



How to **adapt to constant change**—
especially in the workplace

Your presenter – John Hackston

- Head of Thought Leadership, The Myers-Briggs Company
- Chartered Psychologist
- Creating, using and researching psychometric tests and questionnaires for 35 years
- Using our tools – MBTI, FIRO, CPI, TKI – since 1997
- Regular speaker at conferences and author on the psychology scene

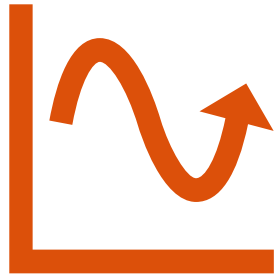


A woman with long dark hair, wearing a tan leather jacket over a striped shirt and dark leggings, stands in the center of a busy city street. She has her hands pressed against her eyes, suggesting a feeling of being overwhelmed or unable to see through the chaos. The background is filled with blurred figures of people and cars, indicating a fast-paced environment. The lighting is bright, suggesting daytime.

The pace of change is
increasing – **fast**

We live in volatile, uncertain times

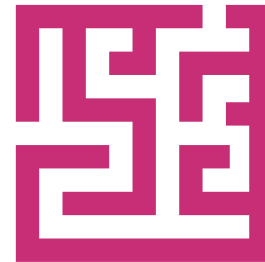
Volatile



Uncertain



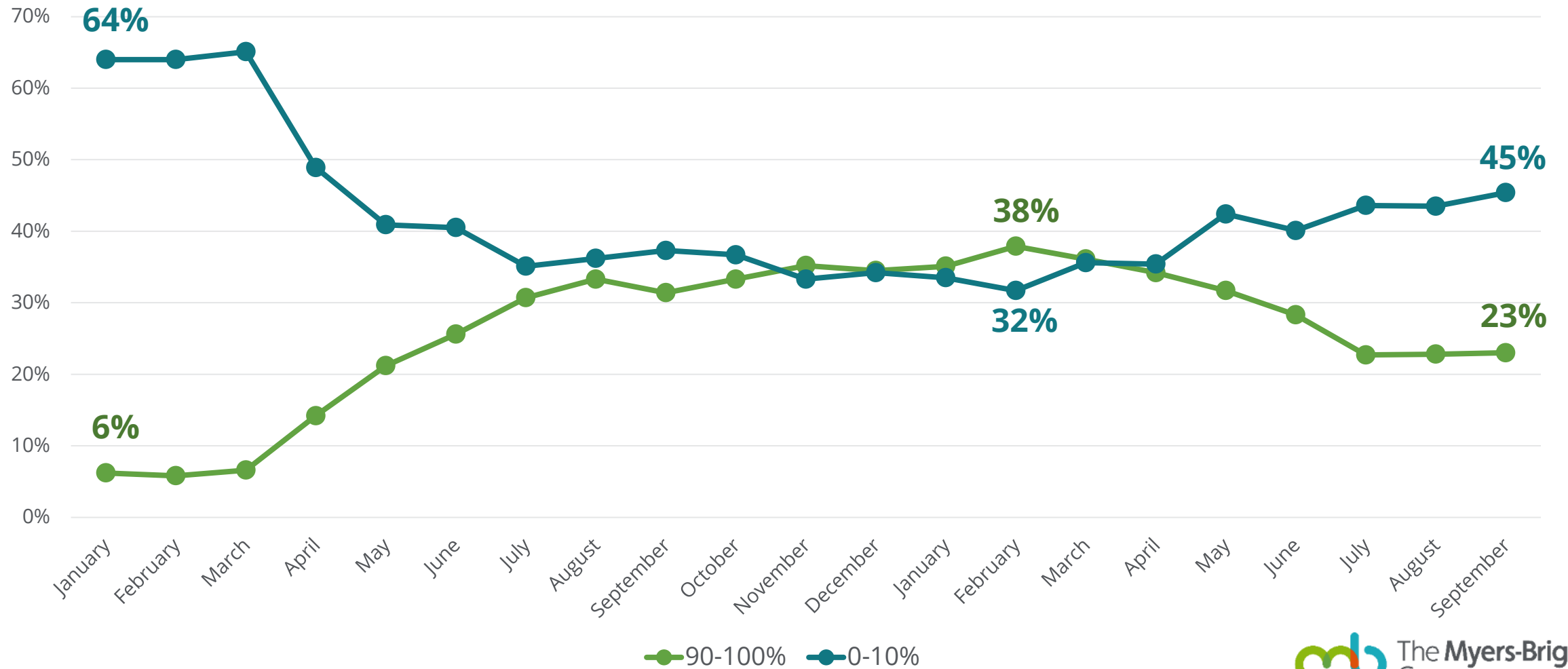
Complex



Ambiguous



Time working remotely Jan 2020 to Sept 2021

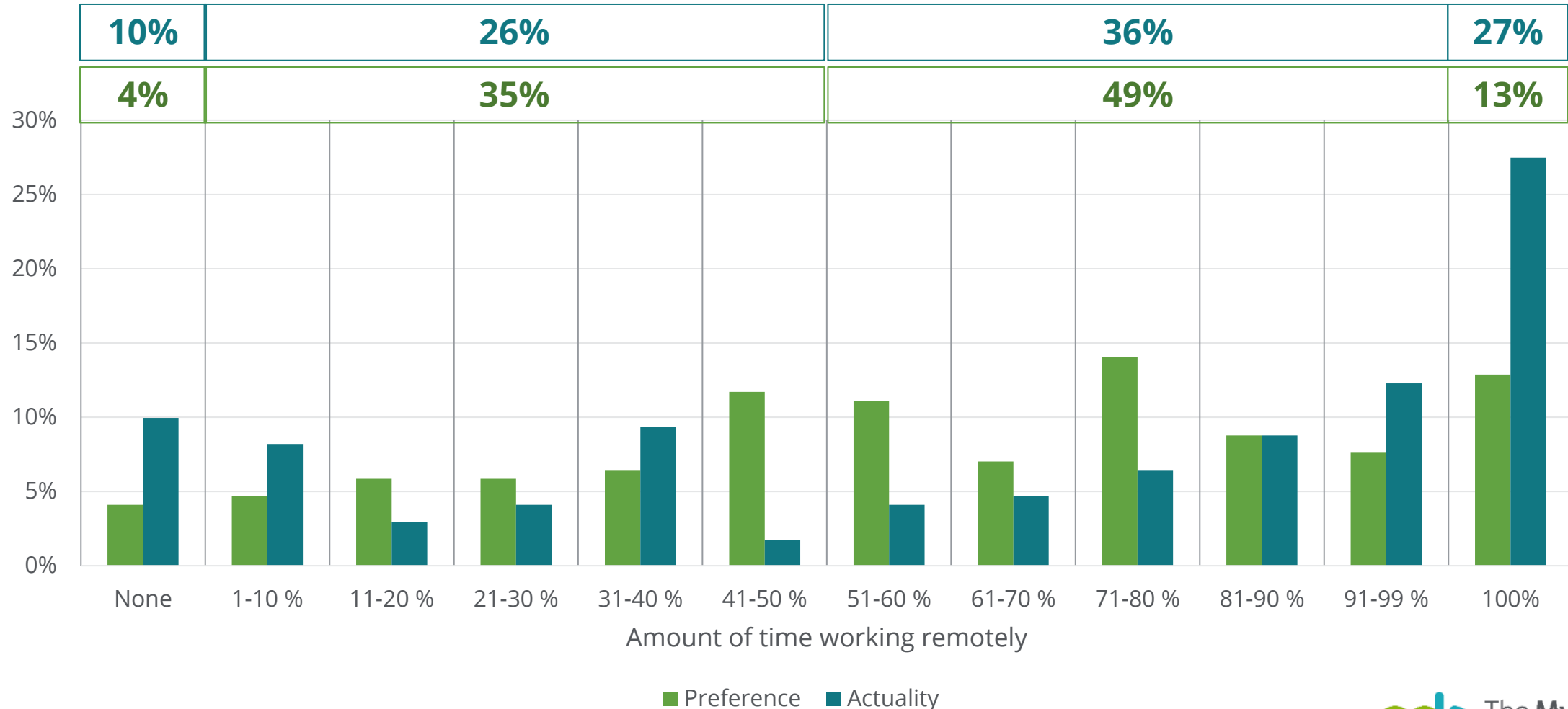


Remote working: what's your preference?

Think about how much you actually work remotely, and how much you would prefer to work remotely. Would you rather:

- Work remotely more than you do now?
- Work remotely less than you do now?
- Neither, I'm at my preferred level

Preferred and actual amounts of remote working





In our data:

44% were working remotely **more** than their ideal preference


34% were working remotely **less** than their ideal preference

Only 23% were working remotely at a level that **matched** their preference

In particular:

73% of those who **never** worked remotely would prefer to do so at least some of the time

70% of those who **always** worked remotely would prefer not to do so all of the time



I'm so bored
and isolated
working
from home

Will I catch
COVID? Will
my family?

Will I be
forced to go
back to the
office?

