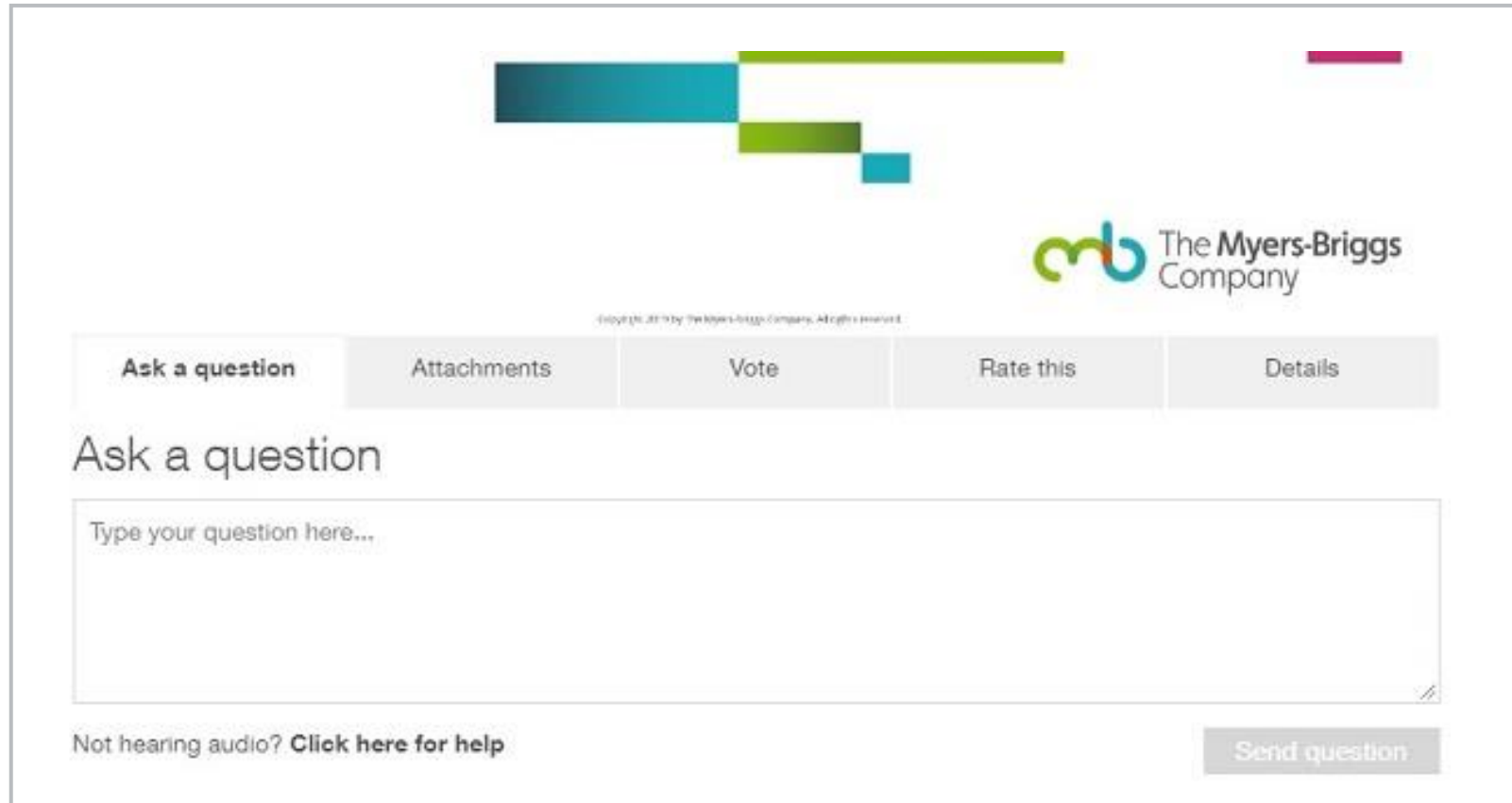


# Personality and stress in a virtual world



# 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 – 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



# This is what we found stressful 10 years ago





Will I still  
have a job  
after this?

Can I cope  
with working  
from home?

Will my  
company  
survive this?

Will I stay  
healthy? Will  
my family?

I'm really  
missing the  
pub, eating  
out, etc...

