

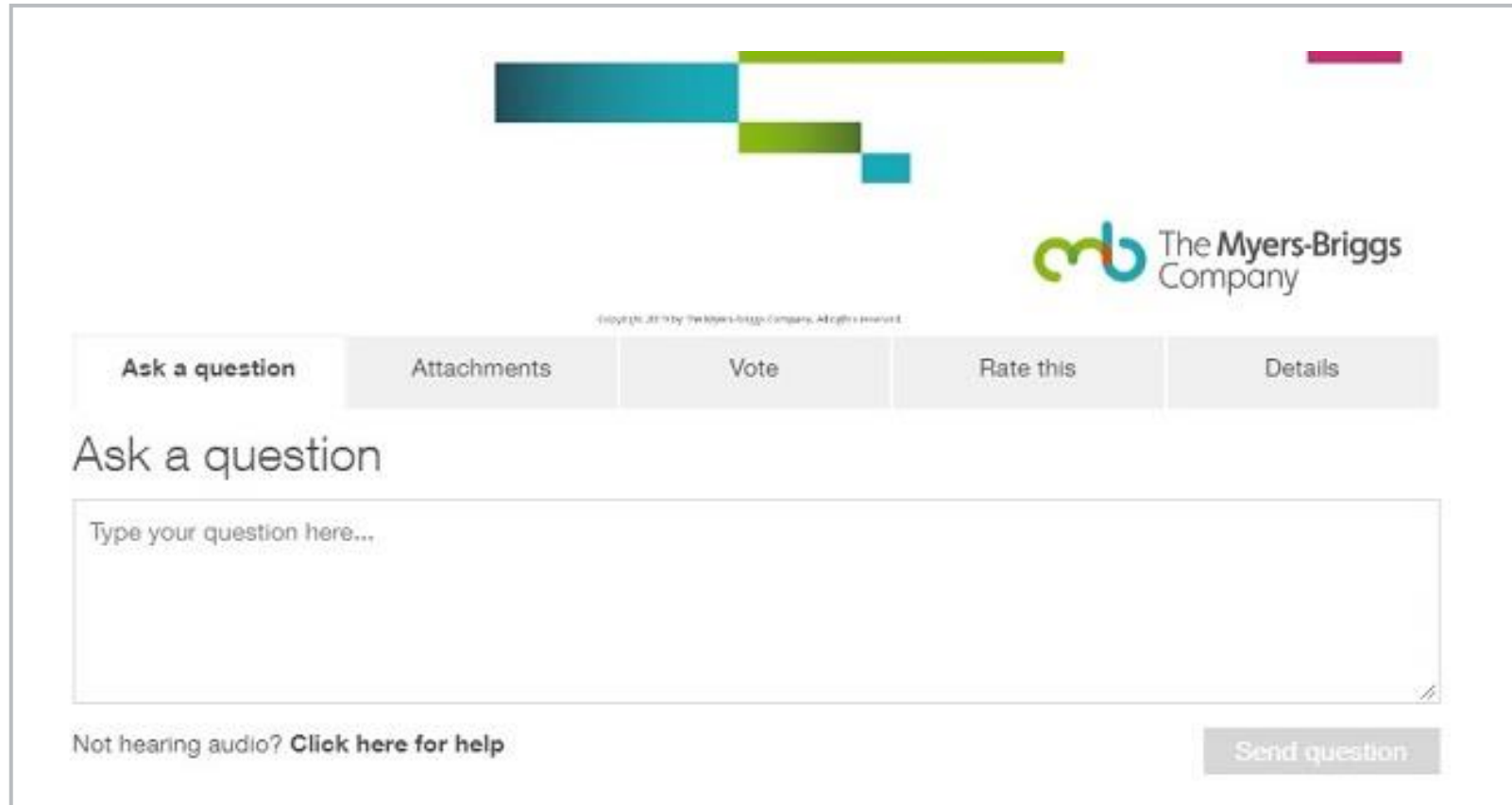


The **Myers-Briggs**
Company

Promote a **diverse** and
inclusive workspace
by **understanding**
personality



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), 'Attachments', 'Vote', 'Rate this', and 'Details'. Below the navigation bar, the heading 'Ask a question' is displayed. Underneath 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

Certified



Corporation

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



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





CEO

Women make up less than 10% of executive directorships in FTSE100 companies

Vinnicombe, Atewologun & Battista, 2019

Less than 4% of executive directors in the top 150 FTSE companies describe themselves as black or minority ethnic

Spencer Stuart, 2018

Covid-19 is making things worse

- Women and BAME individuals:
 - Less likely to be able to work from home
 - More likely to be frontline workers
- Compared with fathers, mothers:
 - Are more likely to have quit or lost job
 - Spend a third less time on paid work
 - Are interrupted at work more often
- BAME women have been more severely affected than white women



Today's agenda



Research

- How women and BAME individuals are under-represented at senior levels
- How this interacts with MBTI® personality type



Actions

- How type practitioners can use this knowledge to address these issues
- Specific actions that organisations can take



