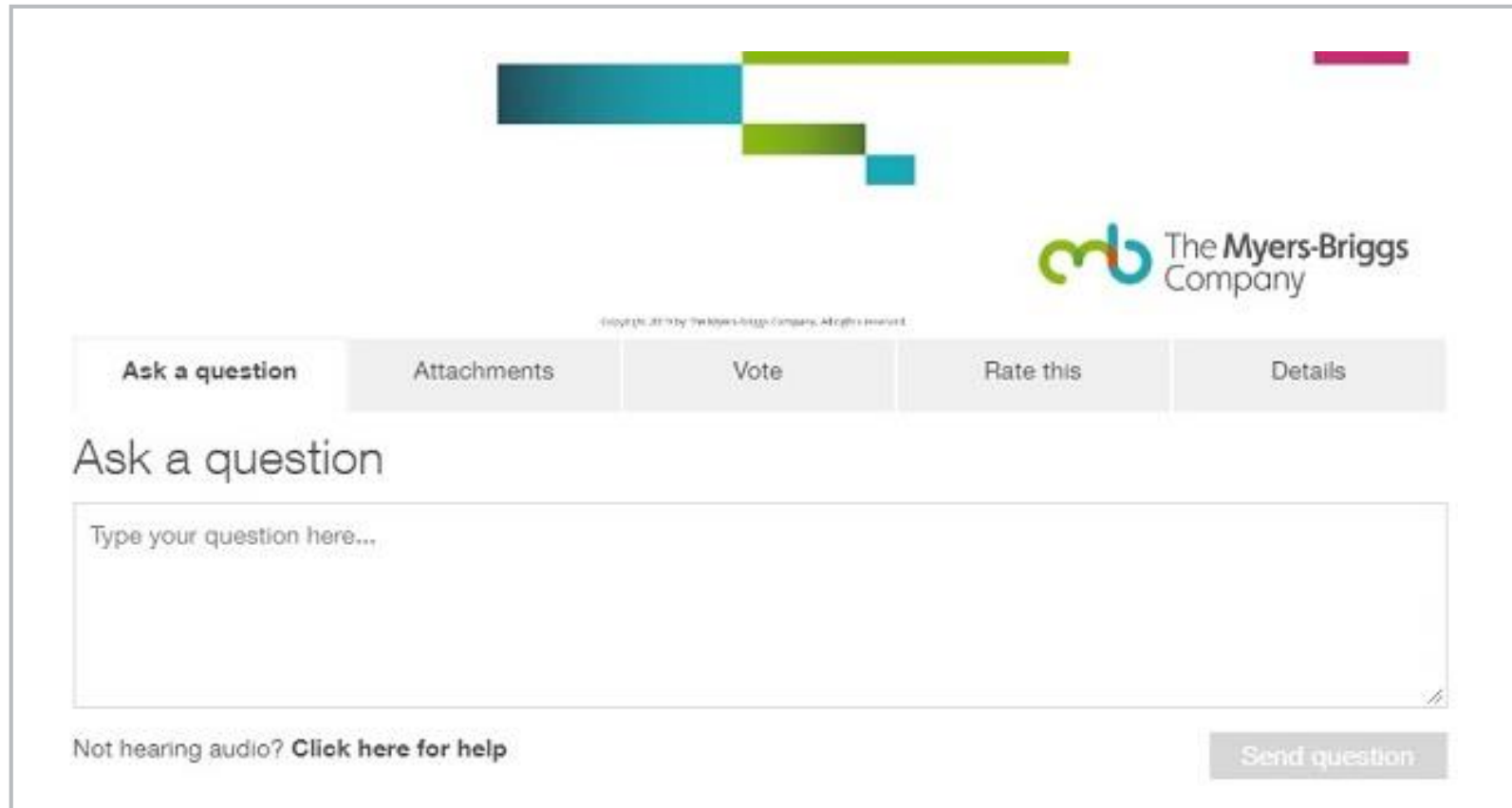


# How personality influences virtual teamwork



# 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', 'Attachments', 'Vote', 'Rate this', and 'Details'. The 'Ask a question' button is highlighted. Below the navigation bar, the text 'Ask a question' is displayed. Underneath, there 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 that says '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, MBPsS

- 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 Coronavirus)