We live in  
stressful times



# COVID-19: a new stressor

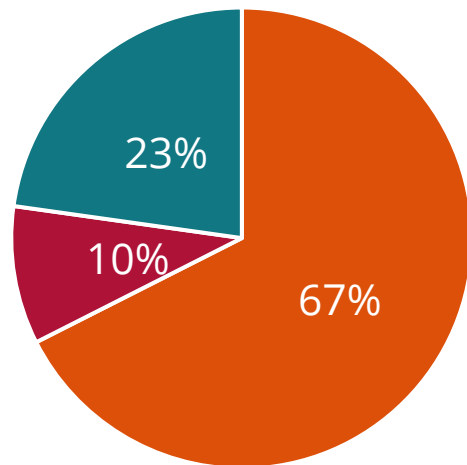
How concerned are you about your ability to manage stress during the crisis?

- Very concerned
- Somewhat concerned
- A little concerned
- Not at all concerned

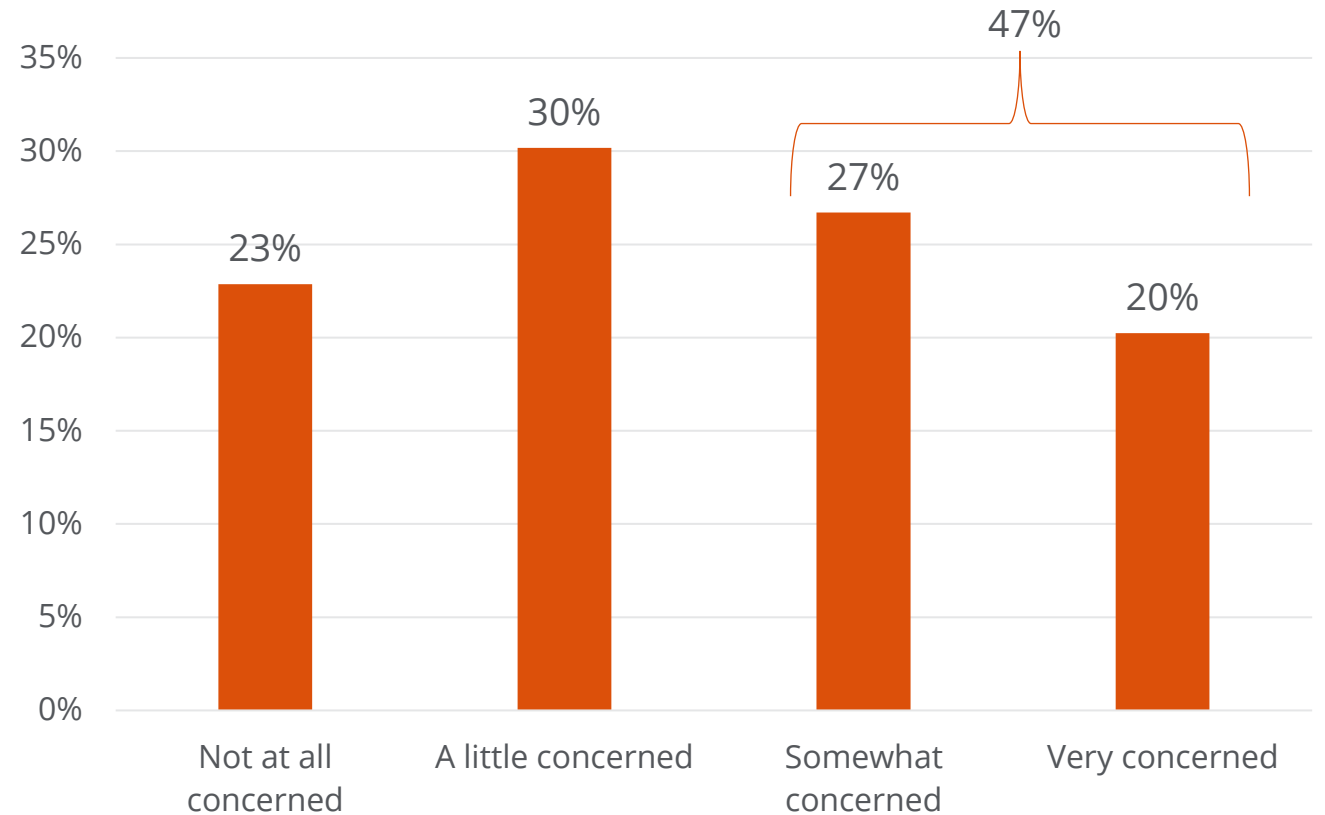
# Our survey results

- Online survey (N=841): comprising:
  - People who had recently completed MBTI
  - Visitors to Myers-Briggs Company website
  - Responders to LinkedIn or Facebook posts
- 67% female
- Age 19-77, average 45
- 71% based in USA
- Wide range of roles