Next steps

- Tools and resources you can use to make these changes happen

Research



Sample



N=1,799,429



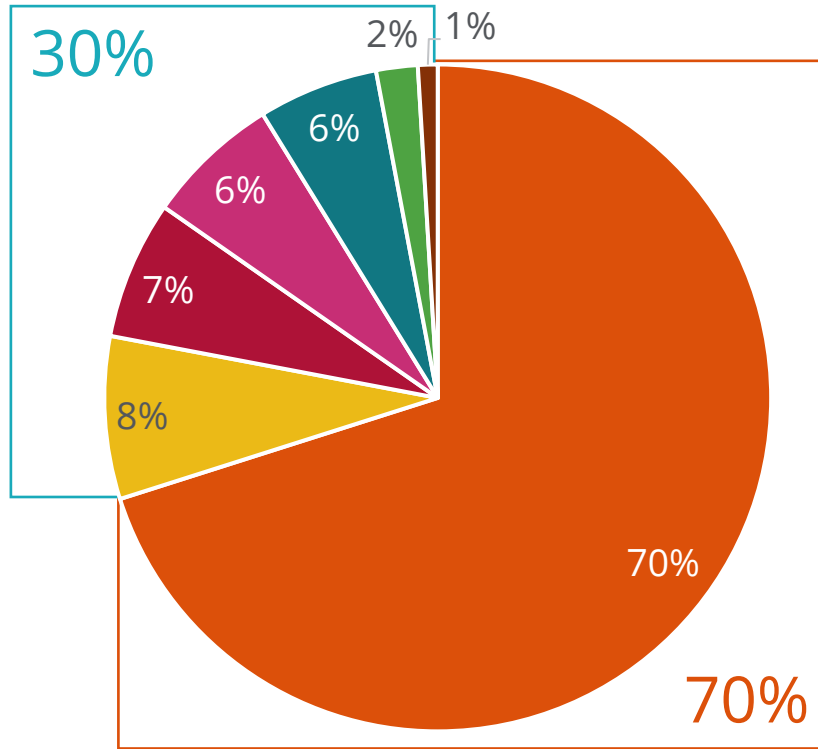
2004 - 2018



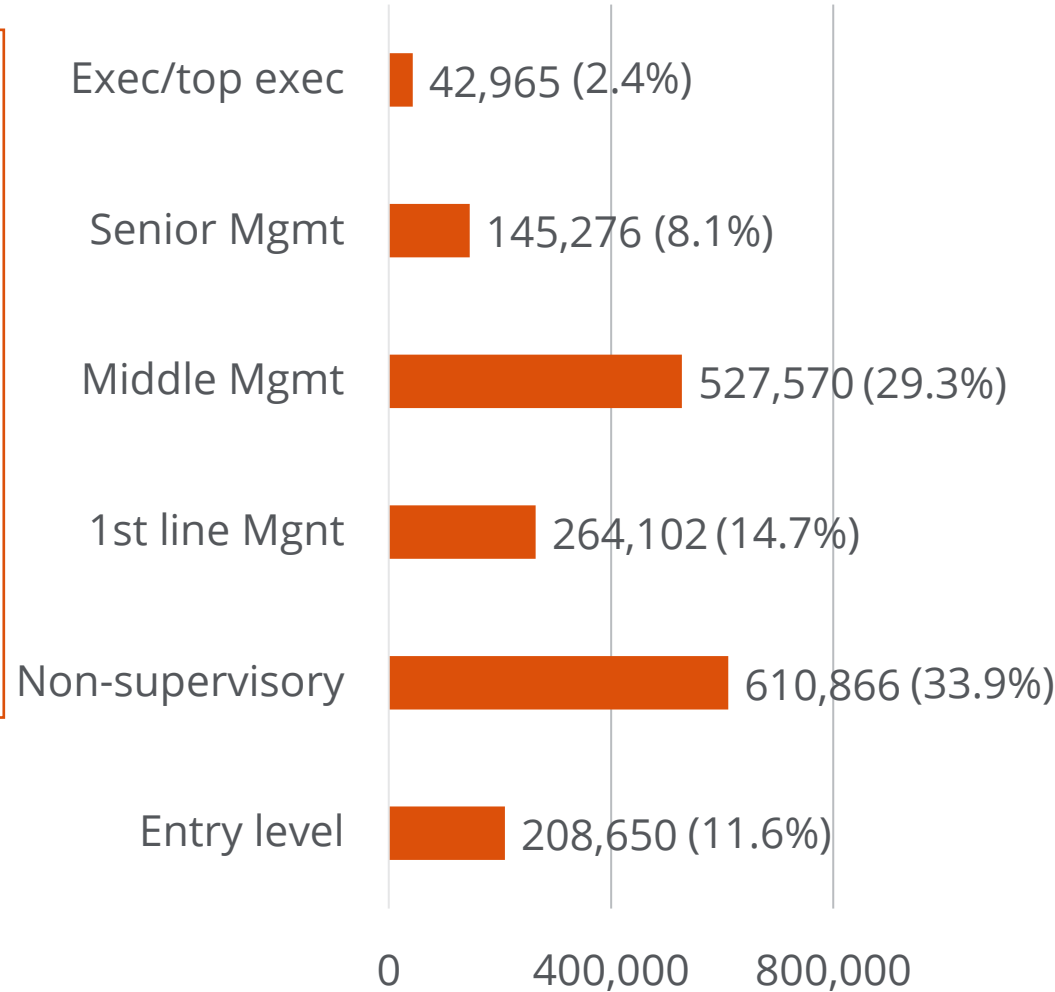
47.9%



52.1%



- Caucasian, White
- Latino, Latina, Hispanic
- American Indian, Alaskan
- African American, Black
- Asian
- Indian subcontinent
- Middle East/North Africa



