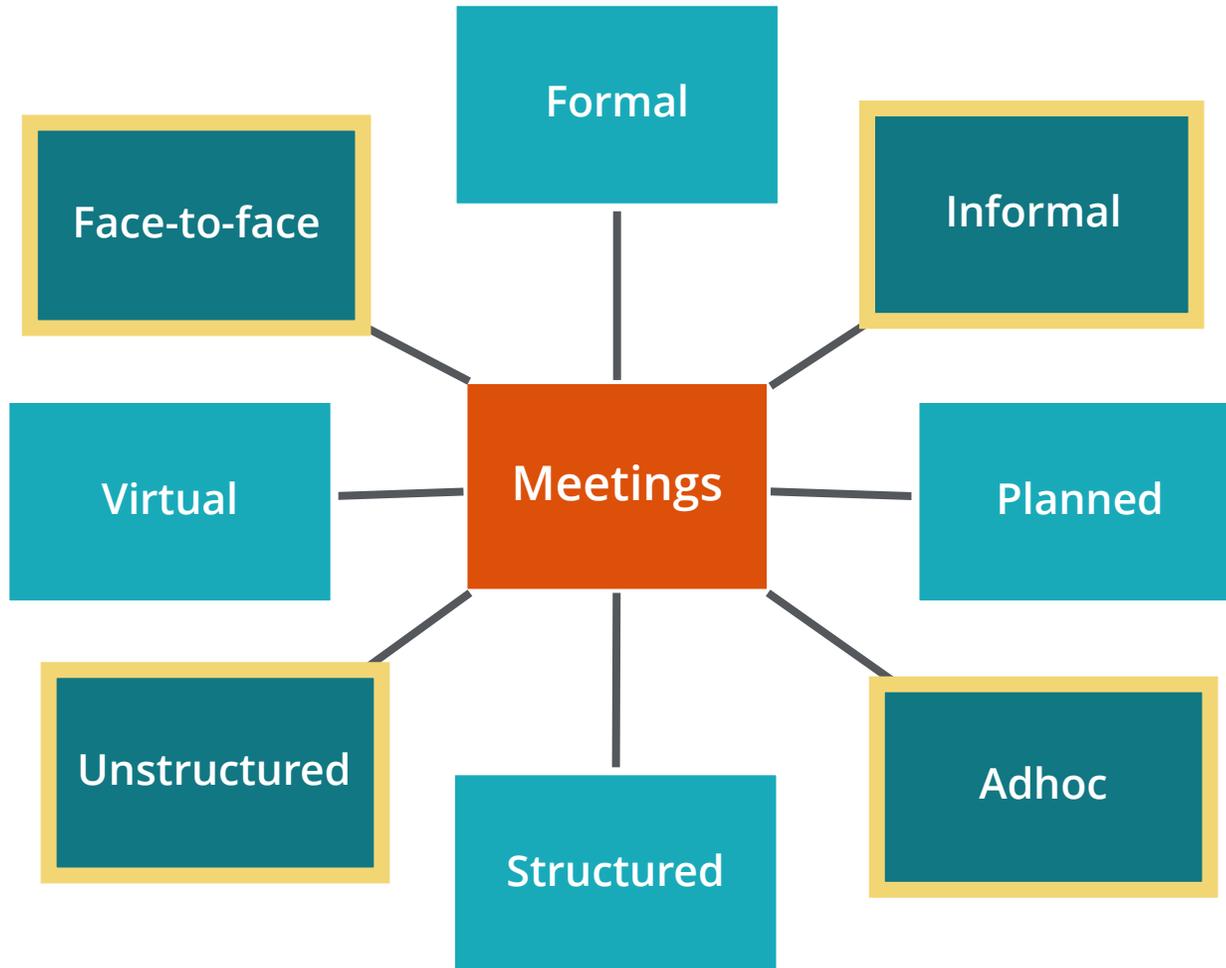
What makes an effective team?