- Recently became a remote worker
- Already a remote worker
- Not a remote worker



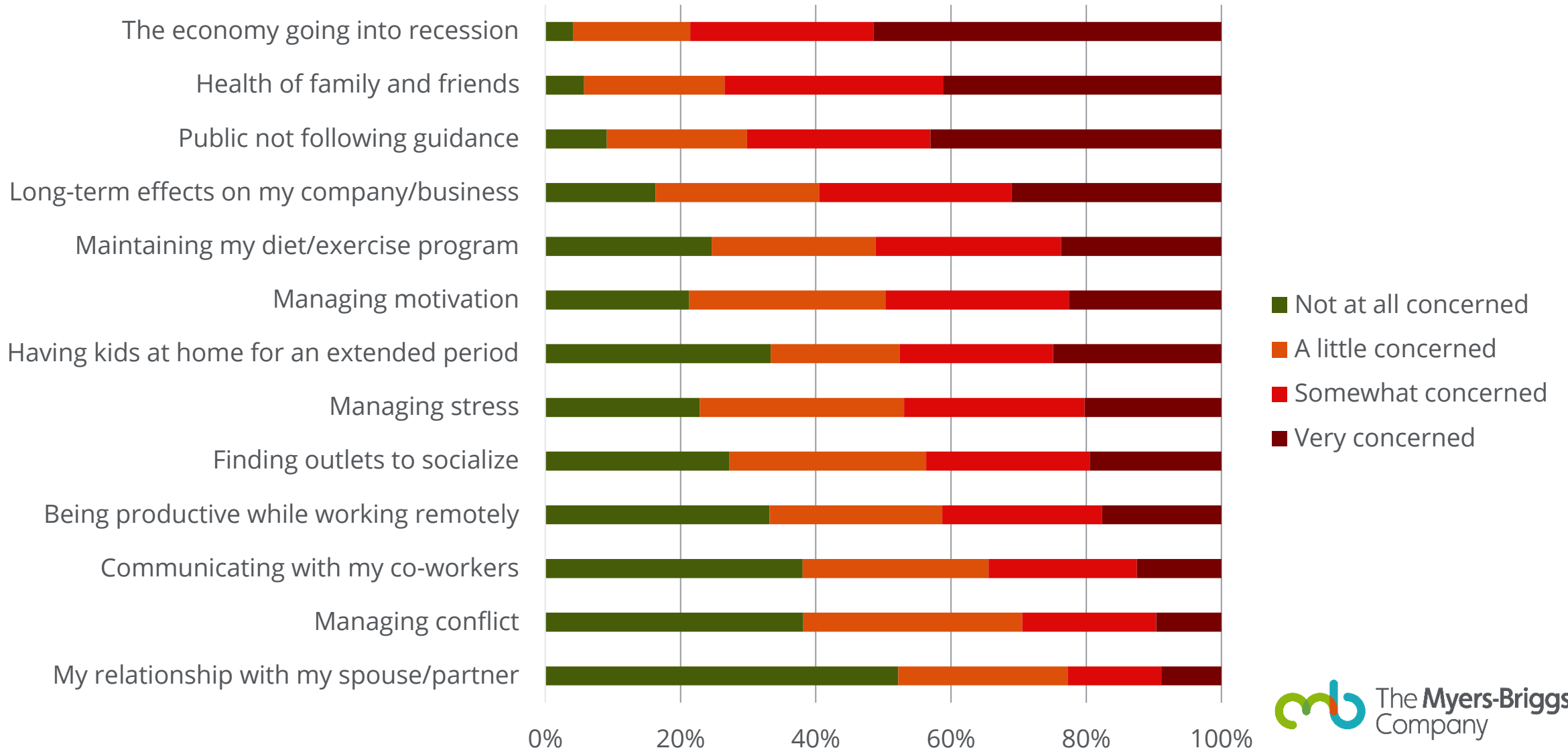
## How concerned are you about your ability to manage stress?