My workload
is increasing
but we're not
hiring

Bills are
going up but
my salary
isn't

I feel guilty I
still have a
job but
others don't

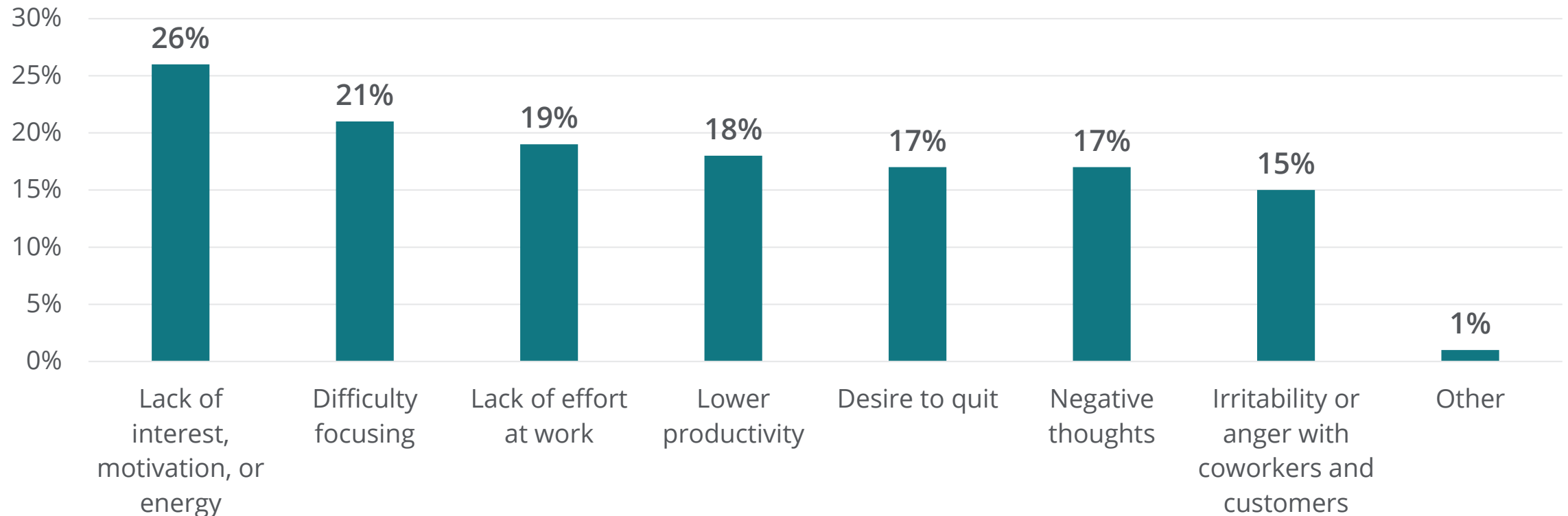
**We live in
stressful times**

Stress is increasing in the workforce

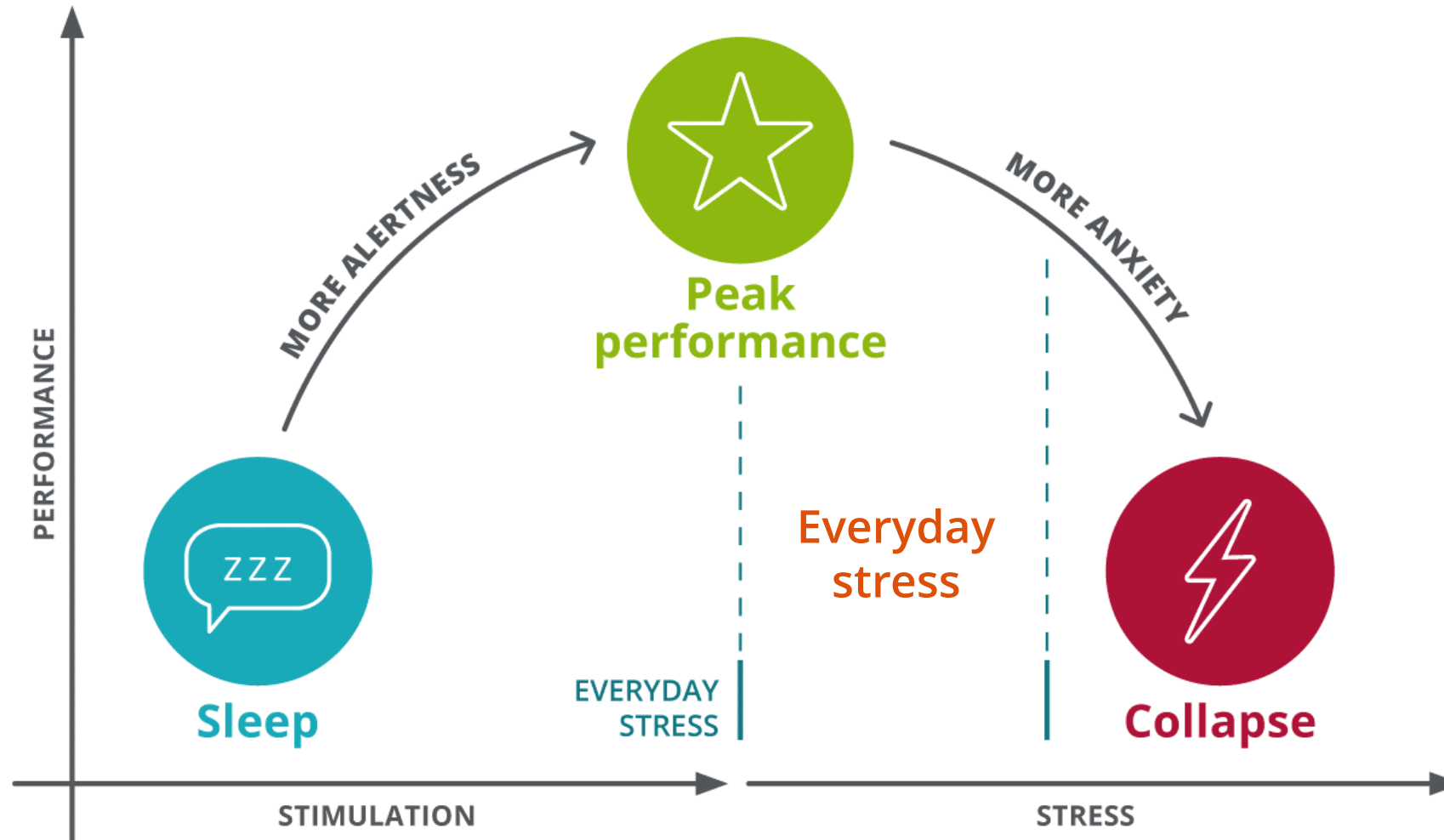
79% of the workforce experienced work-related stress each month

Source: *Compounding Pressure on the American Workforce*. American Psychological Association, 2021

59% of the workforce experienced negative impacts of stress



Stress and performance



Stress and the MBTI® framework



EXTRAVERSION

INTROVERSION

Where do you get your energy from?