Communication



Communication





Team challenges



Biggest team challenge

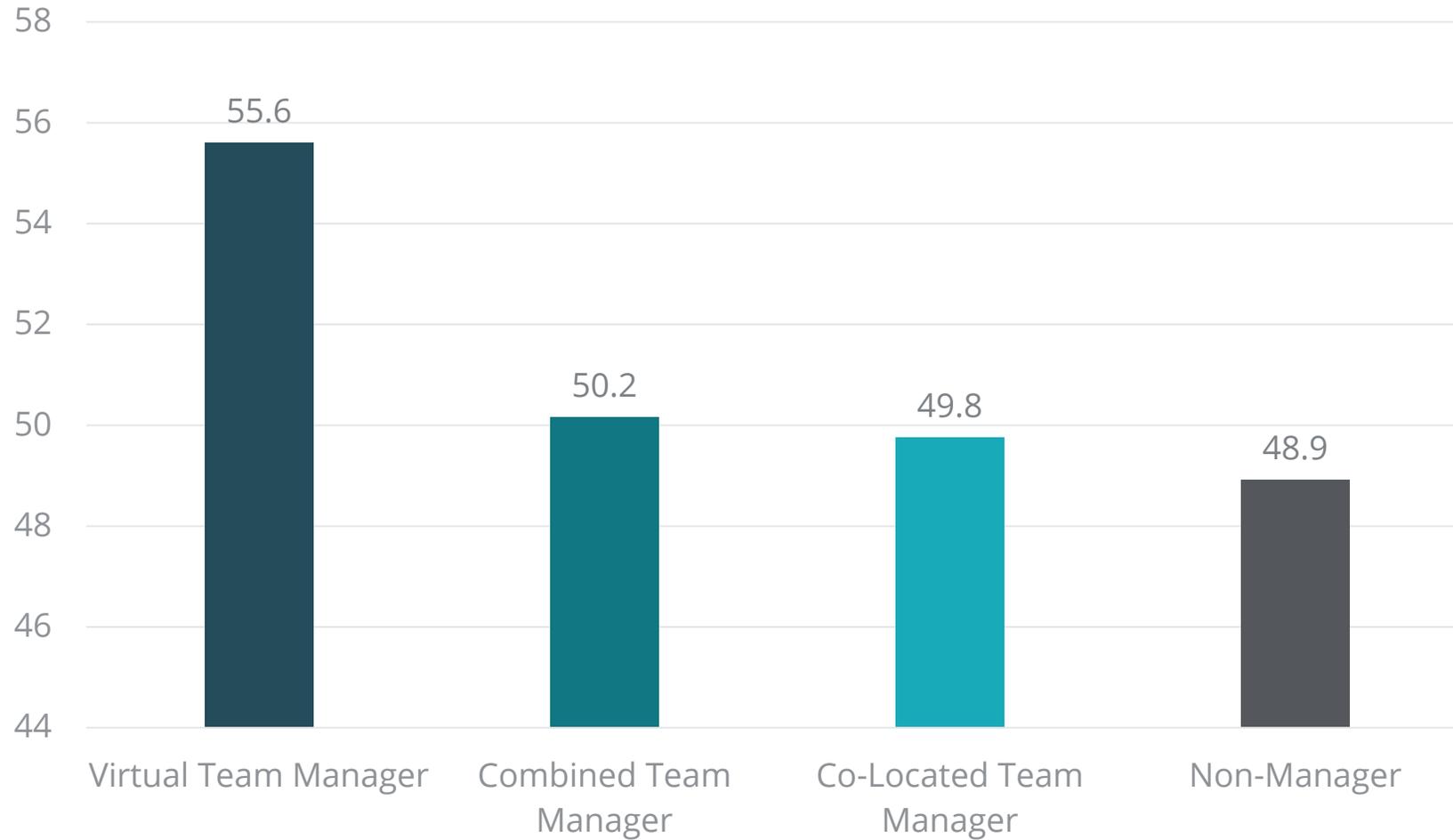