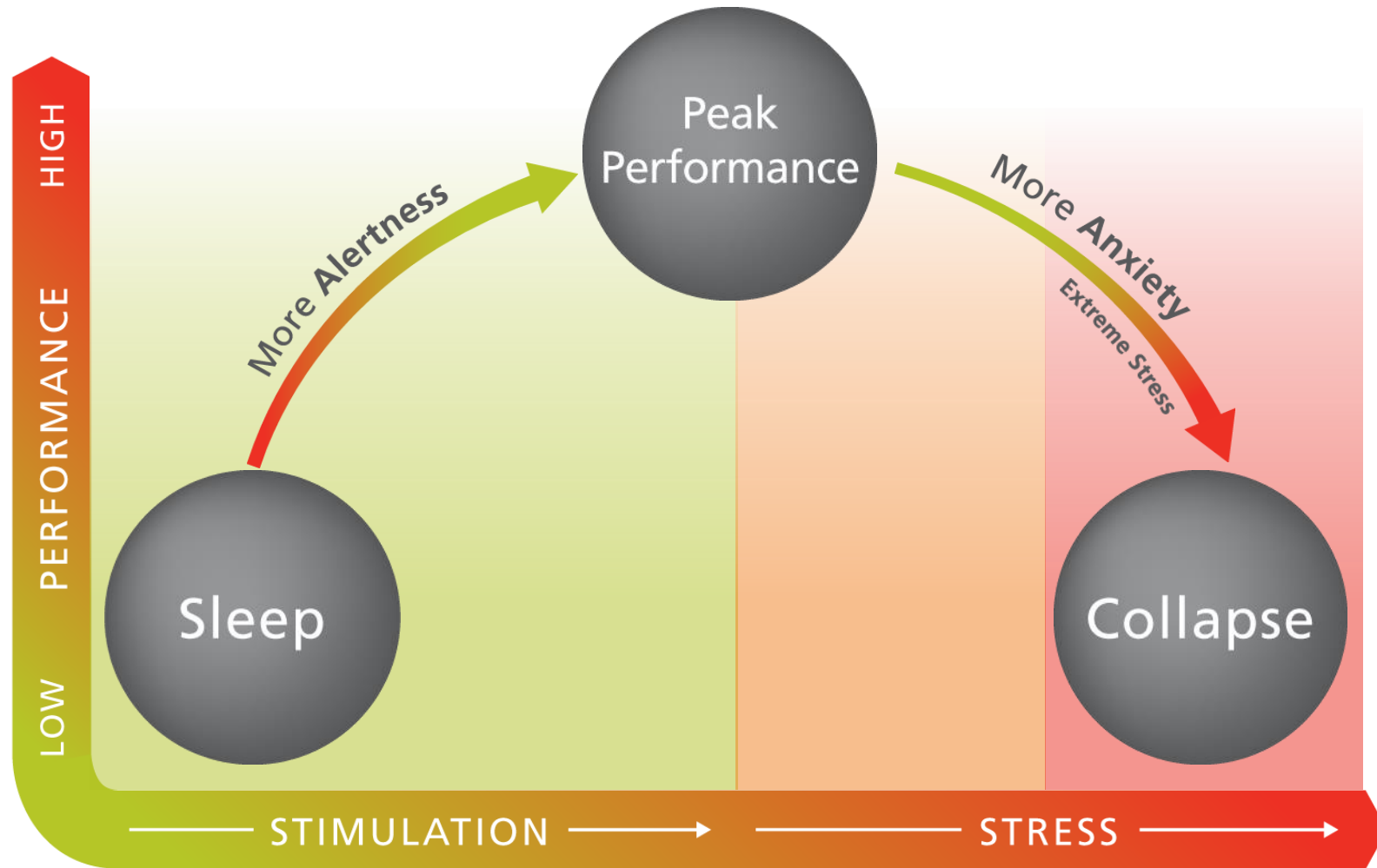
# Highest and lowest concerns

How concerned are you about...	Somewhat concerned	Very concerned	Somewhat + very
The economy going into recession	27%	51%	78%
The health of my family and friends	32%	41%	73%
Public not following guidance	27%	43%	70%
Long term effects on my company/business	28%	31%	59%
My relationship with my spouse/partner	14%	9%	23%

# Concerns about the COVID-19 crisis



# Stress and performance



# Stress and the Myers-Briggs Type Indicator<sup>®</sup> (MBTI<sup>®</sup>) framework

EXTRAVERSION

INTROVERSION

Where do you get your energy from?