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





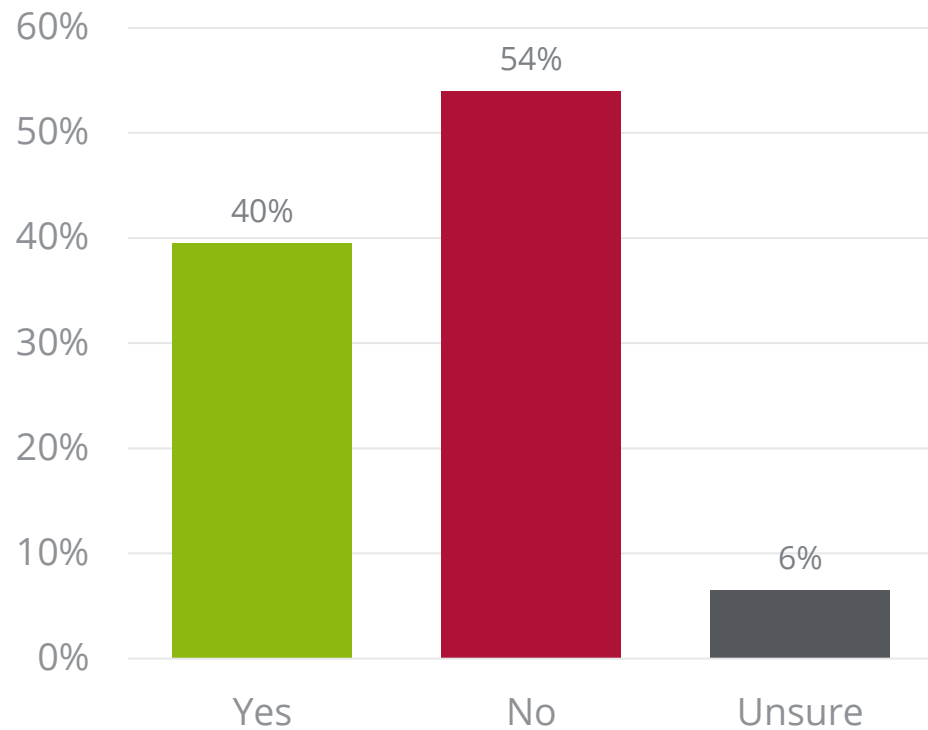
# Personality and teams

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

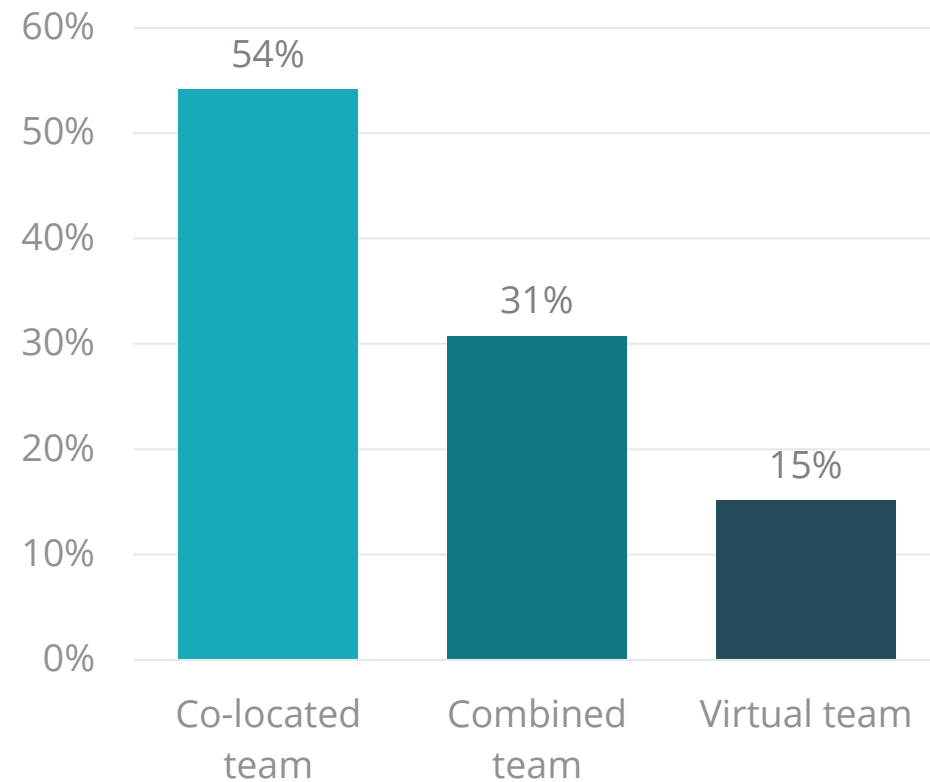


# Team membership

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?





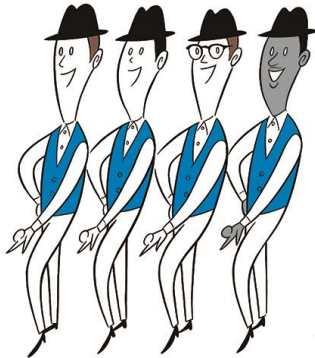
# Introducing the FIRO<sup>®</sup> framework



# 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 behaviours you initiate towards others



## Wanted

These are the behaviours you use to receive from others





# FIRO scores

9 8 7	<b>High</b> scores
6 5 4 3	<b>Medium</b> scores
2 1 0	<b>Low</b> 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

- Self-sufficient
- Not a “joiner”
- (still very friendly!)
- Terrible at scheduling meetings
- Want to bring the full, complete “right” answer
- Check I’m on the right path informally

## Eleanor

	Involvement	Influence	Connection
Expressed	Low	High	Med
Wanted	Med	Med	Med

# A FIRO profile – in a virtual team

- Peace!
- Time to get on with what's important
- What IS important?
- Am I doing the right thing?
- Where is my time with you?

## Eleanor

	Involvement	Influence	Connection
Expressed	Low	High	Med
Wanted	Med	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

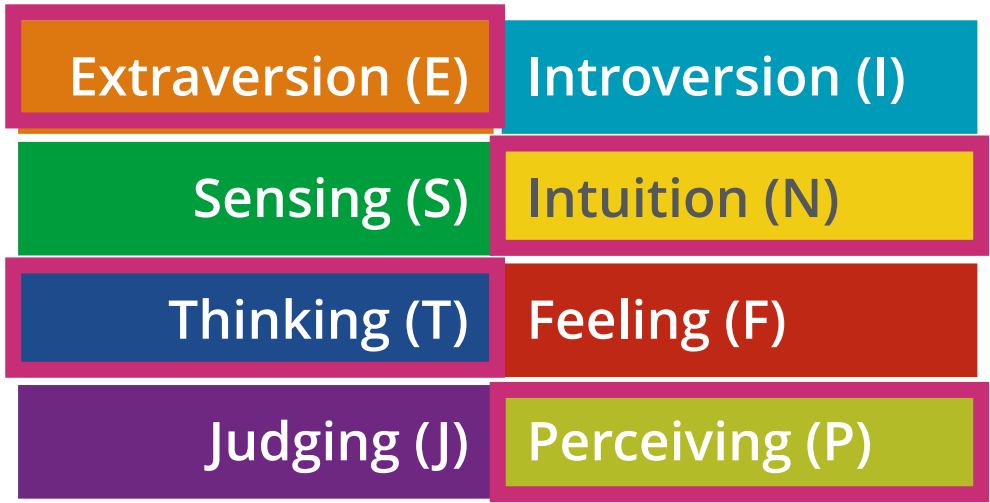
**Thinking (T)**

**Feeling (F)**

Opposite ways to approach the outside world

**Judging (J)**

**Perceiving (P)**

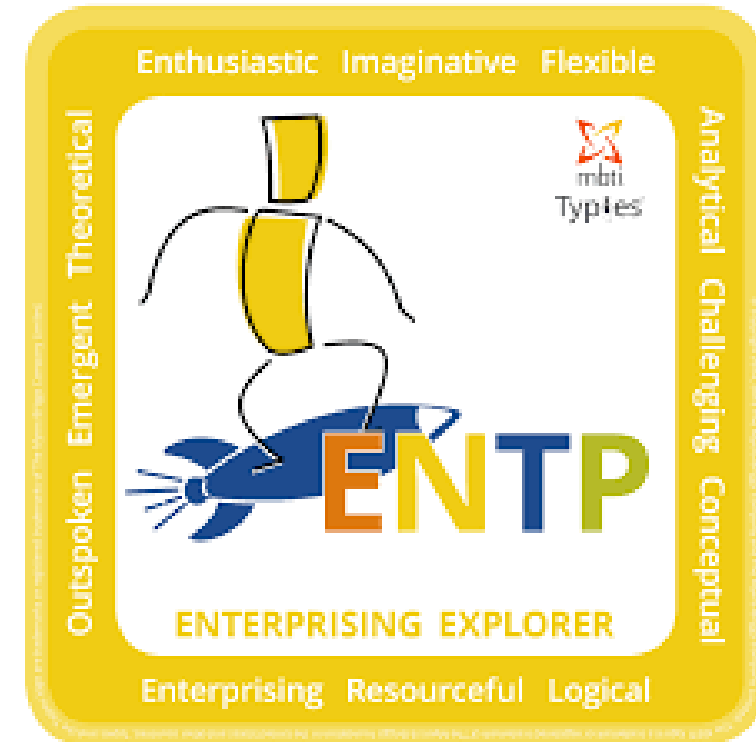


<b>ISTJ</b> RESPONSIBLE REALIST Thorough Conscientious Realistic Systematic Organized Reserved Detached Analytical Observant Practical Logical Factual Efficient	<b>ISFJ</b> PRACTICAL HELPER Dependable Responsible Loyal Considerate Sensitive Thorough Patient Realistic Understanding Organized Practical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