SENSING

INTUITION

What kind of information do you prefer to use?

THINKING

FEELING

What process do you use to make decisions?

JUDGING

PERCEIVING

How do you deal with the world around you?

Stressors: Extraversion - Introversion

Those with **Extraversion** preferences will be stressed by:

- Spending too much time alone
- Not enough external stimulation

And in the current situation, by:

- Not having people around
- No stimulation in the home environment
- Not being able to socialize or travel

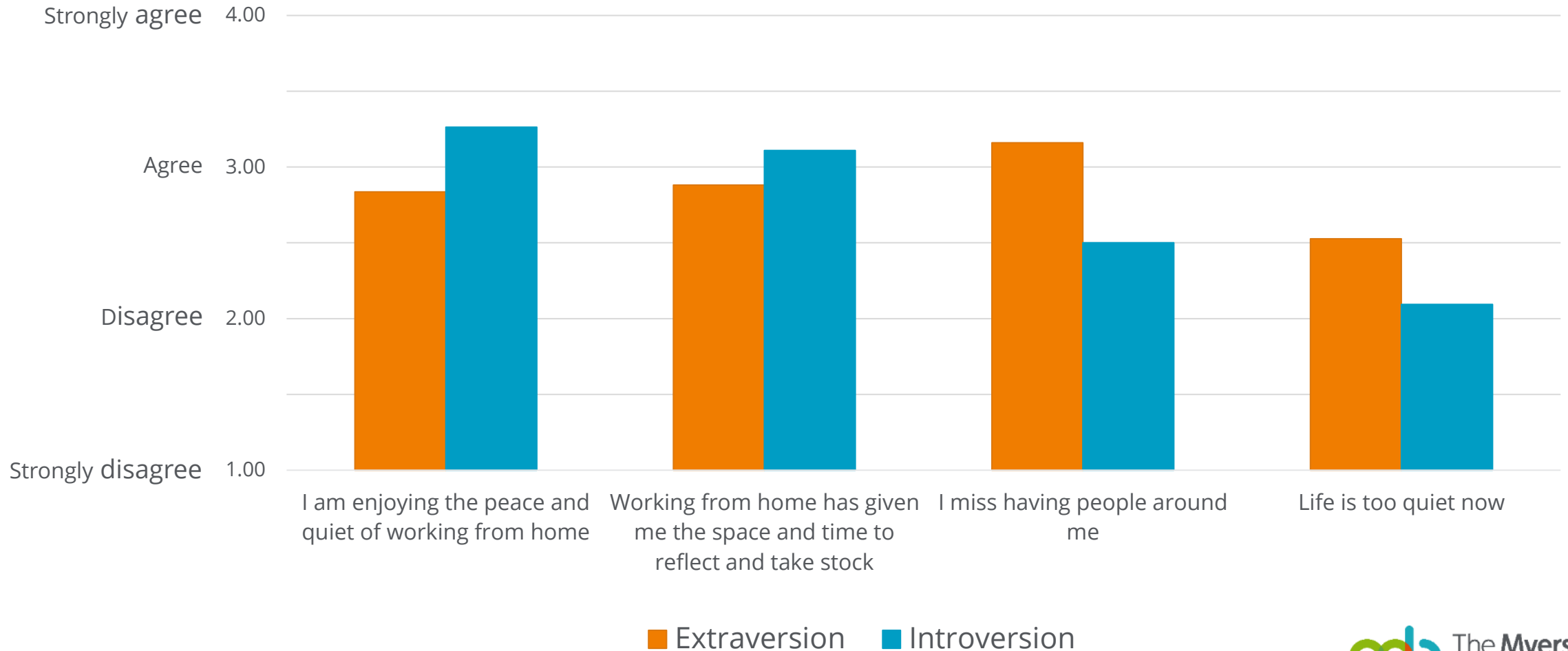
Those with **Introversion** preferences will be stressed by:

- Spending too much time with others
- Too many external distractions

And in the current situation, by:

- Having to return to the office
- A noisy environment (kids, housemates)
- Too many online meetings
- Expectation of not needing any contact

Some Extraversion-Introversion differences



Will going back to the office disadvantage Introverts?



In meetings, allow time for thinking



Listen to what an Introvert is saying. No, listen!



Think about how you communicate



Allow introverts to recharge their batteries



Don't enforce socializing

Stressors: Sensing - Intuition

Those with **Sensing** preferences will be stressed by:

- Ambiguity, no clear direction
- Ideas without any foundation or purpose

And in the current situation, by:

- Ambiguity around whether or not to work from home
- Lack of role clarity (reduced staffing)
- Unstructured, content-free virtual meetings

Those with **Intuition** preferences will be stressed by:

- Having to follow exact instructions
- People who want the detail

And in the current situation, by:

- Too many detailed rules and instructions
- Poor channels for communicating ideas
- Sticking to the 'old rules' back in the office
- What will happen in the future

Stressors: Thinking-Feeling

Those with **Thinking** preferences will be stressed by:

- Subjective, illogical thus unfair decisions
- Forced to worry about people (not task)

And in the current situation, by:

- Illogical govt. or organization decisions
- People who don't seem to follow what is being said (virtual communication)
- Having to support others

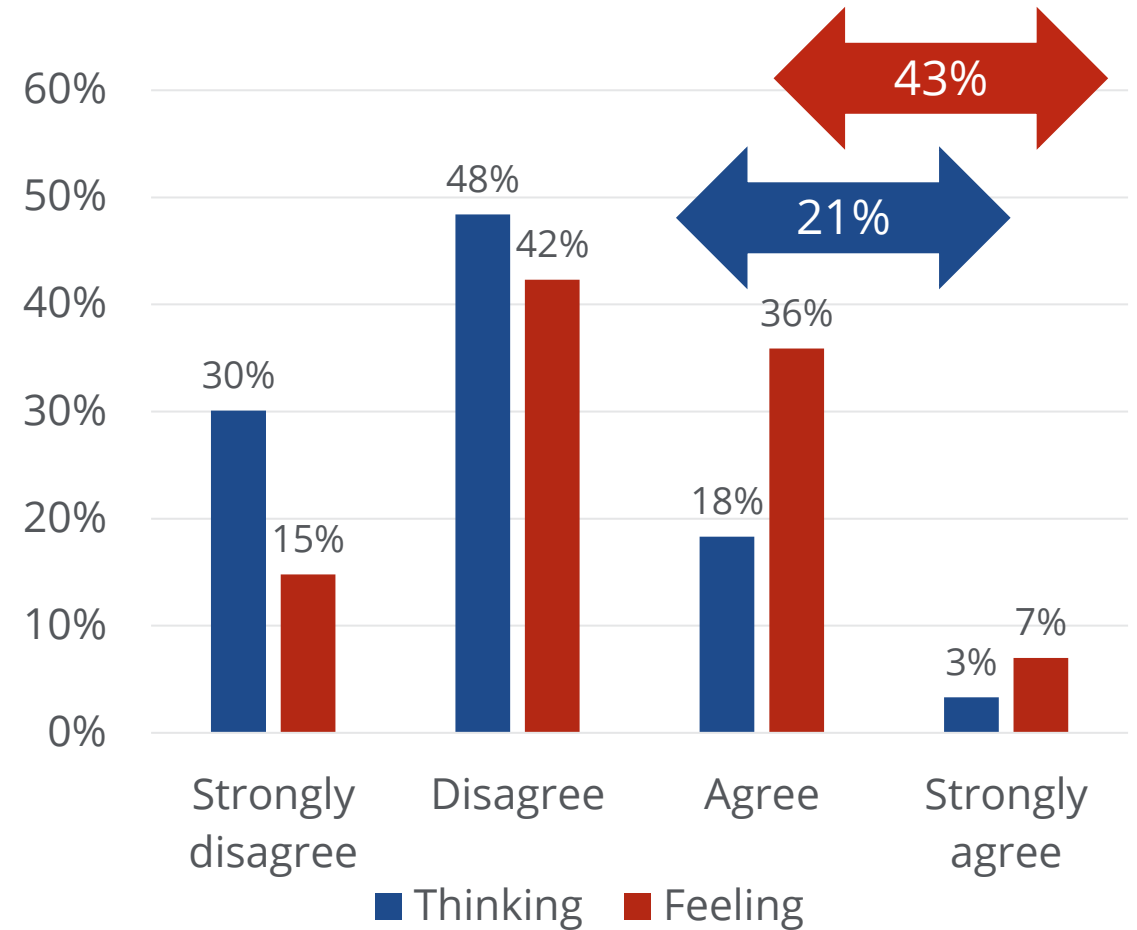
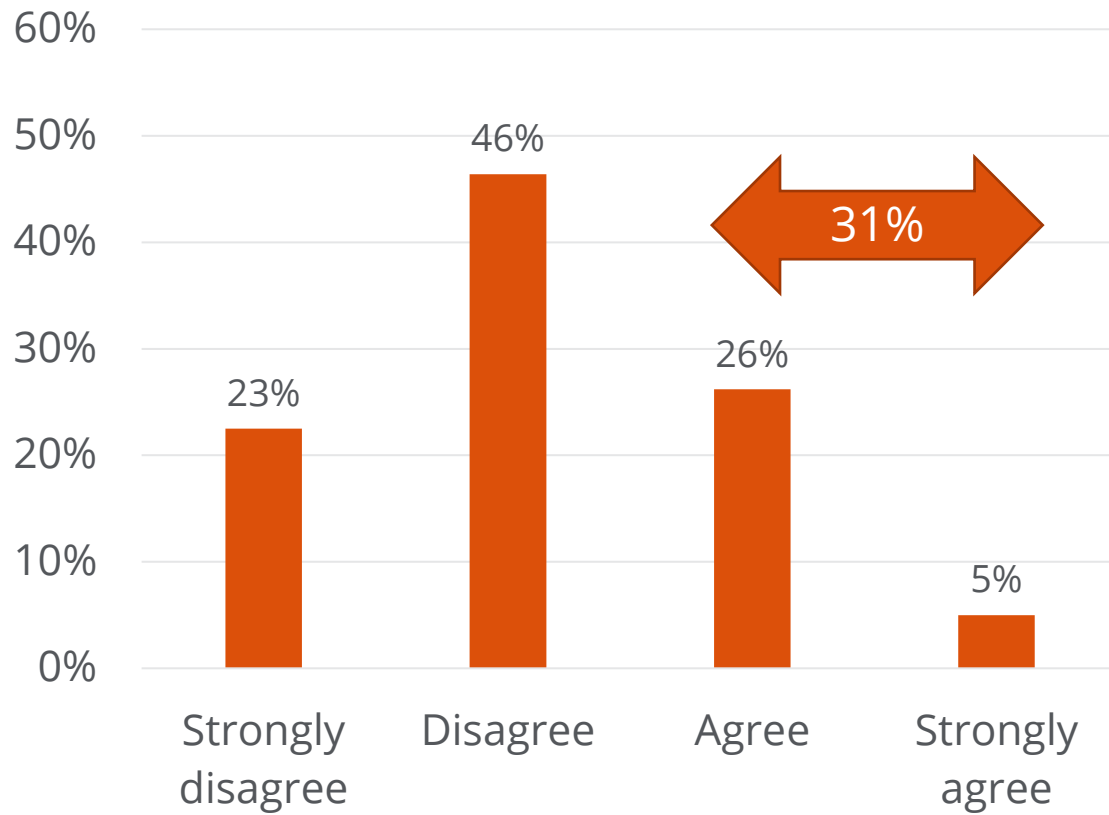
Those with **Feeling** preferences will be stressed by:

- Not having their values respected
- Conflict and lack of harmony

And in the current situation, by:

- Close friends and family not around
- Not having emotional support available
- Worrying about the impact on others
- Not taking care of their own needs

I feel guilty that I still have a job, when others have been laid off or furloughed



Stressors: Judging-Perceiving

Those with **Judging** preferences will be stressed by:

- Disorganized people or organizations
- Last-minute rushes

And in the current situation, by:

- Unexpected changes in routine
- No separation of work from home
- Virtual workers being too flexible
- People not following govt. or organizational rules or guidance

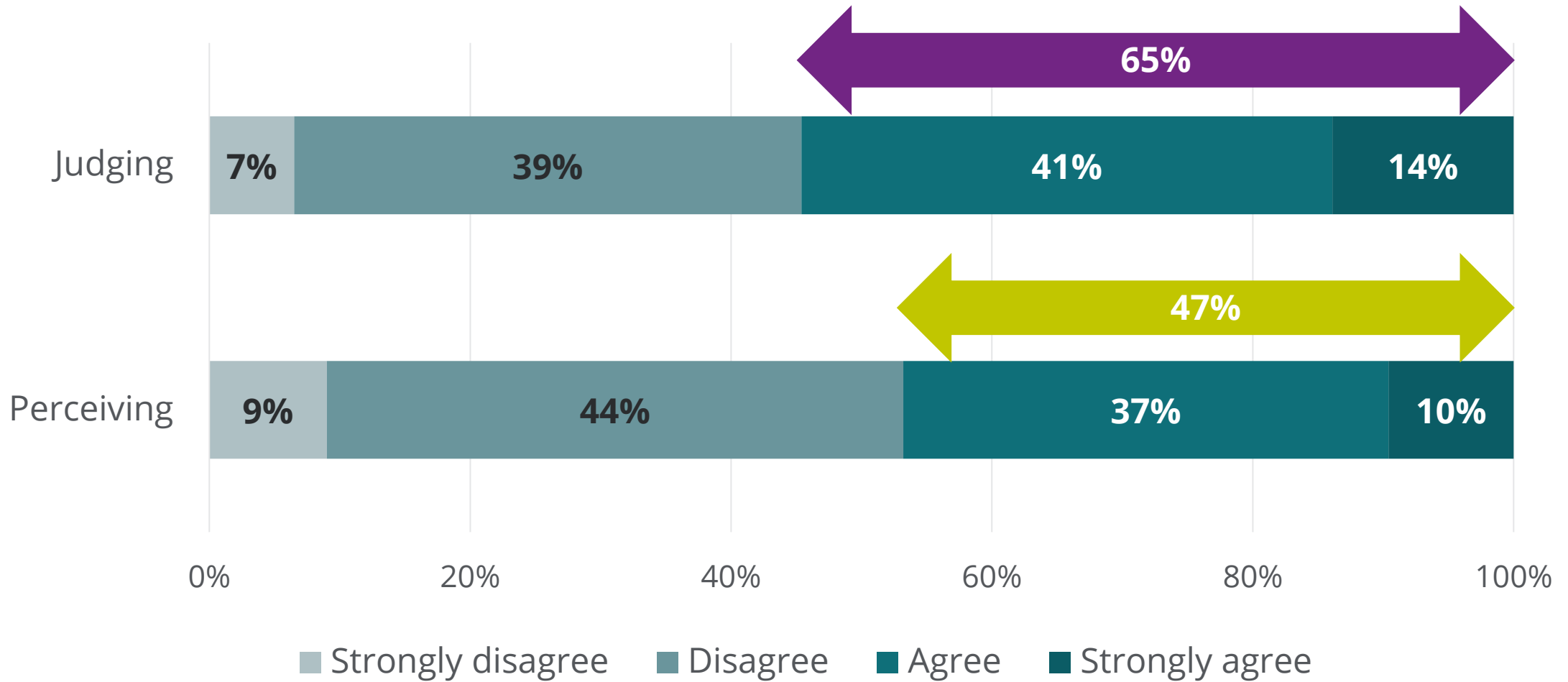
Those with **Perceiving** preferences will be stressed by:

- Inflexible people or organizations
- Making decisions before they need to

And in the current situation, by:

- Return of restrictions on time and flexibility
- Lack of variety and spontaneity
- Difficulty of being playful or light-hearted with colleagues
- Enforcing of now irrelevant processes

Work is stressful



What is your typical reaction to change?