SENSING

INTUITION

What kind of information do you prefer to use?

THINKING

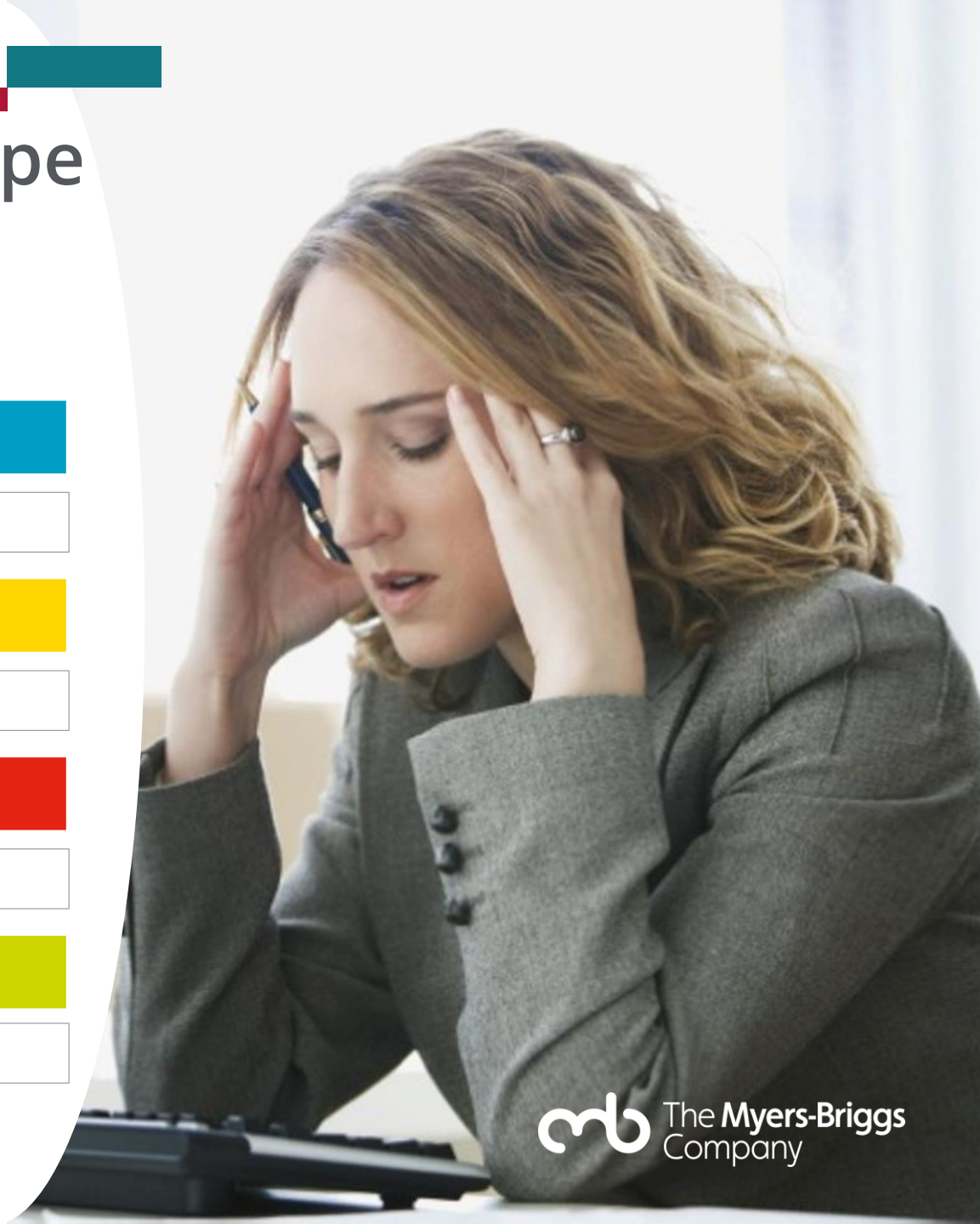
FEELING

What process do you use to make decisions?

JUDGING

PERCEIVING

How do you deal with the world around you?



# EXTRAVERSION

# INTROVERSION

## Where do you get your energy from?

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:

- A noisy environment (kids, housemates)
- Too many online meetings
- Expectation of not needing any contact
- Not able to work from home in future

# SENSING

# INTUITION

## How do you take in information?

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 in rules on social distance etc
- 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
- What will happen in the future



THINKING

FEELING

How do you decide and come to conclusions?