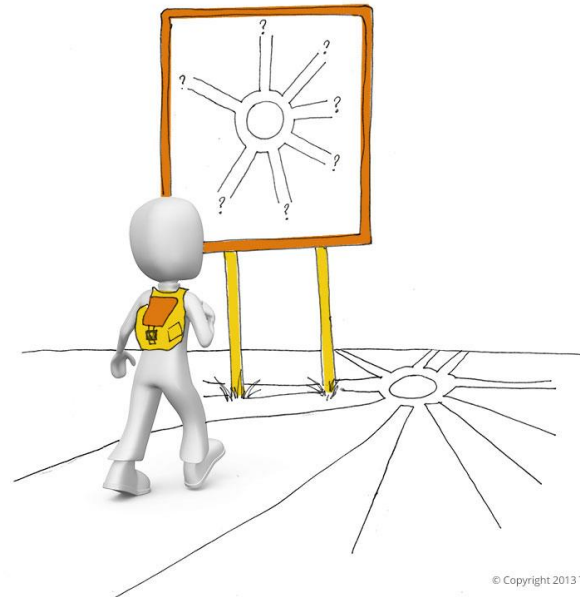
# An MBTI profile – in a co-located team

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

Eleanor



# Explorers (ENTP and ENFP)

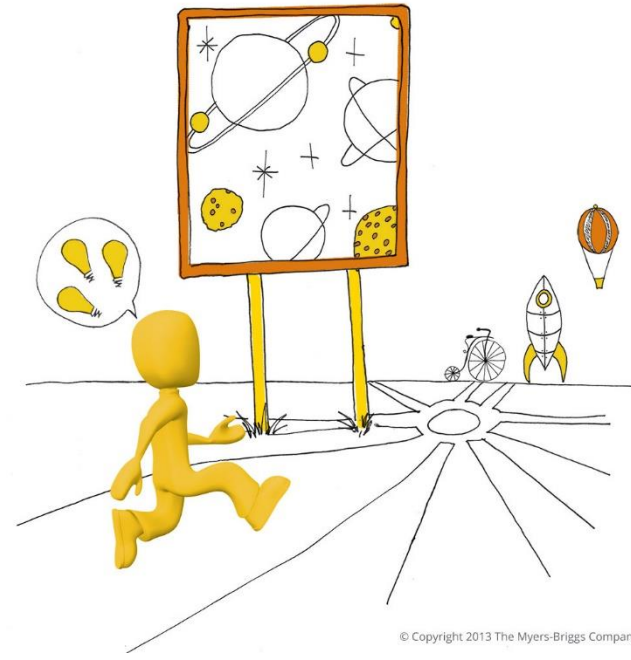


At their best

Increasing stress

Become louder and more active

Too much information gathering



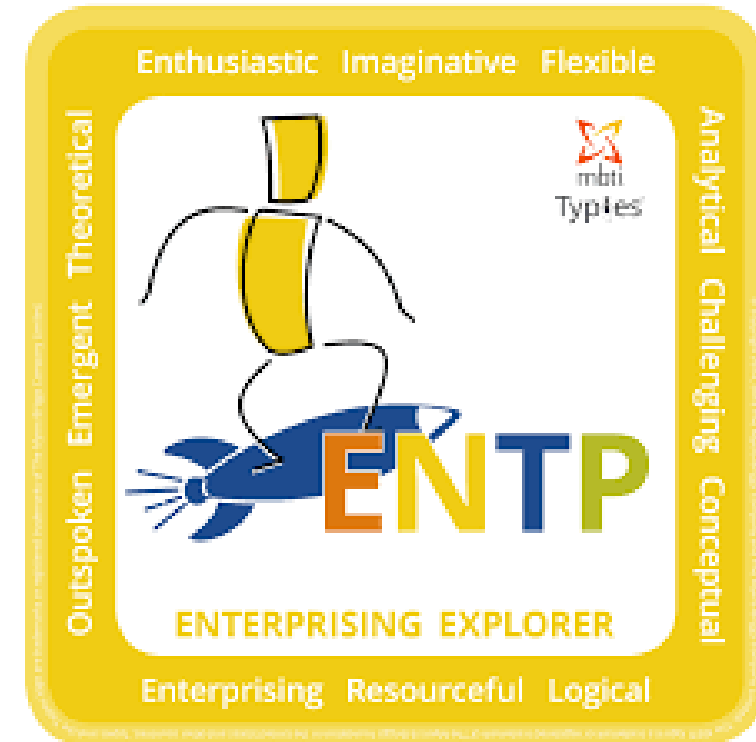
Under everyday stress

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

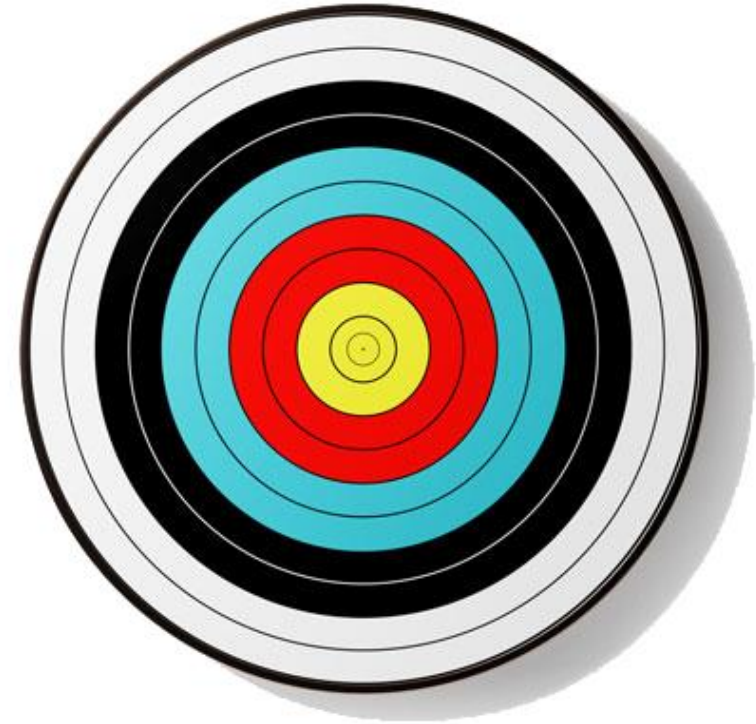
- **Clarity**
- Emotional Intelligence
- Effectiveness
- Stretch
- Culture



# Clarity

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

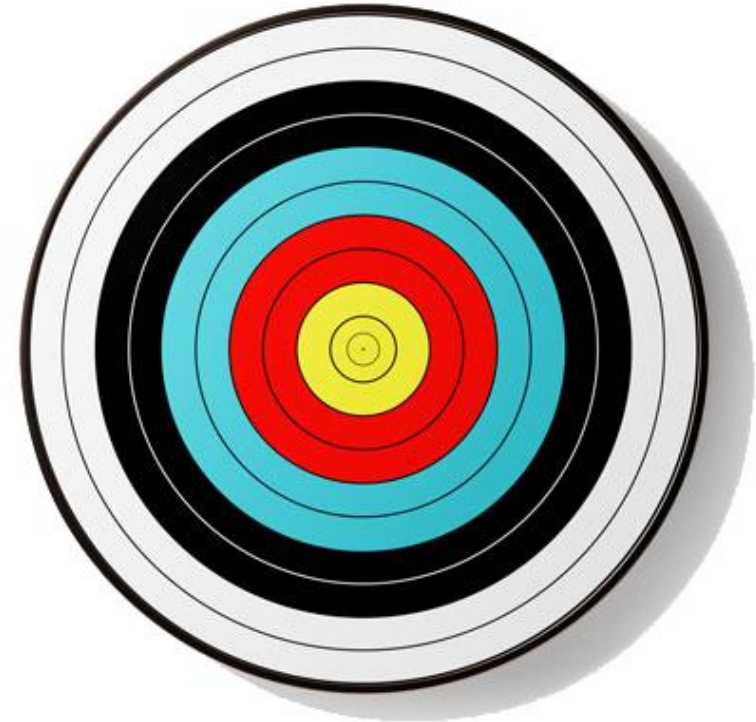
Individuals **hold one another to account** and spend time developing **intrateam relationships.**



# 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 organisation 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.