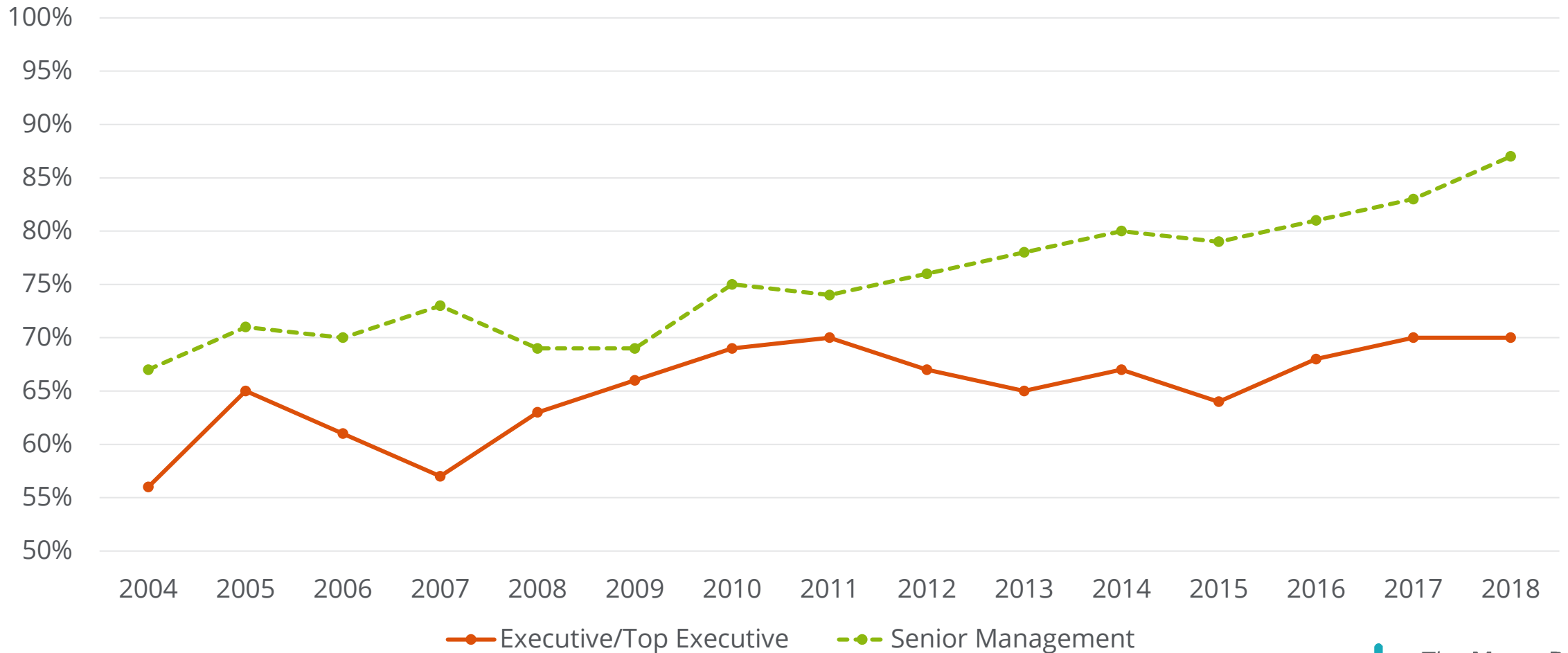
Female and minority ethnic leaders under-represented

Level	% overall	% of men	% of women	% of majority	% of minority
Executive/top exec	2.4	3.3	1.6	2.5	1.7
Senior management	8.1	10.1	6.2	8.7	5.9
Middle management	29.3	33.3	25.7	16.2	13.2
1 st line management	14.7	16.2	13.2	14.2	14.7
Non-supervisory	33.9	27.7	39.7	34.8	36.8
Entry level	11.6	9.4	13.6	10.3	15.9
Significance		χ^2 sig 0.000		χ^2 sig 0.000	

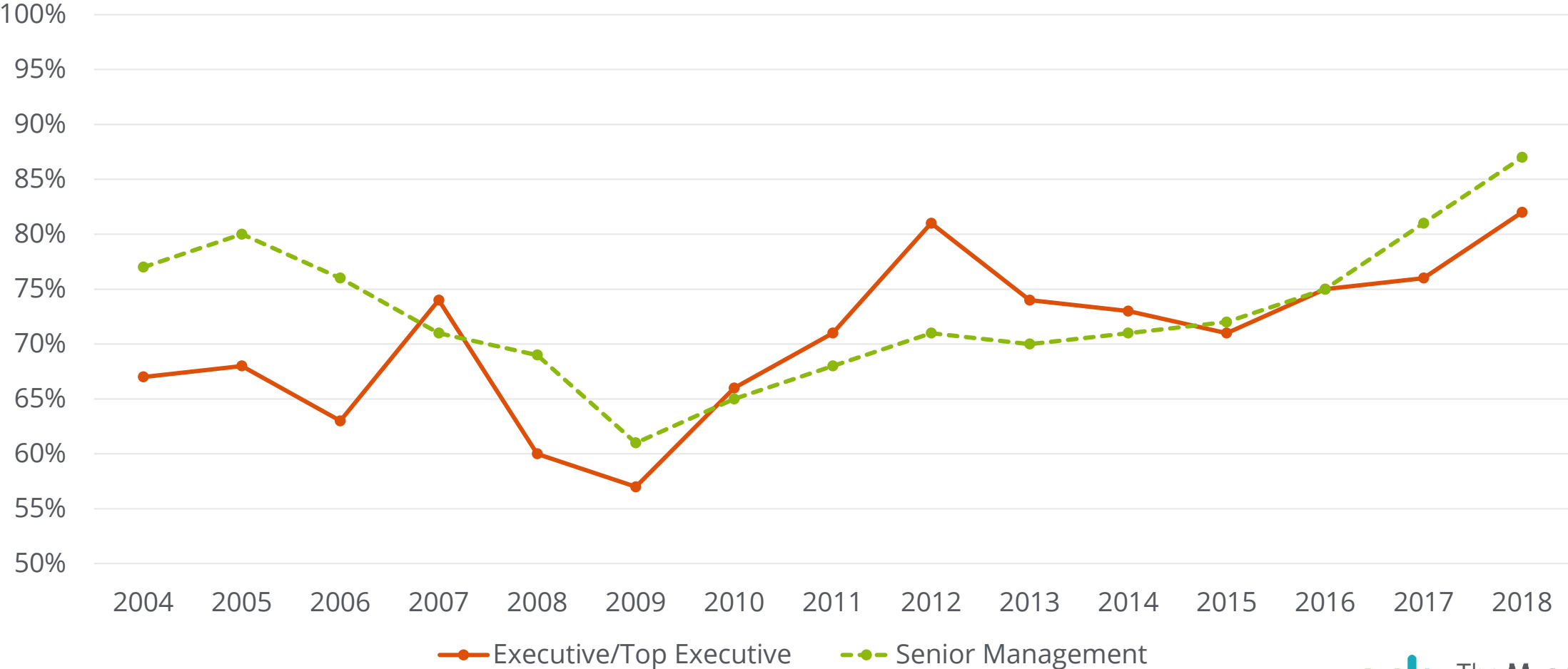
Minority ethnic women especially affected