Research findings



Effectiveness

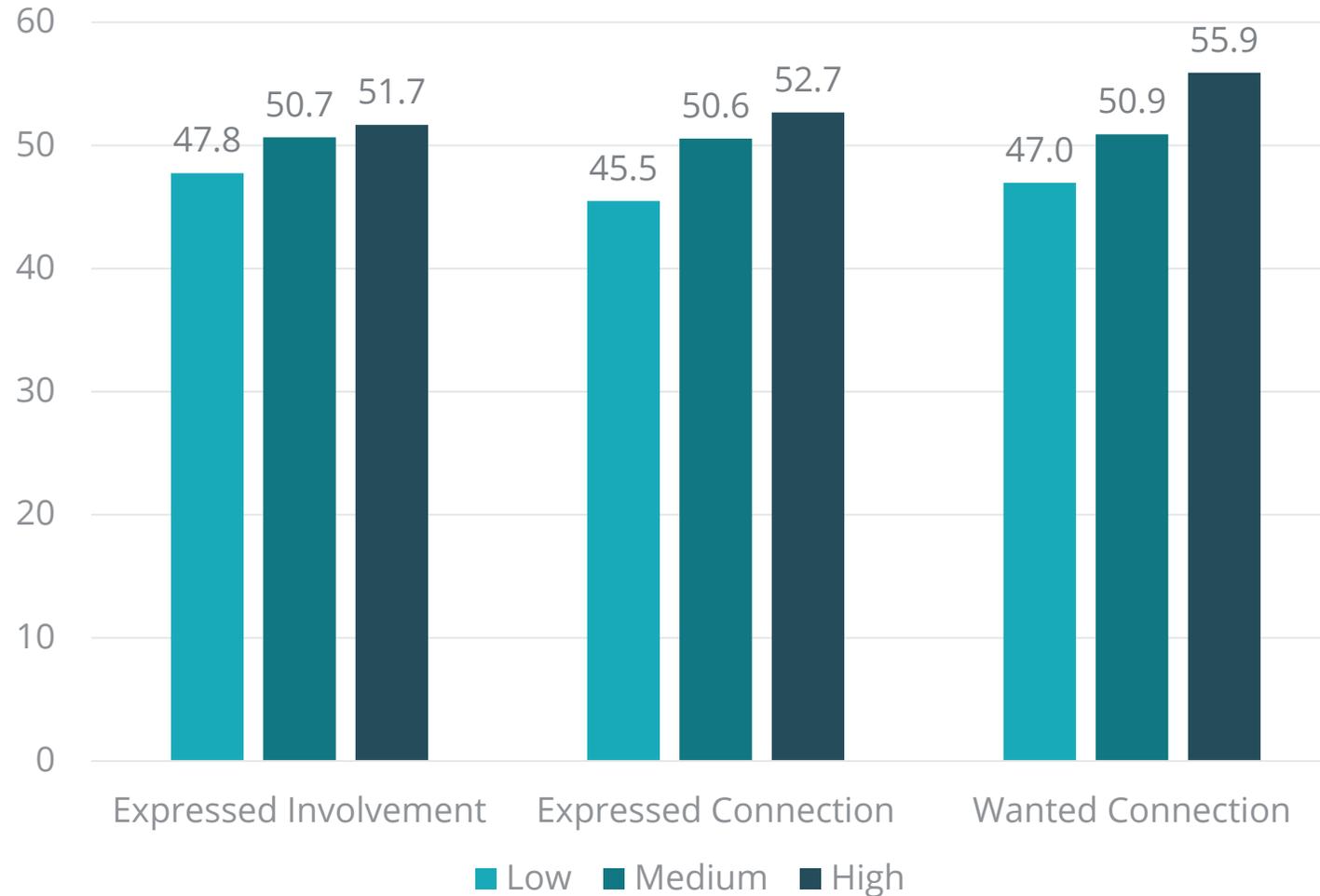


FIRO results



Emotional Intelligence