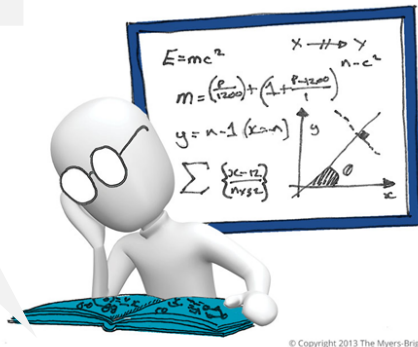
# Using the recovery slides (2 of 2)

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.



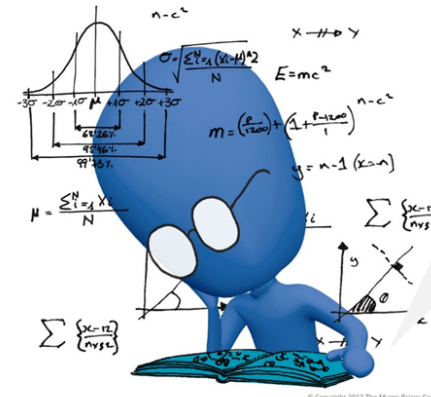
© Copyright 2013 The Myers-Briggs Company

At their best

Increasing stress

Withdrawal into the inner world

Over focus on decision making



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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)



© Copyright 2013 The Myers-Briggs Company

At their best

Increasing stress

Become louder and more active

Over focus on decision making



© Copyright 2013 The Myers-Briggs Company

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
- 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?