Keep the status quo
if possible

- Only change what we really need to
- If it ain't broke, don't fix it

Change what isn't
working – do it!

- Change what is in the way of practical results
- If there is a solid reason for change, get it done

Change is good, but
needs thought first

- Changes should fit with the big picture
- Let's do something different and inventive

Change is good –
let's change it!

- Change is exciting, fun and usually for the good
- If it ain't broke, let's fix it anyway!

Change can be stressful – or exciting

EXTRAVERSION

INTROVERSION

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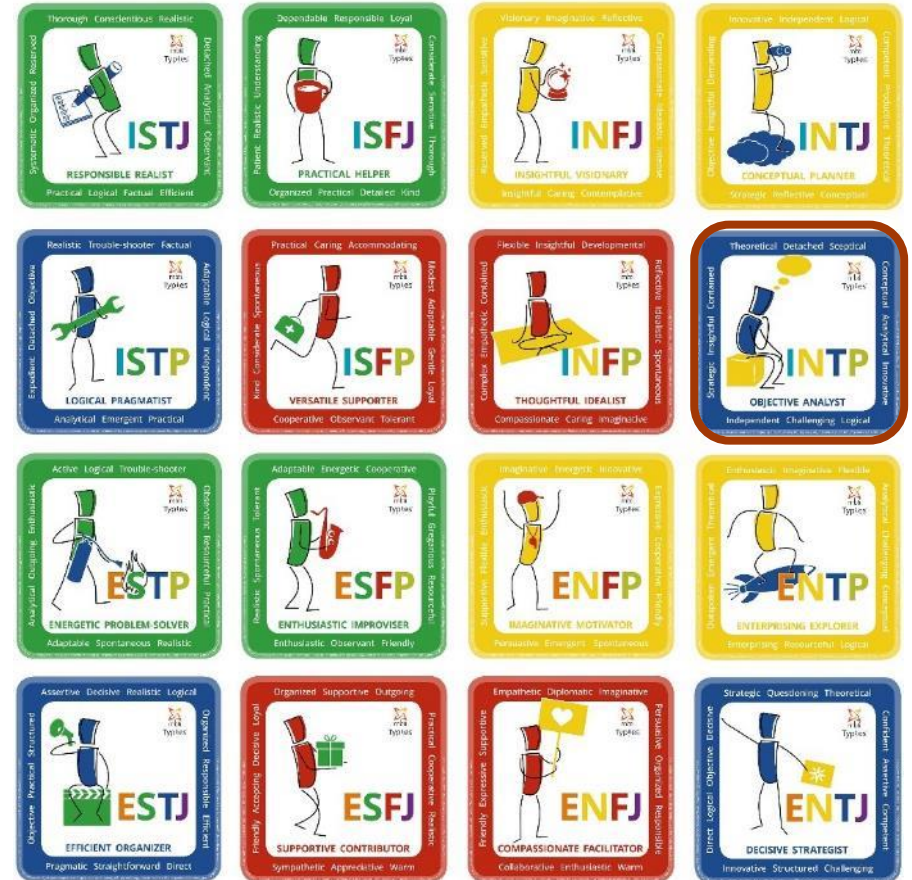
FEELING