FIRO and Emotional Intelligence



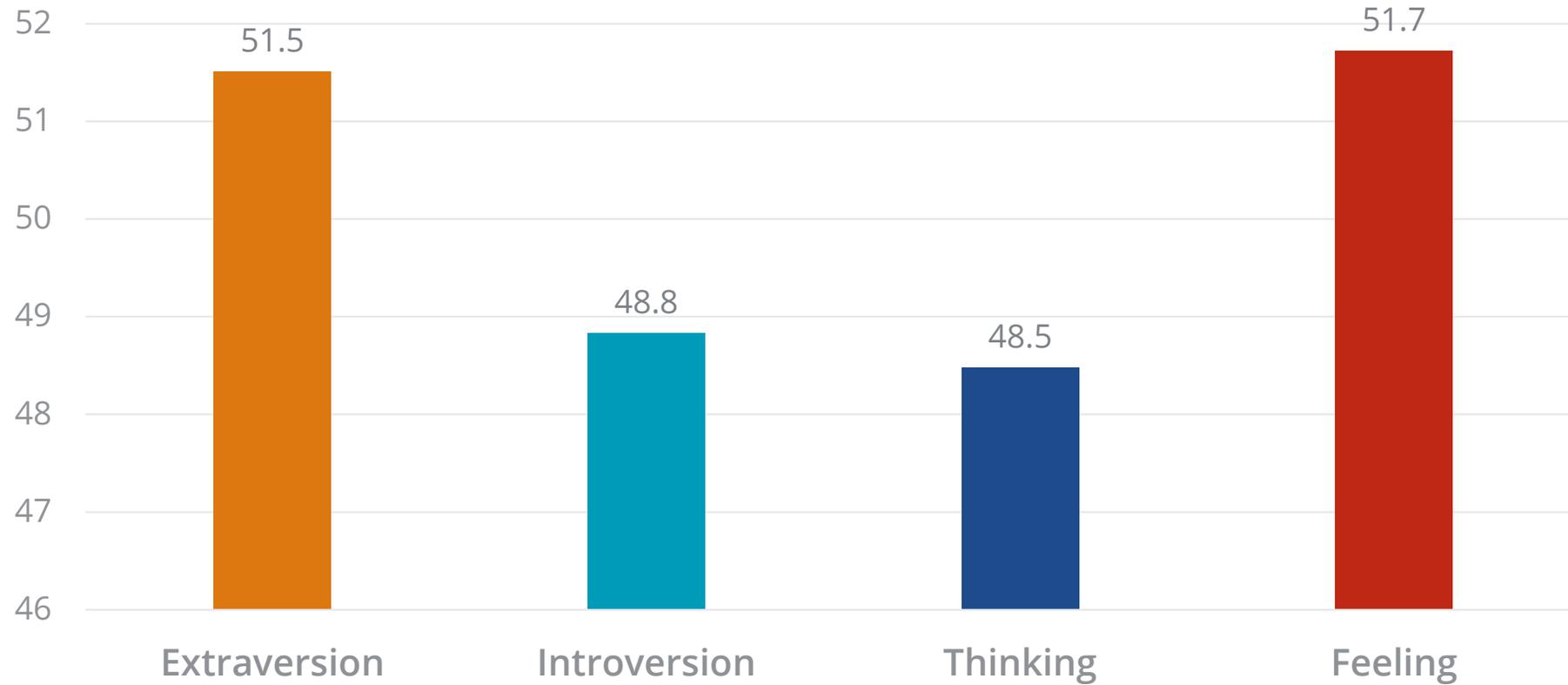


Myers-Briggs Type Indicator® (MBTI®)