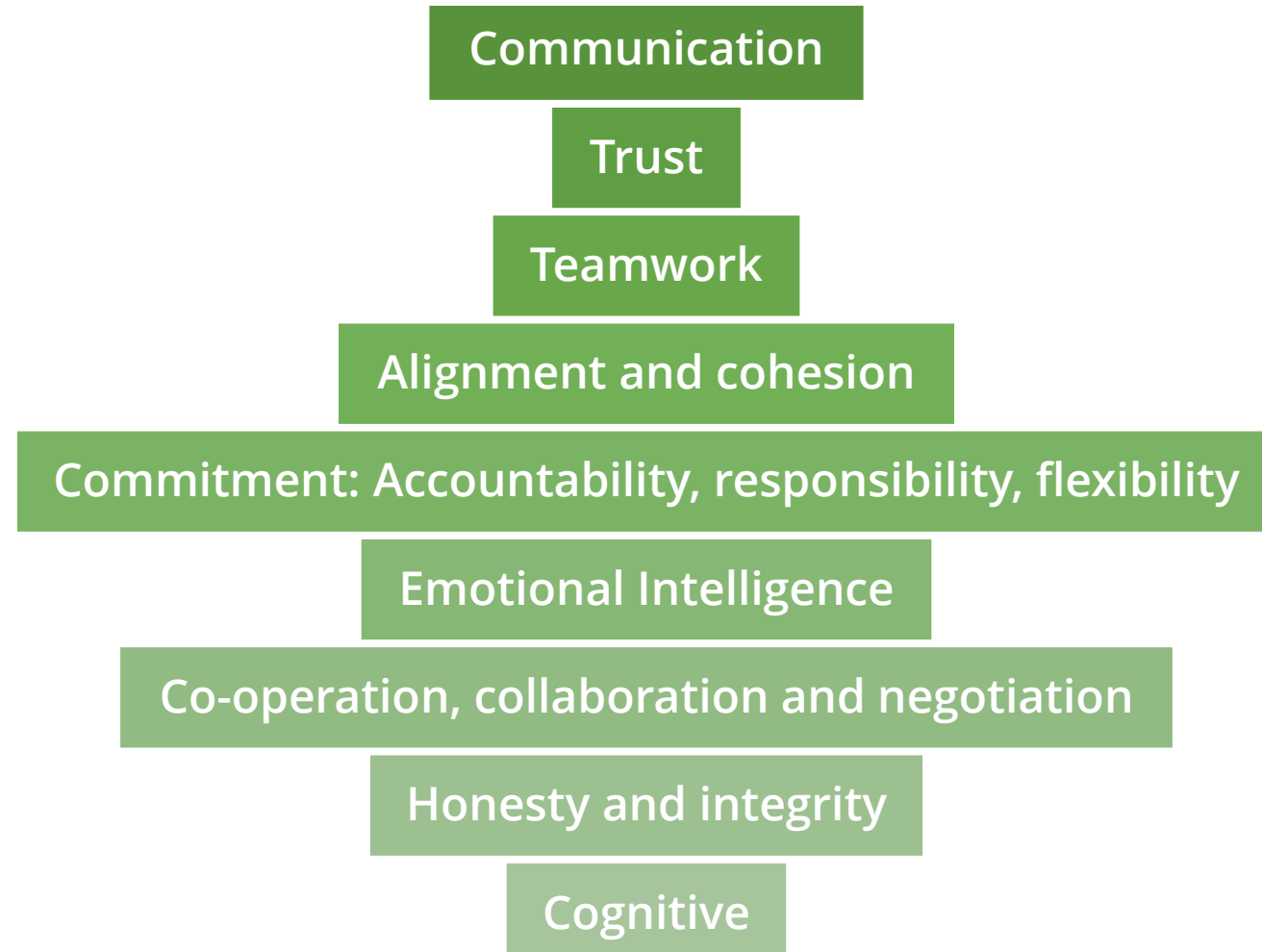




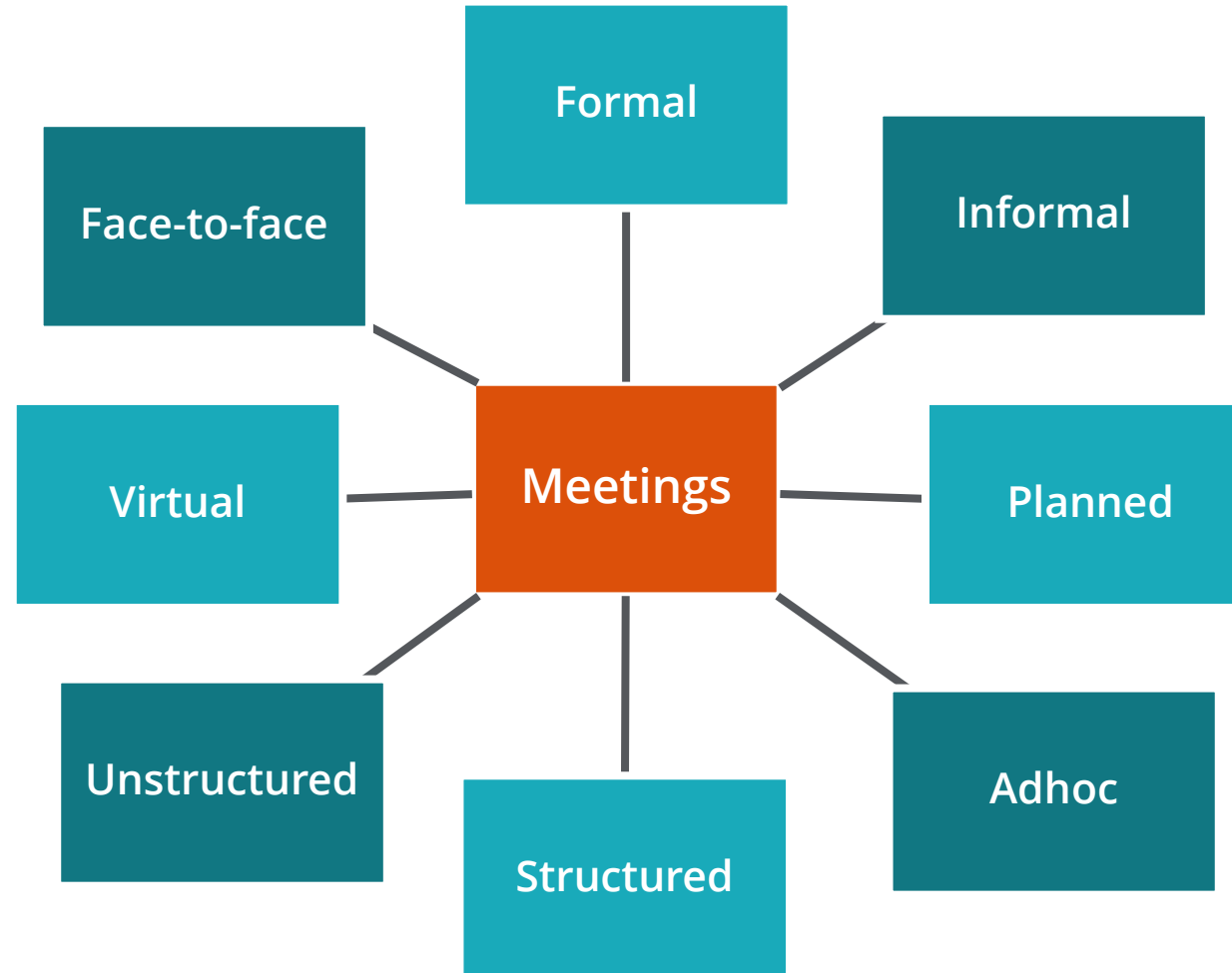
# What makes an effective team?