Level	% of male majority	% of female majority	% of male minority	% of female minority
Executive/top exec	3.4	1.7	2.4	1.2
Senior management	10.9	6.6	7.5	4.7
Middle management	32.8	26.4	29.6	21.3
1 st line management	15.8	13.0	16.7	13.2
Non-supervisory	28.7	40.4	30.4	41.7
Entry level	8.4	12.0	13.4	17.8

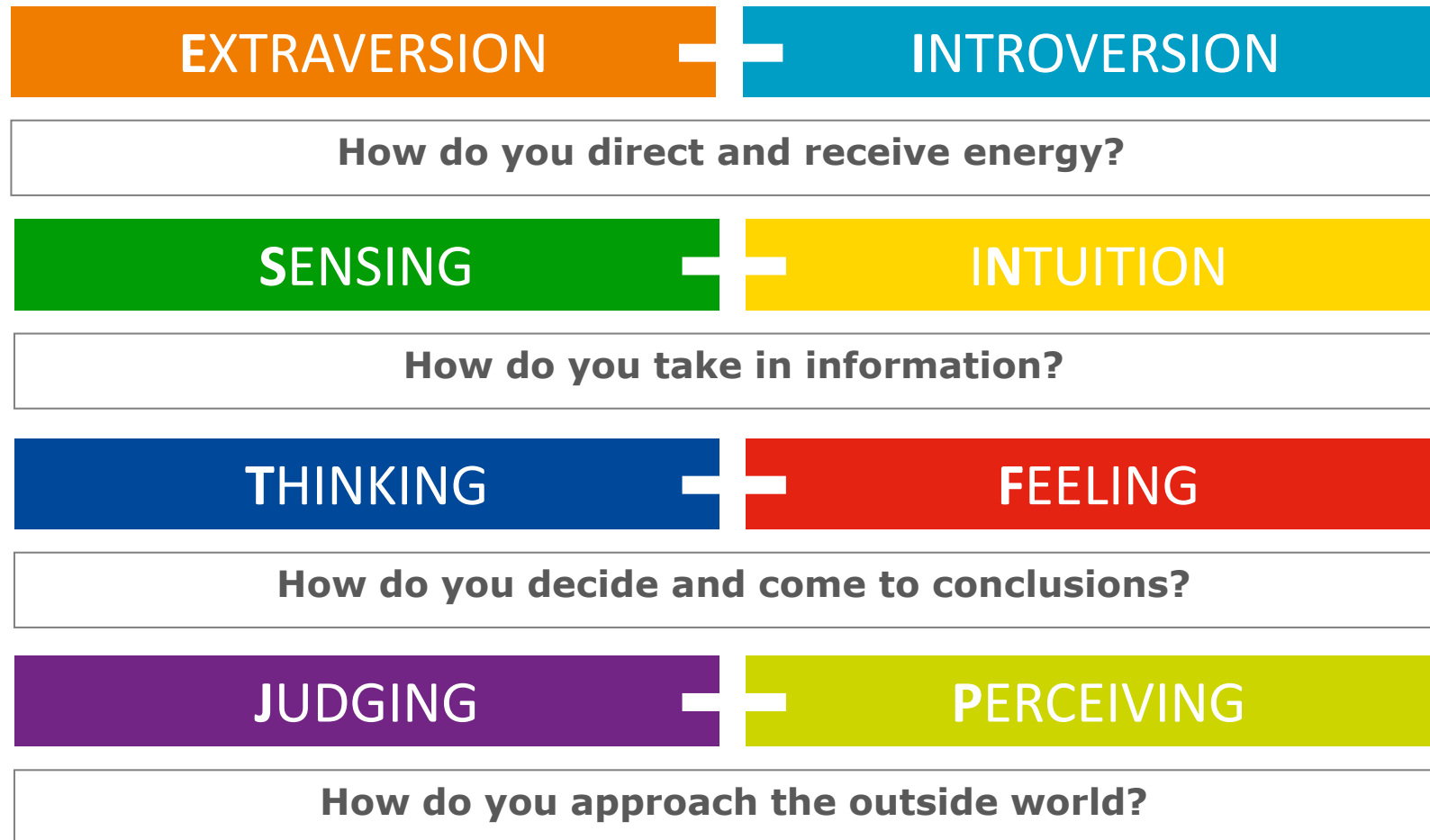
Under-representation of women leaders by year