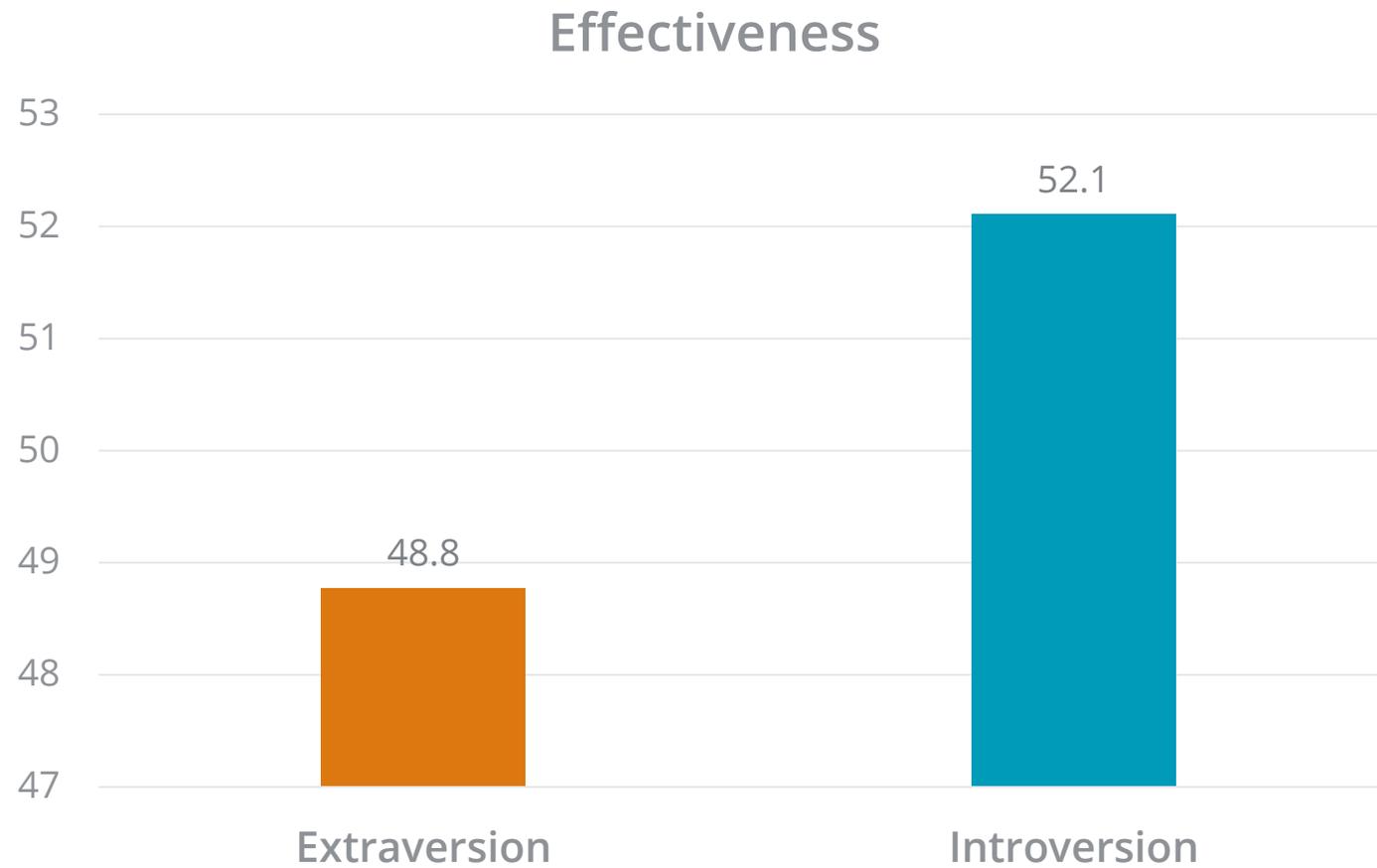


MBTI results

Emotional Intelligence



MBTI results



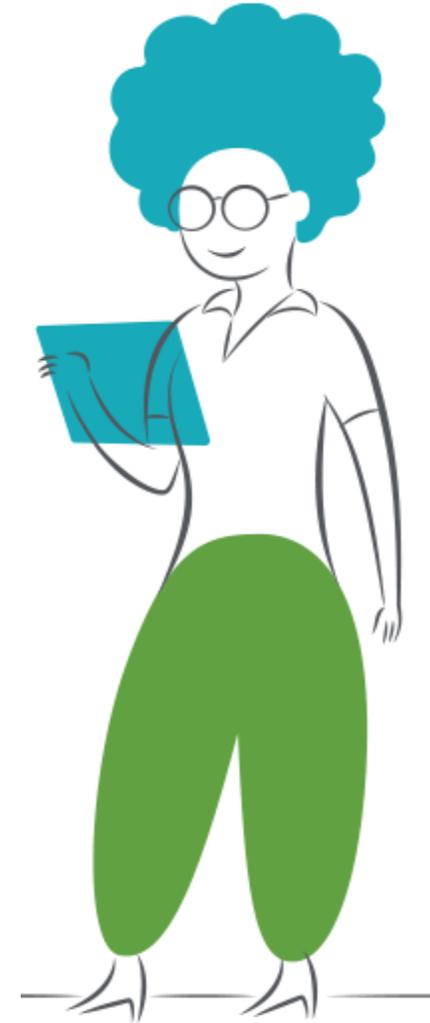


Final considerations and takeaways



Final considerations and take aways

- Your team will react differently to the same stimuli
- To work remotely, your managers may need training and support
- Personality assessments give you a “cheat sheet” to work off on who people are
- Don’t make assumptions based on a personality profile – everyone is different
- This isn’t forever, but personality is



Developing Your Virtual Workforce

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- Regularly updated
- Free resources
 - Tip sheets
 - Recommended webinar links
 - Guide to giving remote feedback
 - Slide deck on stress reactions
- Expert facilitator-led virtual workshops
- Product recommendations
- ...and more

How will you keep your teams together? And are you ready to run virtual trainings that engage a remote audience?