# What makes an effective team?

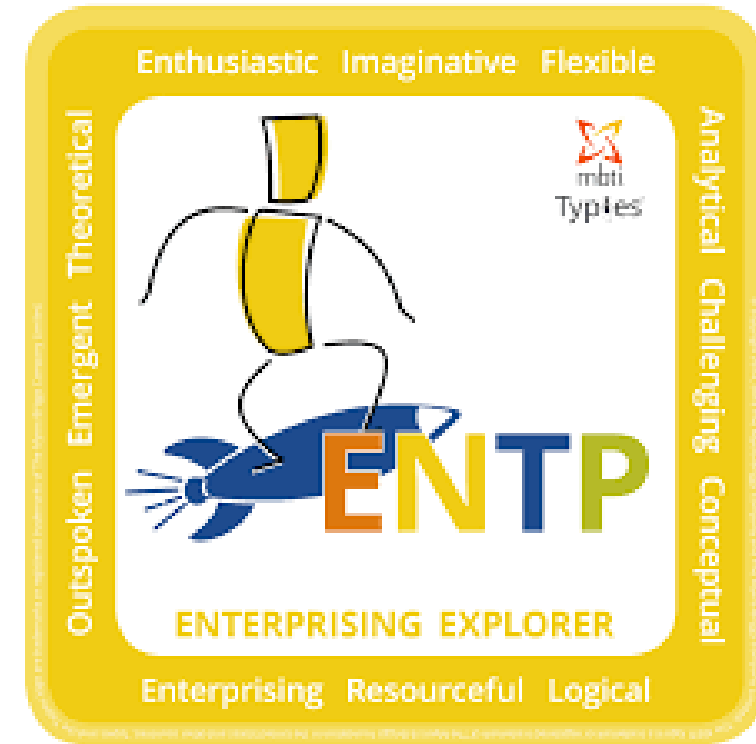
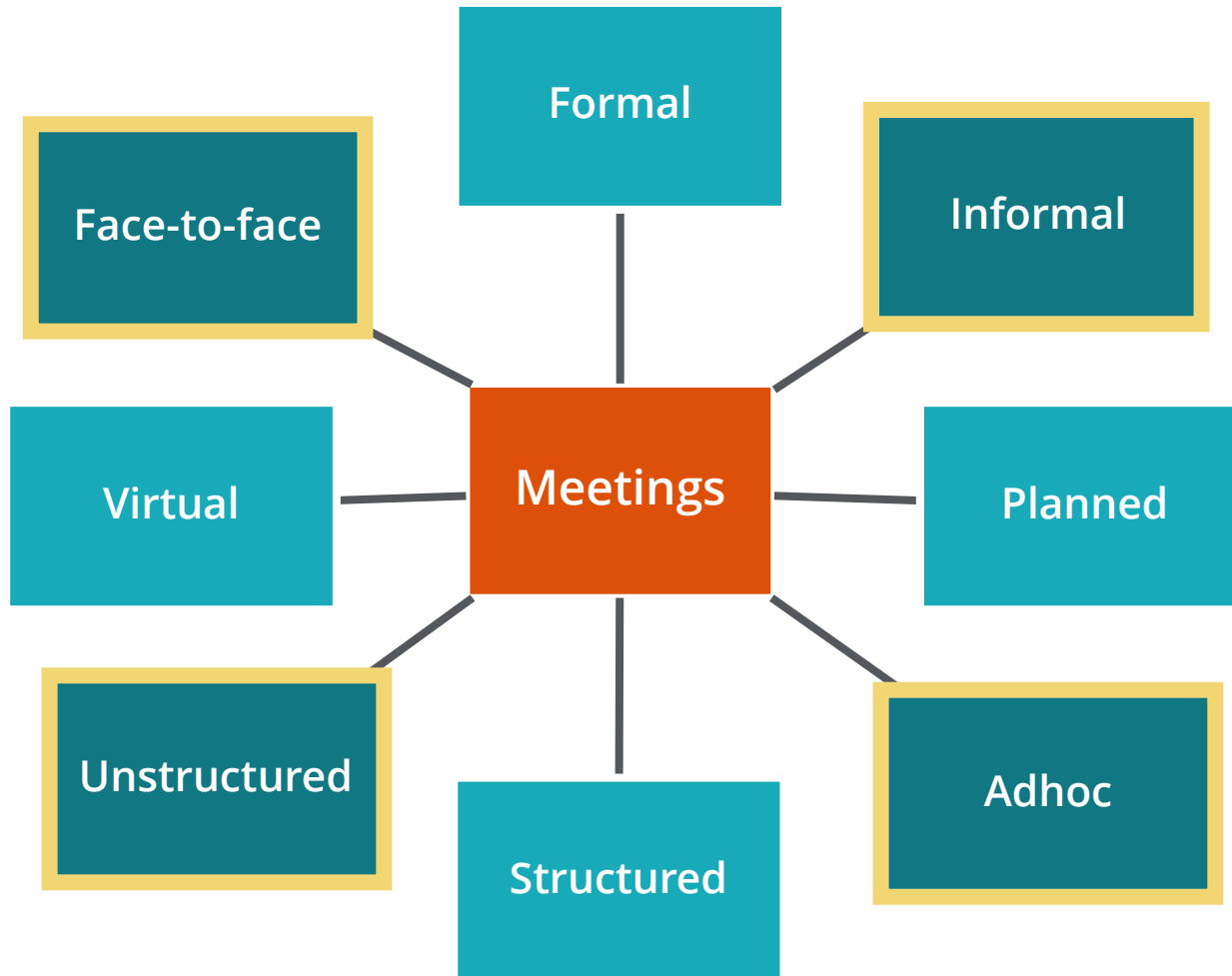