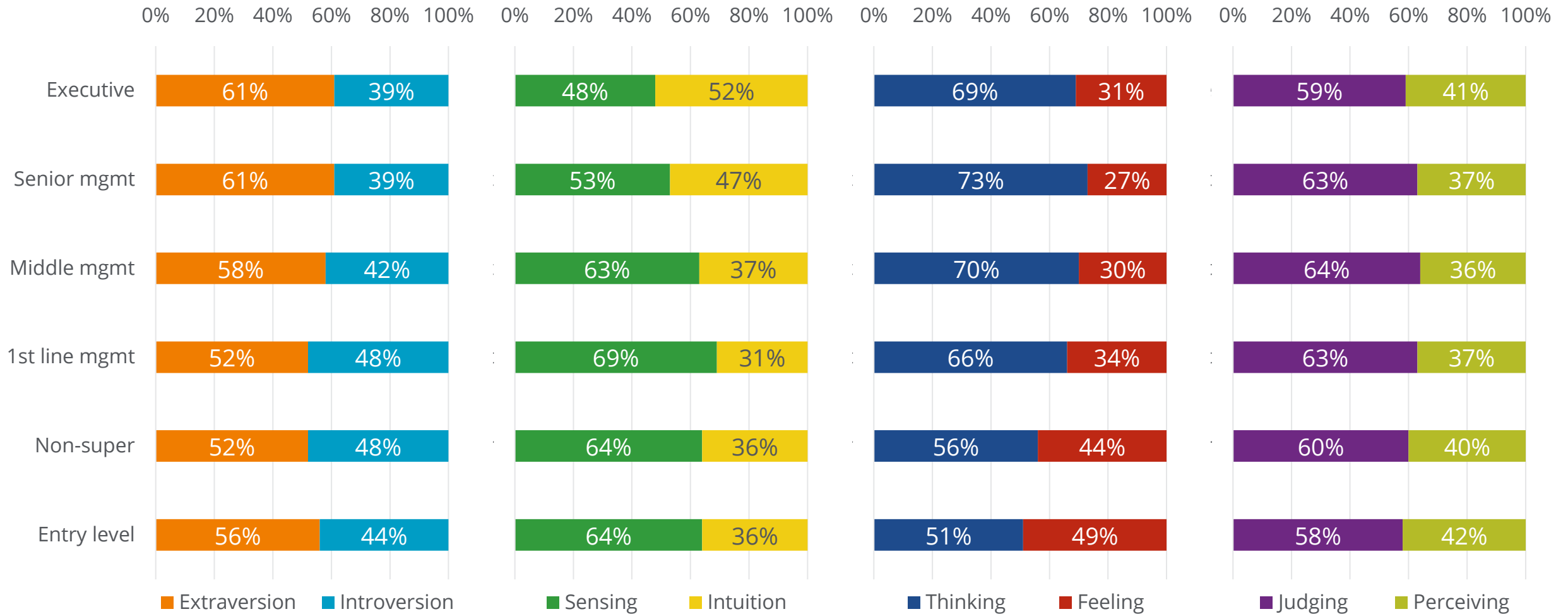
Under-representation of minority leaders by year



The Myers-Briggs Type Indicator® (MBTI®) model



MBTI® preferences and job level



Personality, gender and majority-minority

Level	% Thinking		% Intuitive	
	Male	Female	Majority	Minority
Executive/top exec	75.6	57.0	54.8	47.4
Senior management	79.8	61.8	49.4	42.1
Middle management	80.6	58.3	39.9	32.9
1 st line management	78.3	52.0	34.1	26.9
Non-supervisory	73.9	35.9	38.6	30.7
Entry level	69.0	38.8	38.9	31.8
Diff Exec – Entry	6.6	18.2	15.9	15.6

Research summary

- Female and minority individuals are under-represented at senior levels
- Minority women are especially under-represented
- Representation of women in leadership is improving but still lags behind
- No consistent trend for minority leaders
- Differences in taking in information (S-N) and decision-making (T-F) exacerbate these effects, especially for women