[SHOP](#) [ELEVATE](#)

Need help?

[Get Certified](#) [Solutions for](#) [Resources](#) [Connect with Us](#)

If you need help with remote working challenges, we're here for you. The Myers-Briggs Company has expertise and experience delivering meaningful trainings in virtual contexts.

WE DO IT FOR YOU

Train your people in the soft skills they need. These MBTI® Virtual Live workshops support foundational self-awareness and more:

- MBTI® insights Virtual Workshop (90 mins)
- Enhancing Communication (60 mins)
- Managing Change (60 mins)
- Building Resilience (60 mins)

[Find out more](#)

Professional services, from group training to executive coaching, can also be delivered virtually and tailored to your organization's unique needs.

[Contact us to discuss your project](#)

WE DO IT WITH YOU

Partner with our experienced facilitators to transition your training to a virtual classroom.

Talk to us if you need help designing and delivering your existing development programs to remote employees.

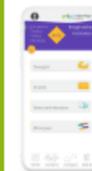
[Contact us](#)

YOU DO IT YOURSELF

You can administer assessments quickly and easily online via [Elevate](#).

And use these resources for learning and development in virtual settings:

- MBTI Complete – an online, all-in-one assessment and interpretation to get users to best fit type
- Respondent materials – get booklets such as such as the [Introduction to Type](#), [Introduction to FIRO](#) and [Introduction to Conflict](#) series in PDF format as well as print
- Facilitation Kits – everything you need to deliver ready-made events virtually
 - [Embracing Change](#)
 - [Compelling Conversations](#)
 - [Improving Decision Making](#)
- MBTI Refresher – brush up on your certification training with this self-paced online course.



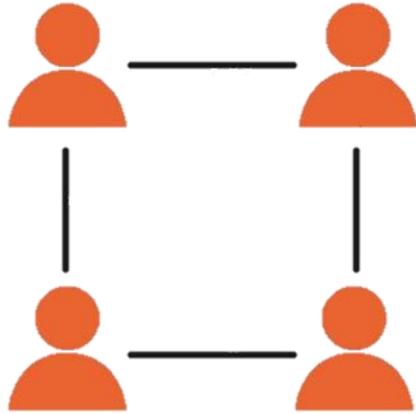
NEW: The Myers-Briggs App – turn self-awareness into action.

Put MBTI insights at people's fingertips with this portable guide to personality type.

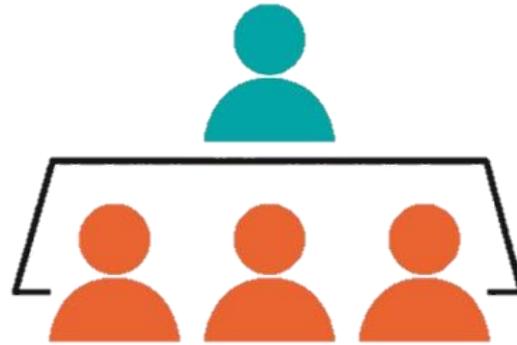
[Learn more](#)



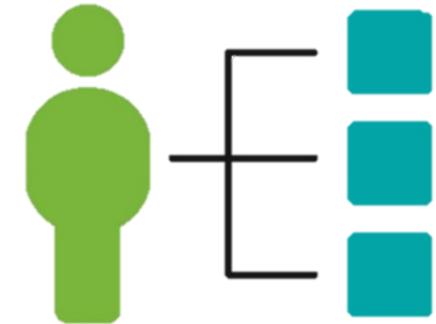
Your partner to build trust



Consultancy
services



Practitioner
training



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& materials



Any questions?



Thank you!

Good luck & STAY SAFE!