# Communication





# Communication





# Team effectiveness and challenges



# Biggest team challenge

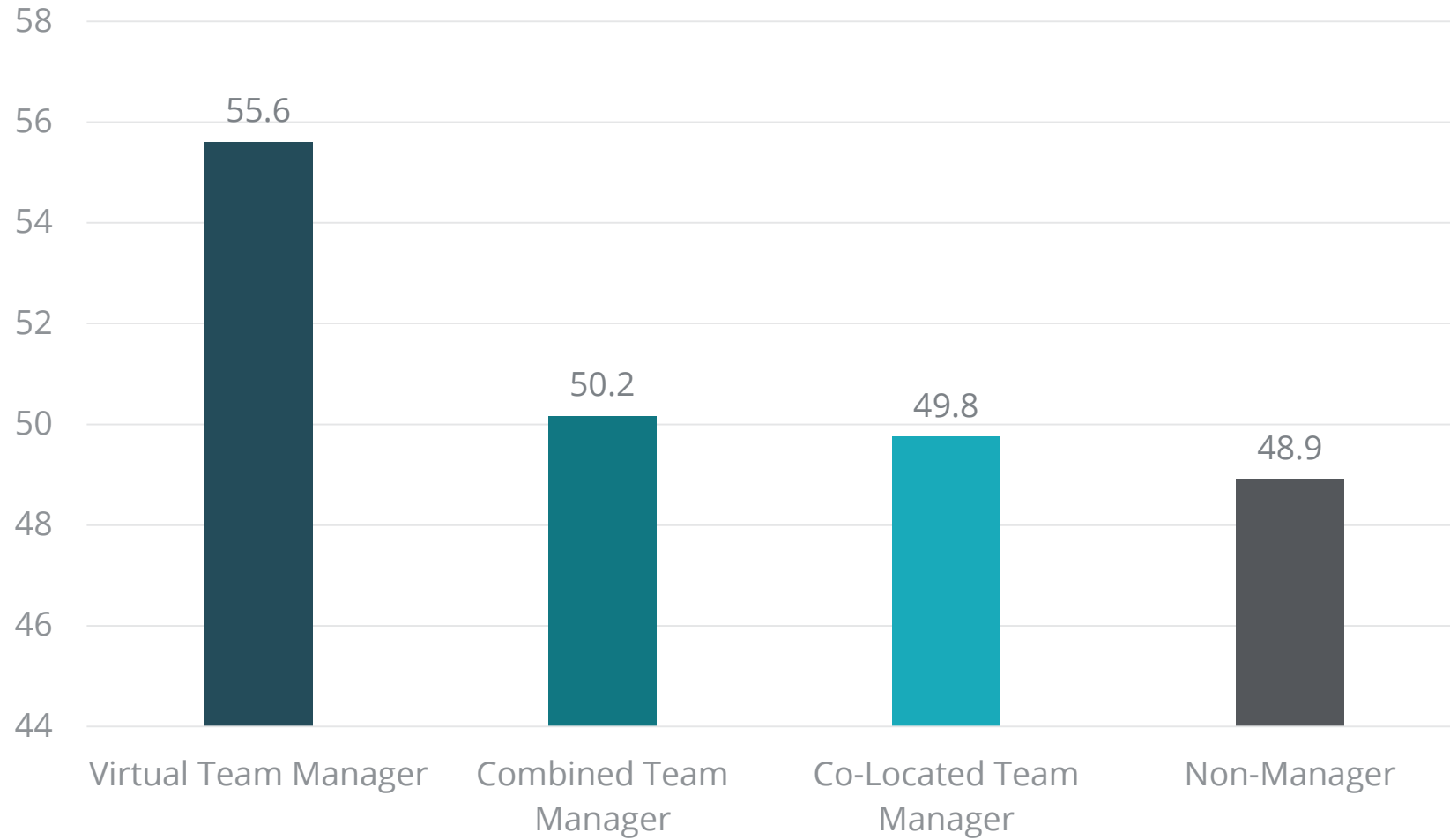




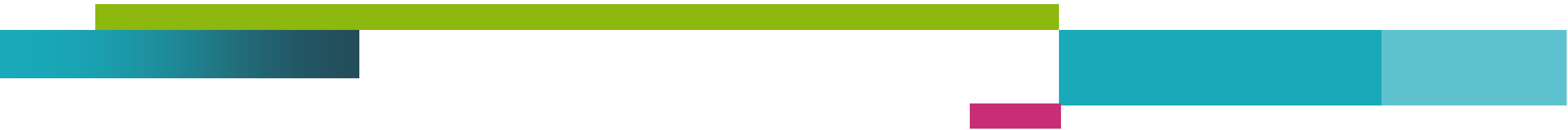
# Research findings



# Effectiveness



# FIRO results





# Emotional Intelligence

FIRO and Emotional Intelligence



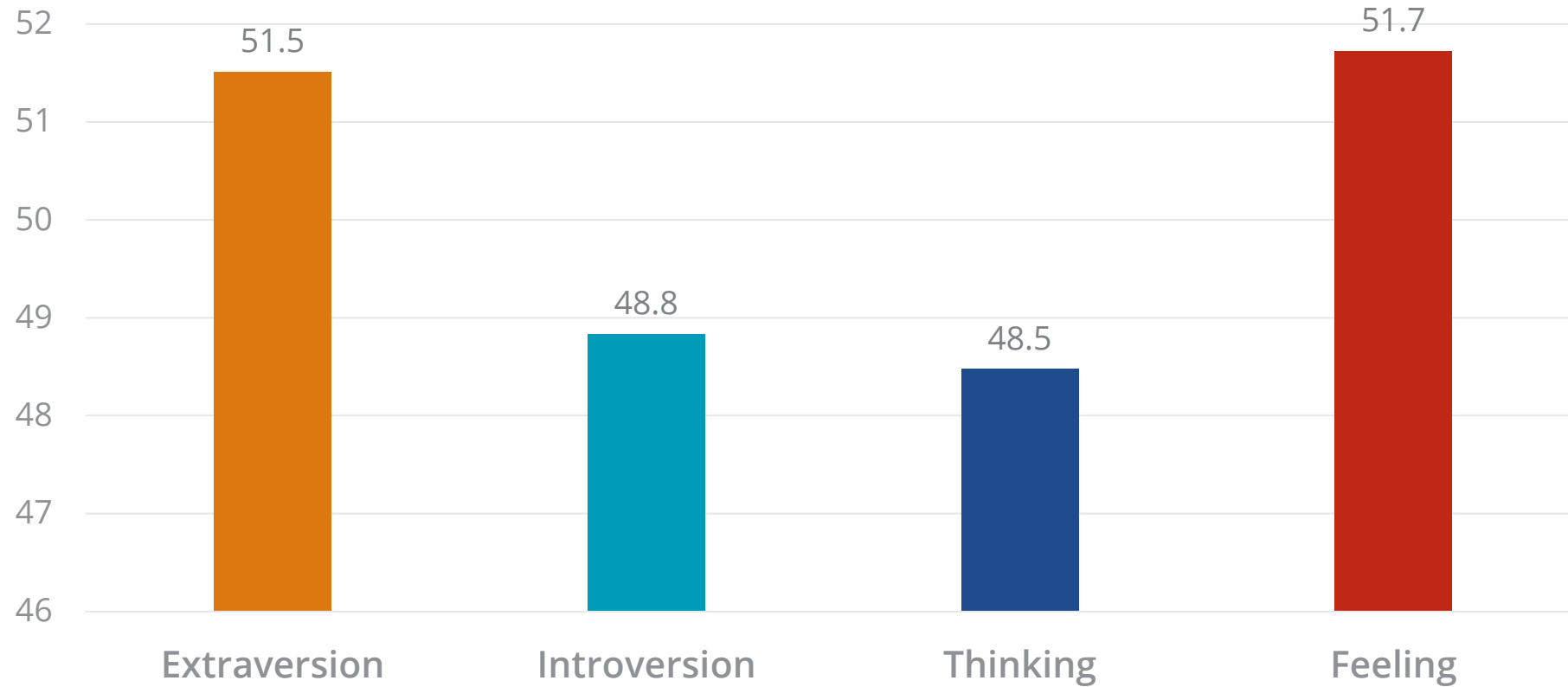


# Myers-Briggs Type Indicator® (MBTI®)

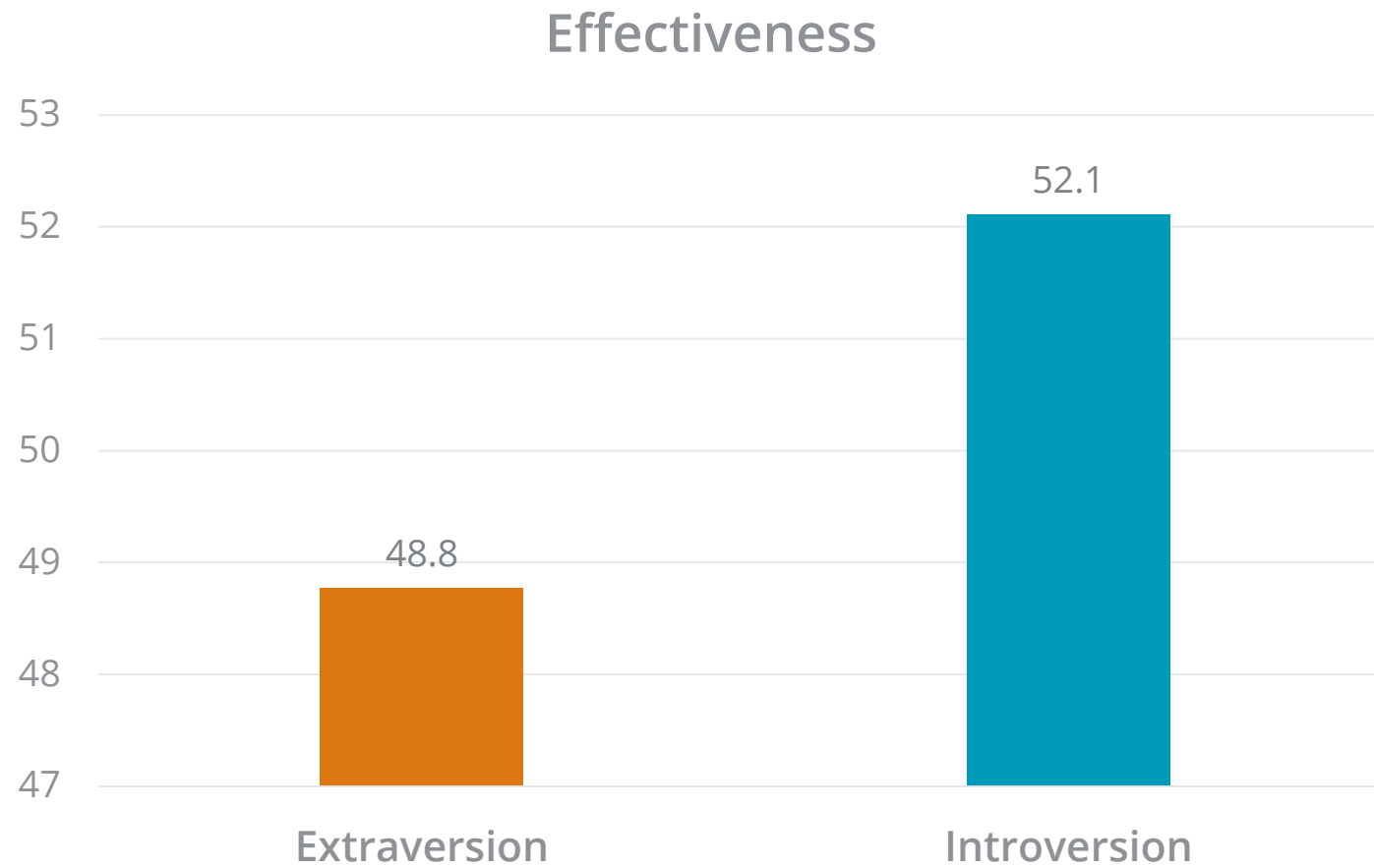


# MBTI results

## Emotional Intelligence



# MBTI results



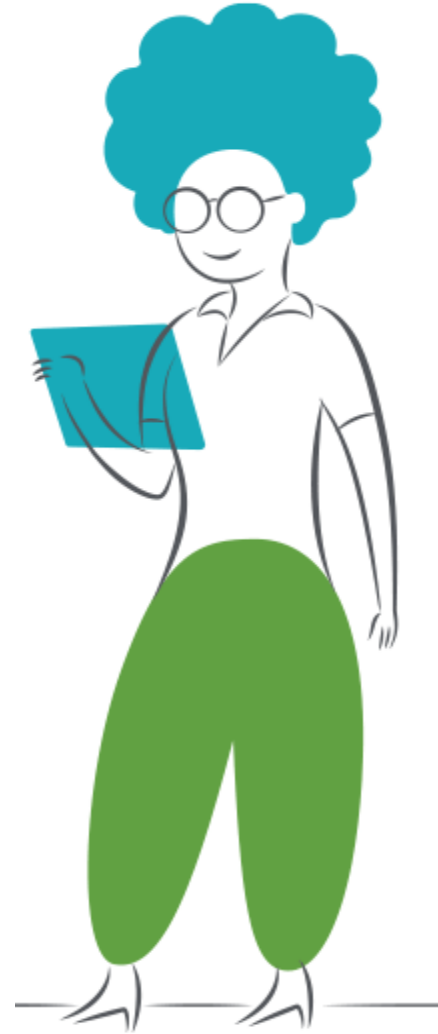


# Final considerations and takeaways



# 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

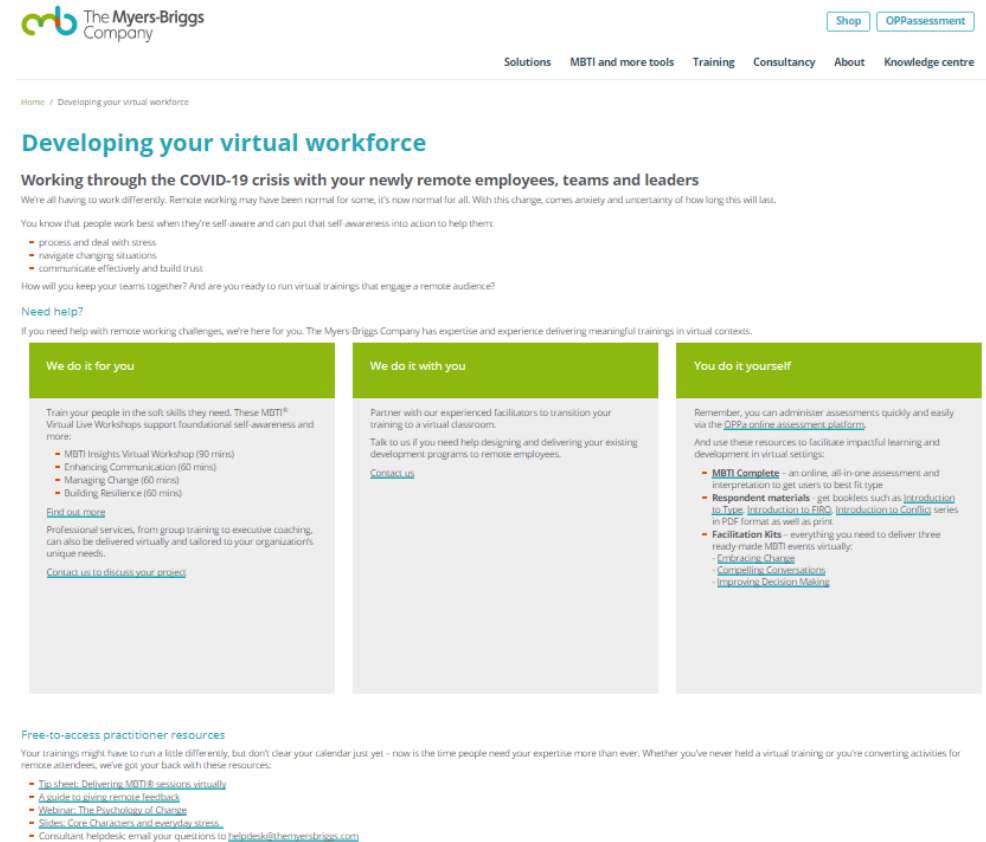




# NEW - Remote working resources page

## eu.themyersbriggs.com/en/remoteworking

- 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



The screenshot shows the website header with the Myers-Briggs Company logo and navigation links: Shop, OPAssessment, Solutions, MBTI and more tools, Training, Consultancy, About, Knowledge centre. The main heading is "Developing your virtual workforce" with a sub-heading "Working through the COVID-19 crisis with your newly remote employees, teams and leaders". The content is organized into three columns: "We do it for you", "We do it with you", and "You do it yourself".

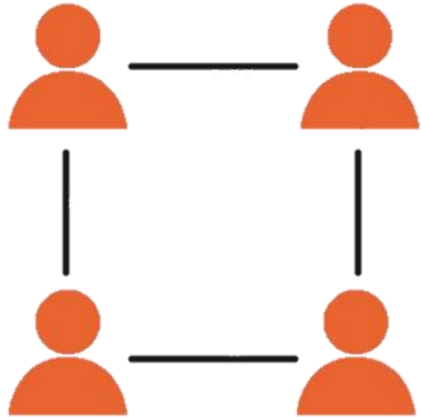
**We do it for you**  
Train your people in the soft skills they need. These MBTI® Virtual Live Workshops support foundational self-awareness and more:  
• MBTI Insights Virtual Workshop (90 mins)  
• Enhancing Communication (60 mins)  
• Managing Change (60 mins)  
• Building Resilience (60 mins)  