Actions

Raise awareness of the research

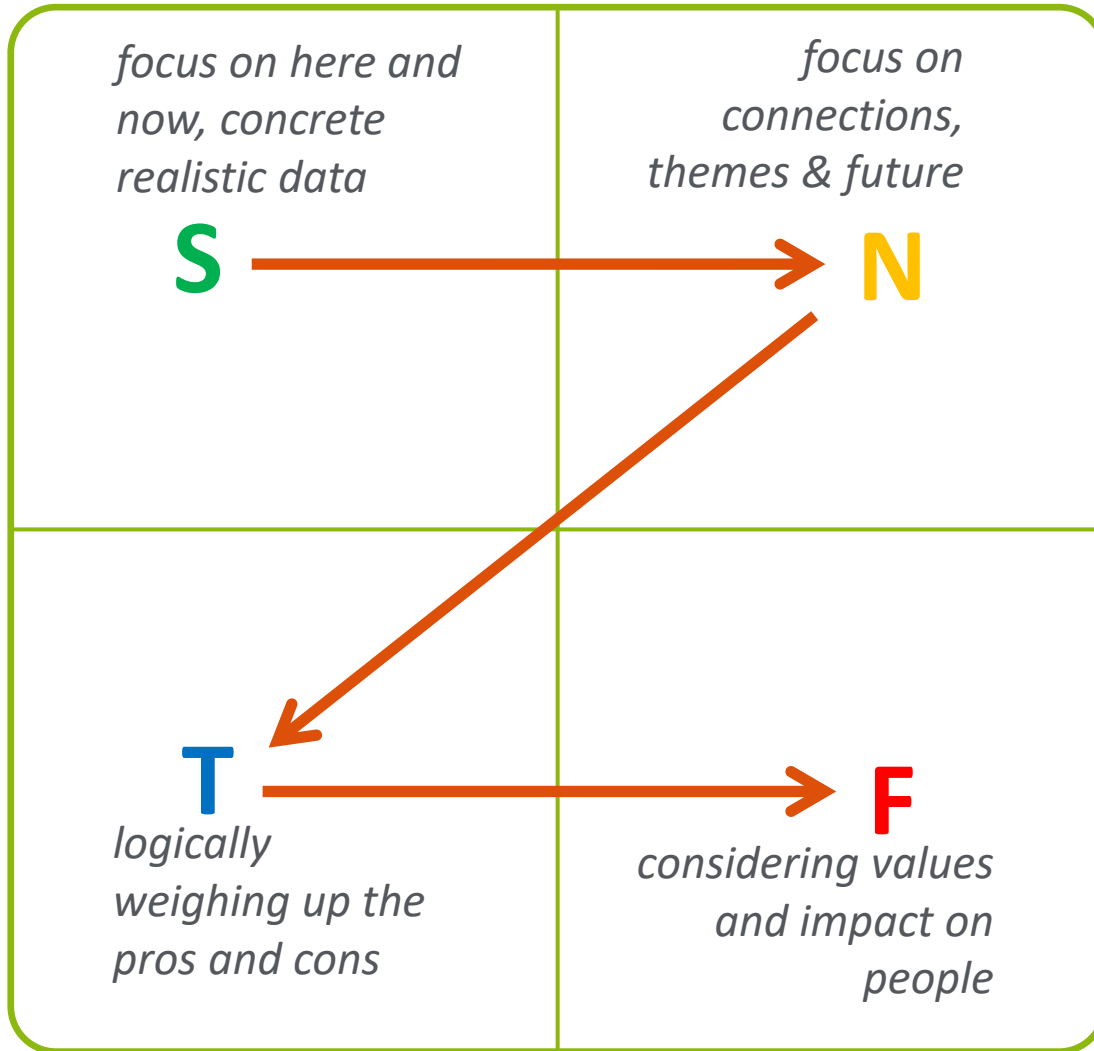
This research

Other data on lack of diversity (and Covid)

Firms with female directors perform better

Problem-solving style

Sensing-Intuition and Thinking-Feeling: the zig-zag



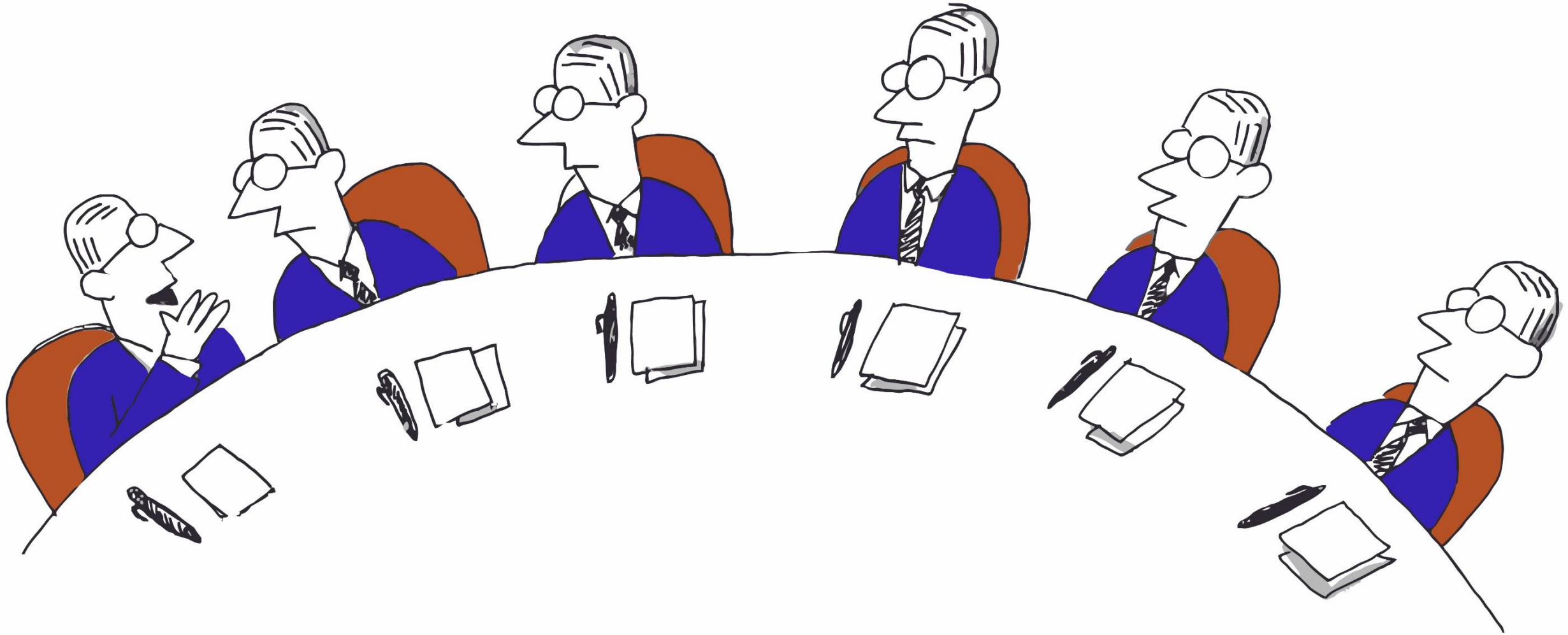
SENSING	INTUITION
What are the current facts?	What is an ideal vision for the future?
What is working and doesn't need to be changed?	What are the trends and patterns to be aware of?
What past experience is helpful to bear in mind?	What ideas can we brainstorm?
What is realistically achievable?	Is there a creative or innovative alternative?
What is an objective analysis of the issue?	How does this issue impact on people?
Are we making any fundamental assumptions?	How do we get buy-in from all the stakeholders?
Which ideas are most logical?	Who else needs to be involved?
What are the pros and cons of the best ideas?	What do we agree upon?
THINKING	FEELING

Avoid groupthink



Build leader self-awareness





“Diversity is good. Pass it down.”