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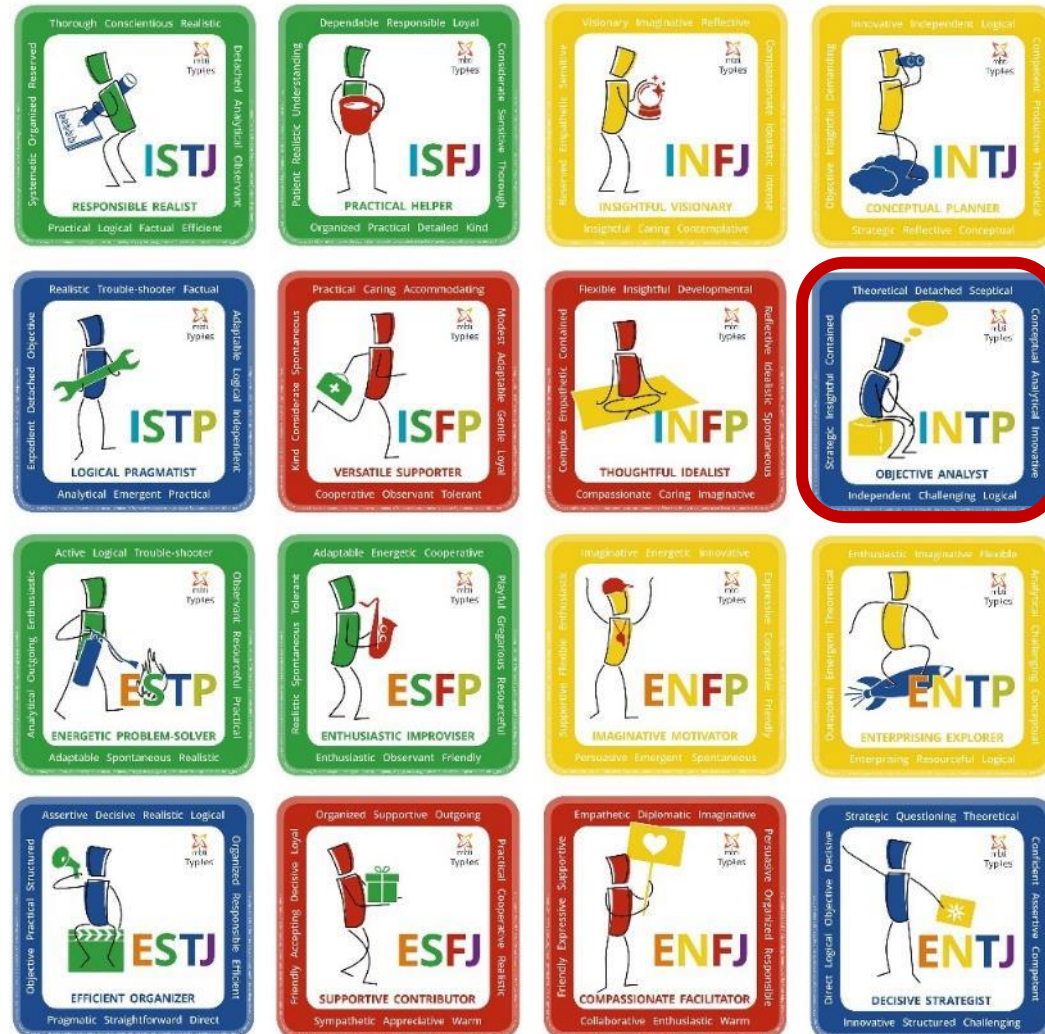
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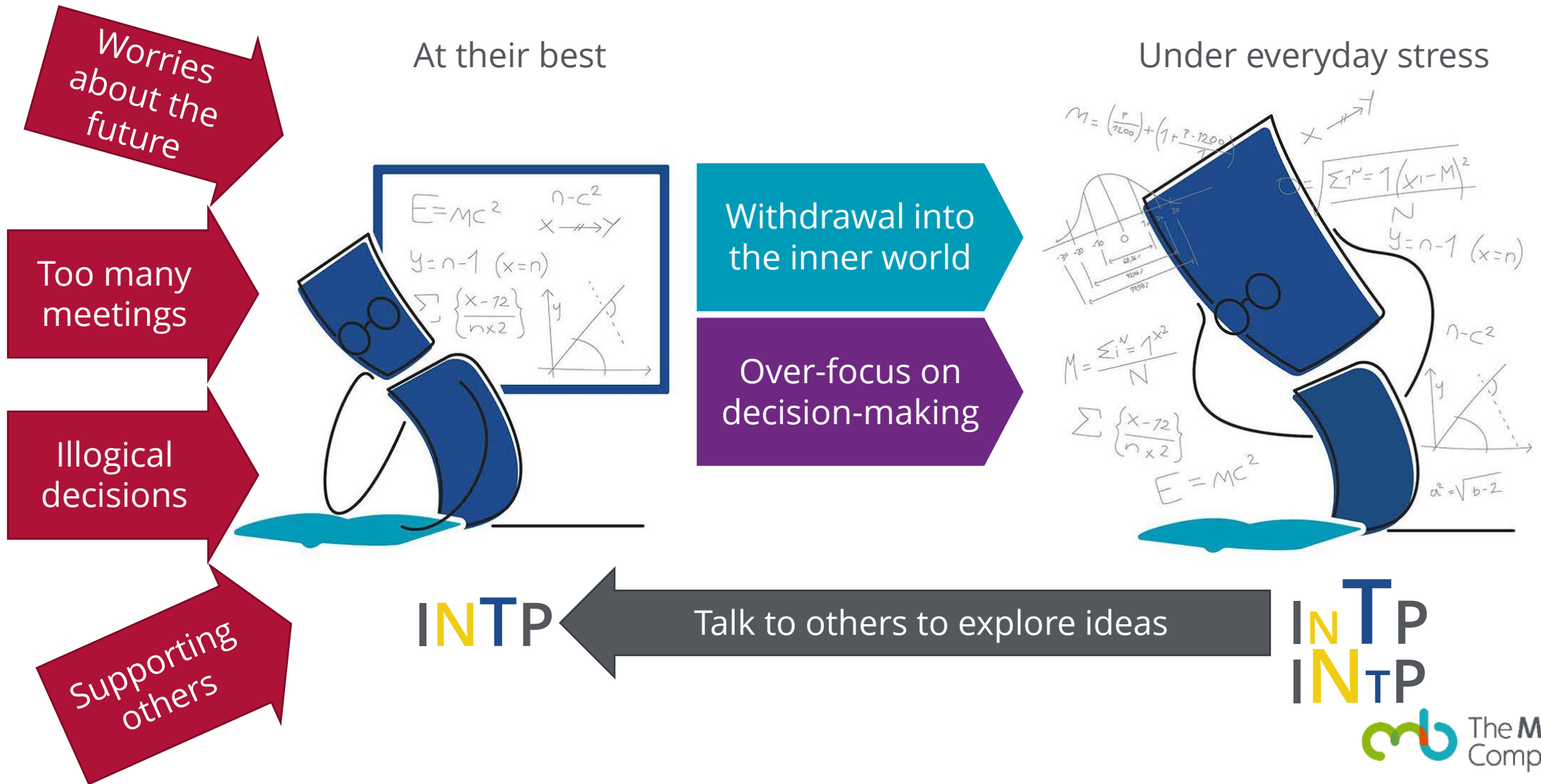
Type and reaction to change

<p>Keep the status quo if possible</p>	 	 	<p>Change is good, but needs thought first</p>	
<p>Change what isn't working – do it!</p>	 	 	<p>Change is good, let's do it!</p>	
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What happens when we get stressed?

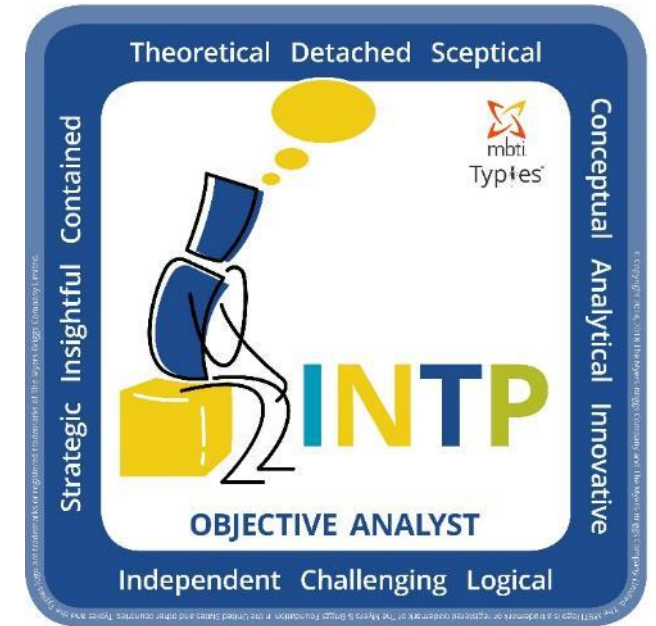


What happens when INTP preferences are stressed?