[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](#)

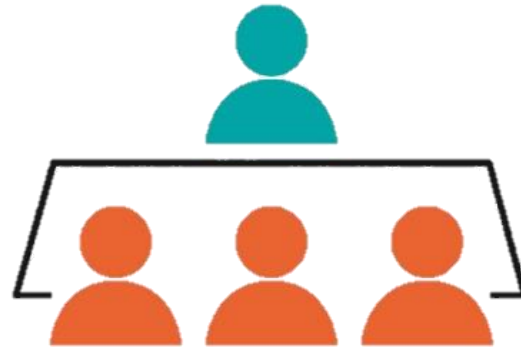
**You do it yourself**  
Remember, you can administer assessments quickly and easily via the [OPPs online assessment platform](#).  
And use these resources to facilitate impactful learning and development in virtual settings:  
• **MBTI Complete** – an online, all-in-one assessment and interpretation to get users to best fit type  
• **Respondent materials** – get booklets such as [Introduction to Type](#), [Introduction to FRO](#), [Introduction to Conflict](#) series in PDF format as well as print  
• **Facilitation Kits** – everything you need to deliver three ready-made MBTI events virtually:  
• [Embracing Change](#)  
• [Compelling Conversations](#)  
• [Improving Decision Making](#)

**Free-to-access practitioner resources**  
Your trainings might have to run a little differently, but don't clear your calendar just yet – now is the time people need your expertise more than ever. Whether you've never held a virtual training or you're converting activities for remote attendees, we've got your back with these resources:  
• [Tip sheet: Delivering MBTI® sessions virtually](#)  
• [A guide to giving remote feedback](#)  
• [Webinar: The Psychology of Change](#)  
• [Slides: Core Characters and everyday stress](#)  
• Consultant helpdesk: email your questions to [helpdesk@themyersbriggs.com](mailto:helpdesk@themyersbriggs.com)

# Your partner to build trust



Consultancy  
services



Practitioner  
training



MBTI products  
& materials



Any questions?

Thank you!

Good luck & STAY SAFE!