We've talked about:

Research: where we are

- Female and minority individuals are under-represented at senior levels, especially minority women
- On current trends, this will take many years to change (if ever)
- Differences in taking in information (S-N) and decision-making (T-F) exacerbate these effects

Actions: what you can do

- Make people aware of the research
- Link findings to the bottom line and the current situation
- Build the case for diversity of thinking and avoiding groupthink
- Use practical tools like the Z-model
- Build leader self-awareness to build awareness and acceptance of others



Designed to support workplace diversity



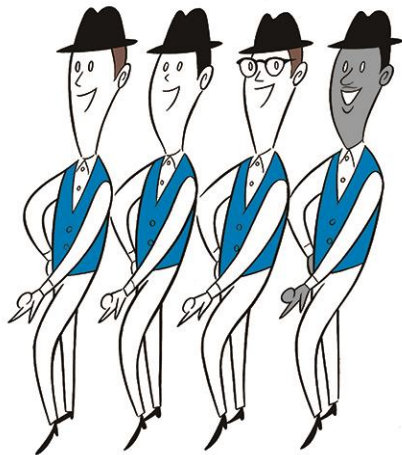
Katharine Briggs Isabel Briggs-Myers



FIRO – Fundamental Interpersonal Relations Orientation

Inclusion

The need to belong



Also known as:
Involvement

Control

The need to take the initiative



Also known as:
Influence

Affection

The need for intimacy



Also known as:
Connection

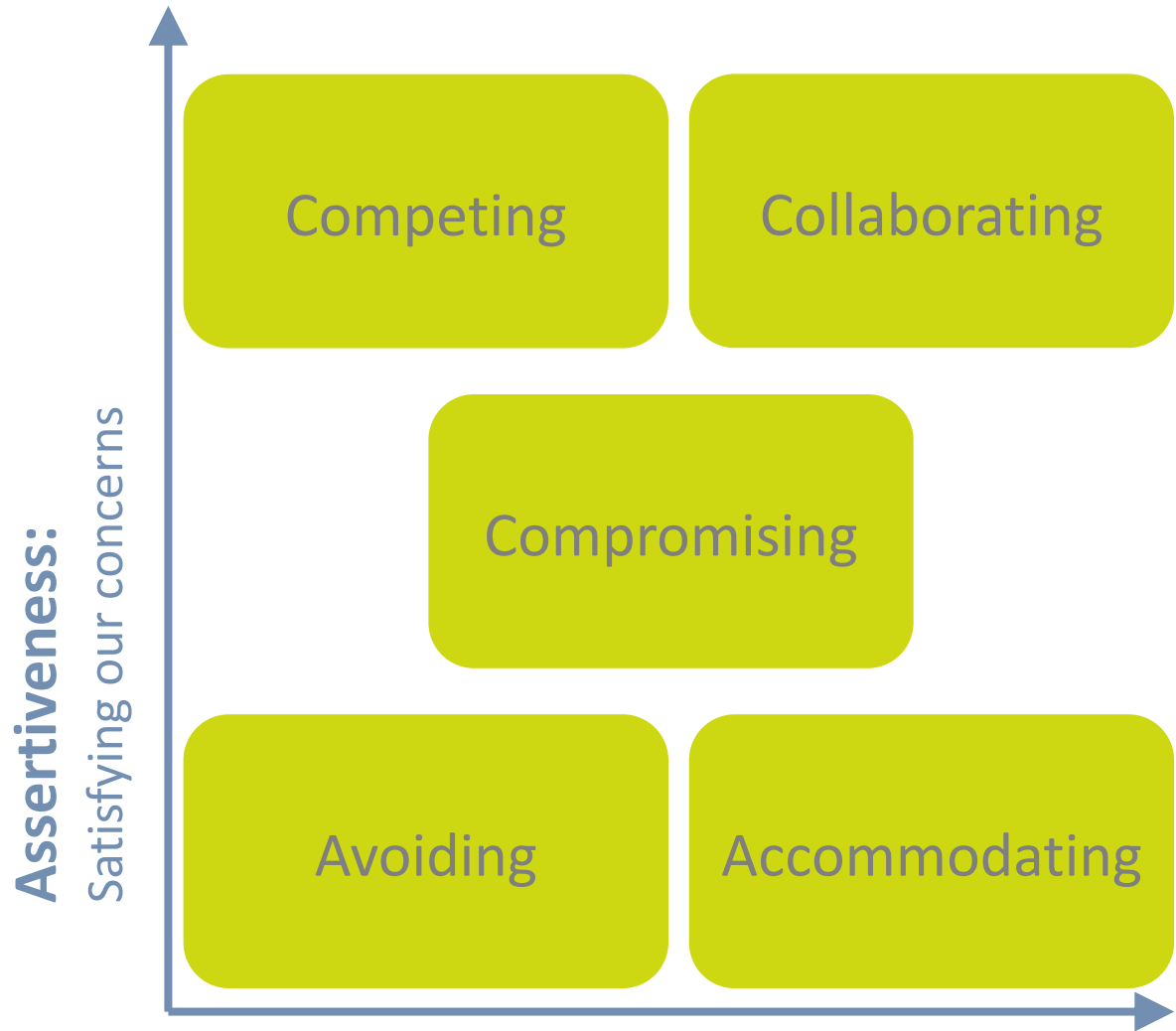


EXPRESSED

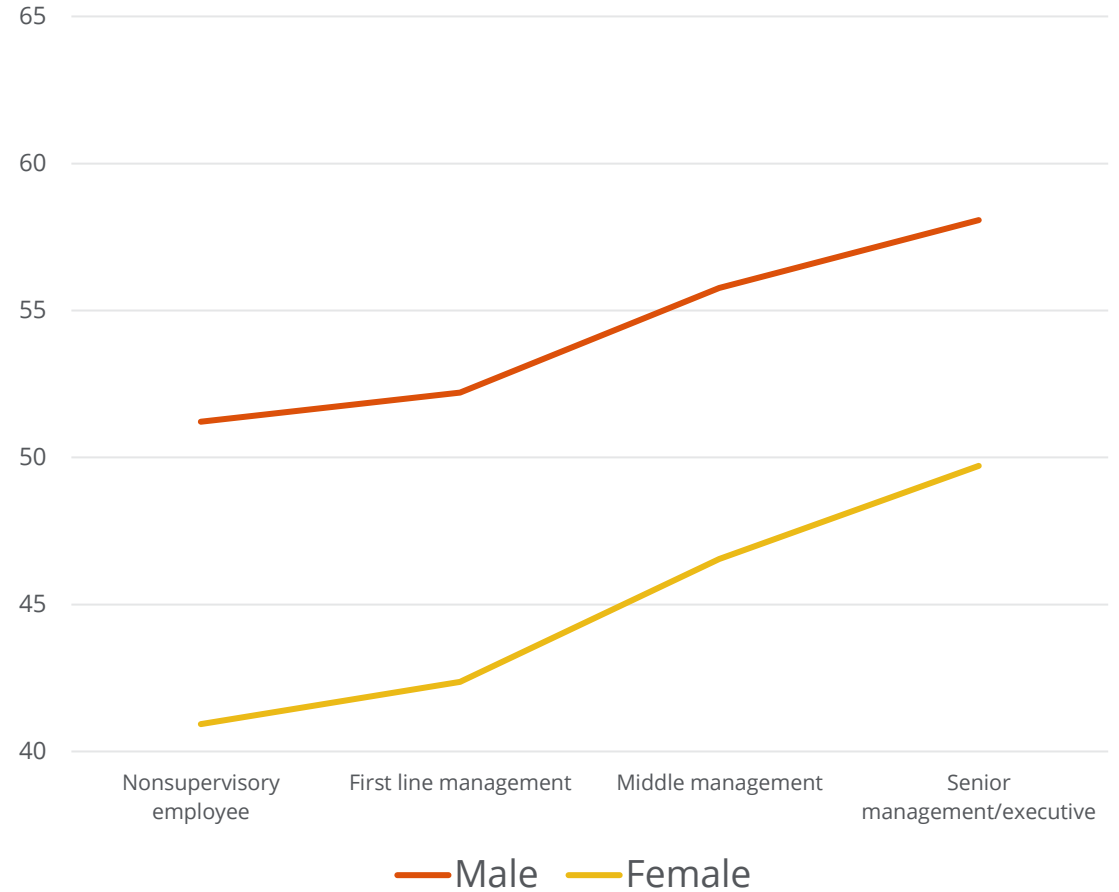


WANTED

TKI – Conflict modes



On average, men are more likely to use *Competing* than women