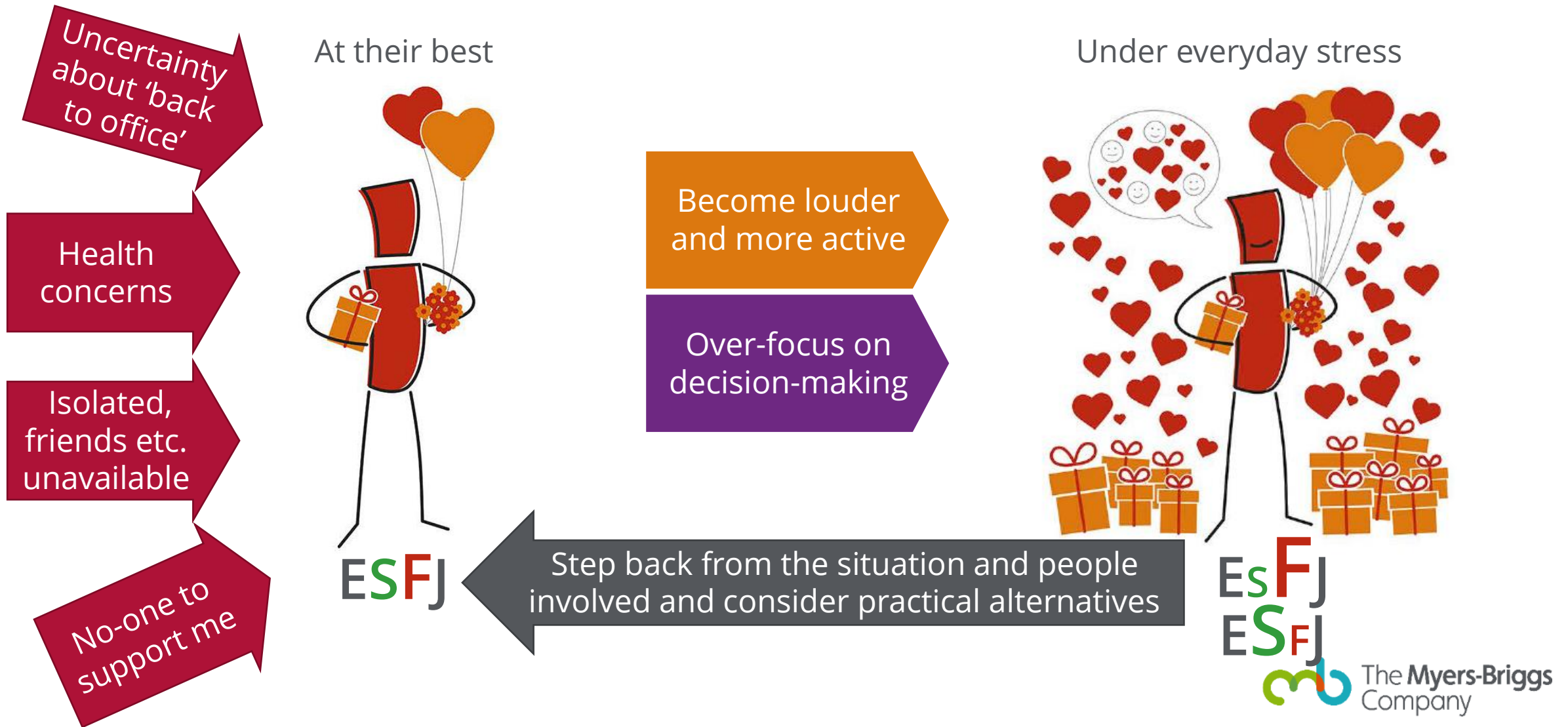


Remote and hybrid working guidelines for INTPs

- Don't let yourself become isolated. Keep in touch with your family, friends, and colleagues.
- Pay attention to your physical needs. Eat, drink, sleep, and get some exercise!
- Take regular breaks away from your desk. You may find it helpful to walk around —especially when you need to be creative.
- When you make a decision, let other people know—and tell them why you made it. It's easy to forget this when you're working remotely!
- Try to avoid settling into too much of a routine. Break up your day and do something different from time to time.



What happens when ESFJ preferences are stressed?



Remote and hybrid working guidelines for ESFJs

- Create a dedicated home office or working area where you can concentrate and focus away from family or friends.
- Find ways to stay connected with the people you know. Schedule regular informal meetings, virtual and in-person get-togethers.
- Design virtual traditions and rituals to help bring people together online.
- Communication is more difficult when you're working remotely. Be careful not to take offence when no offence is intended.
- Remember that other people might not want to meet via video chat or talk on the phone. Email and IM both have legitimate roles to play in remote working.



We've talked about:

- Our changing, stressful environment
- Stressors for different personality preferences
 - Hybrid/remote working and E-I
 - Survivor guilt and T-F
 - Work stress and J-P
- Reaction to change
- Our reactions to stress
- How to avoid the downward spiral
 - Remote/hybrid working guidelines
- Additional resources you can access



Resources

- Copy of these slides
- Guidelines for remote and hybrid working
- Quick guide to dealing with stress
- Link to the hybrid working survey:
<https://www.surveymonkey.co.uk/r/MBTIHybrid>



MBTI® virtual certification

Certification

- Next available date: 09-11 May

Coaching courses

- 07 April
- 05 May

More dates and details on the website

Ask about our in-house courses at a time a date that suits your team



MBTI Essentials - Virtual workshop



Building Resilience

When you feel stressed, it can get in the way of dealing effectively with life's demands, and it can affect everything you do. Participants gain

- Understanding their personal stress triggers
- Identifying strategies for coping with and reducing stress
- Insights to prepare them to build their resilience at work and home



Managing Change

In this session, participants will explore the process of navigating change by first understanding the role of personality type. Participants gain

- Understanding of personal change style and preferences
- Deeper appreciation for how change can be more successfully navigated through psychological insights
- Actions for increasing one's personal effectiveness during times of change



Enhancing Communication

Effective communication is at the heart of successful teams and thriving organizations. Participants gain

- Understanding of personal communication style and preferences
- Deeper appreciation for diversity of communication styles and preferences
- Actions for increasing one's personal communication effectiveness

Workshop features

90-minute virtual session

Arrange a time and date that works for you

Interactive dialogue, exercises, and Q&A

Participants can join individually from their computer or as a group from the same location

Available for groups and teams

Workshop benefits

Confirm participants' best-fit MBTI® type

Increase self-awareness by understanding one's natural source of energy, motivations, frustrations, and blind spots

Apply MBTI® type to appreciate differences in how people communicate and make decisions

Create an individual action plan to leverage learnings



Questions?





Thank you!