Cooperativeness:
Satisfying others' concerns



Next
steps



What's next:

- How far do you have to go?
- Where do you want to be?
- What can our understanding bring to the table?
- How will we effect real change?

Current virtual training courses

MBTI®

understand **personality** types



FIRO®


improve interpersonal **relations**



TKI®

resolve **conflict**






“ Thinking in terms of type has broken down barriers, such as addressing stereotypes around what are ‘female’ and ‘male’ traits.

These are, instead, being considered as type traits, not based on gender, age, etc.

”



University of Surrey, EngD programme

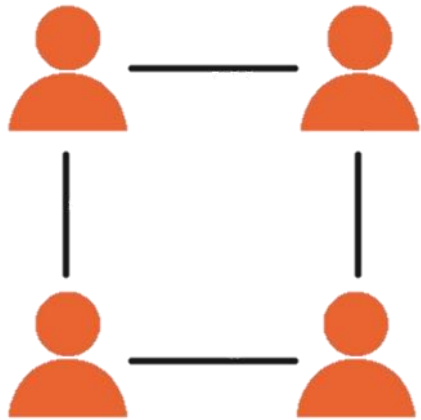


“ This learning has allowed me to be comfortable with who I am and also to understand those who are my opposite, allowing me to tailor the way I interact with others. ”

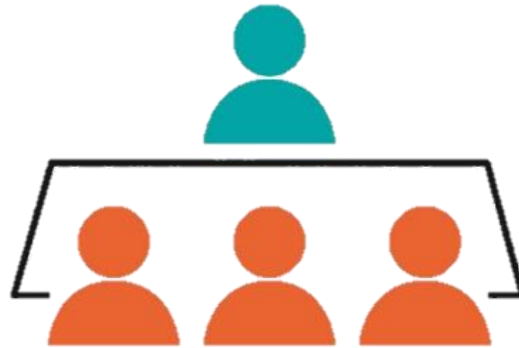


Waitrose, Leadership Training

Your partner to build trust



Consultancy
services



Practitioner
training



MBTI products
& materials

MBTI Insights - 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



Any questions?

Thank you!

Good luck & STAY SAFE!