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

# JUDGING

# PERCEIVING

## How do you approach the outside world?

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

- Disorganized people or organizations
- Last-minute rushes

And in the current situation, by:

- The sudden change in routine
- No separation of work from home
- Virtual workers being too flexible
- People not following govt. 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:

- Difficulty of being playful or light-hearted with colleagues
- Enforcing of now irrelevant processes
- Lack of variety and spontaneity

# What happens when we get stressed?

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?

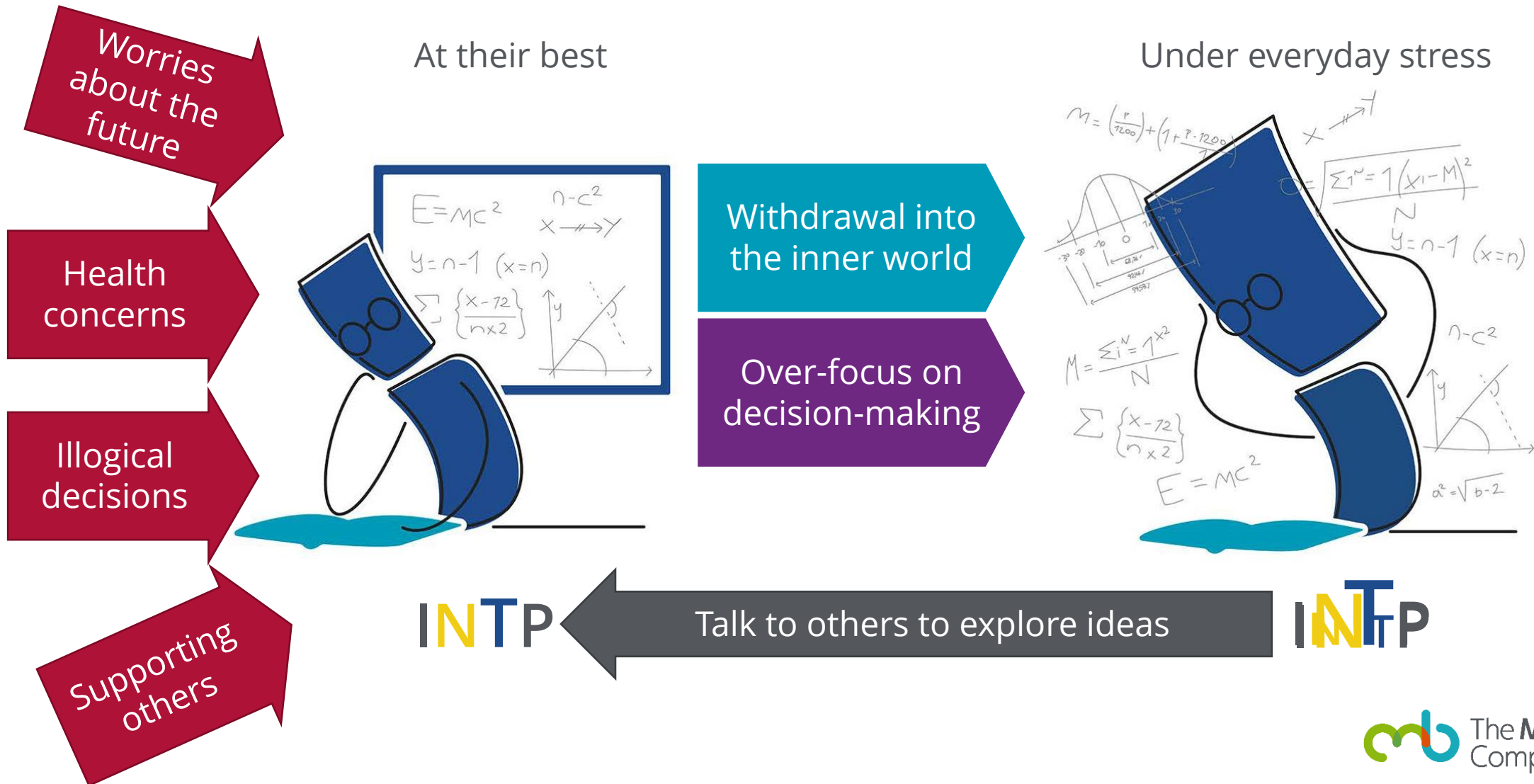


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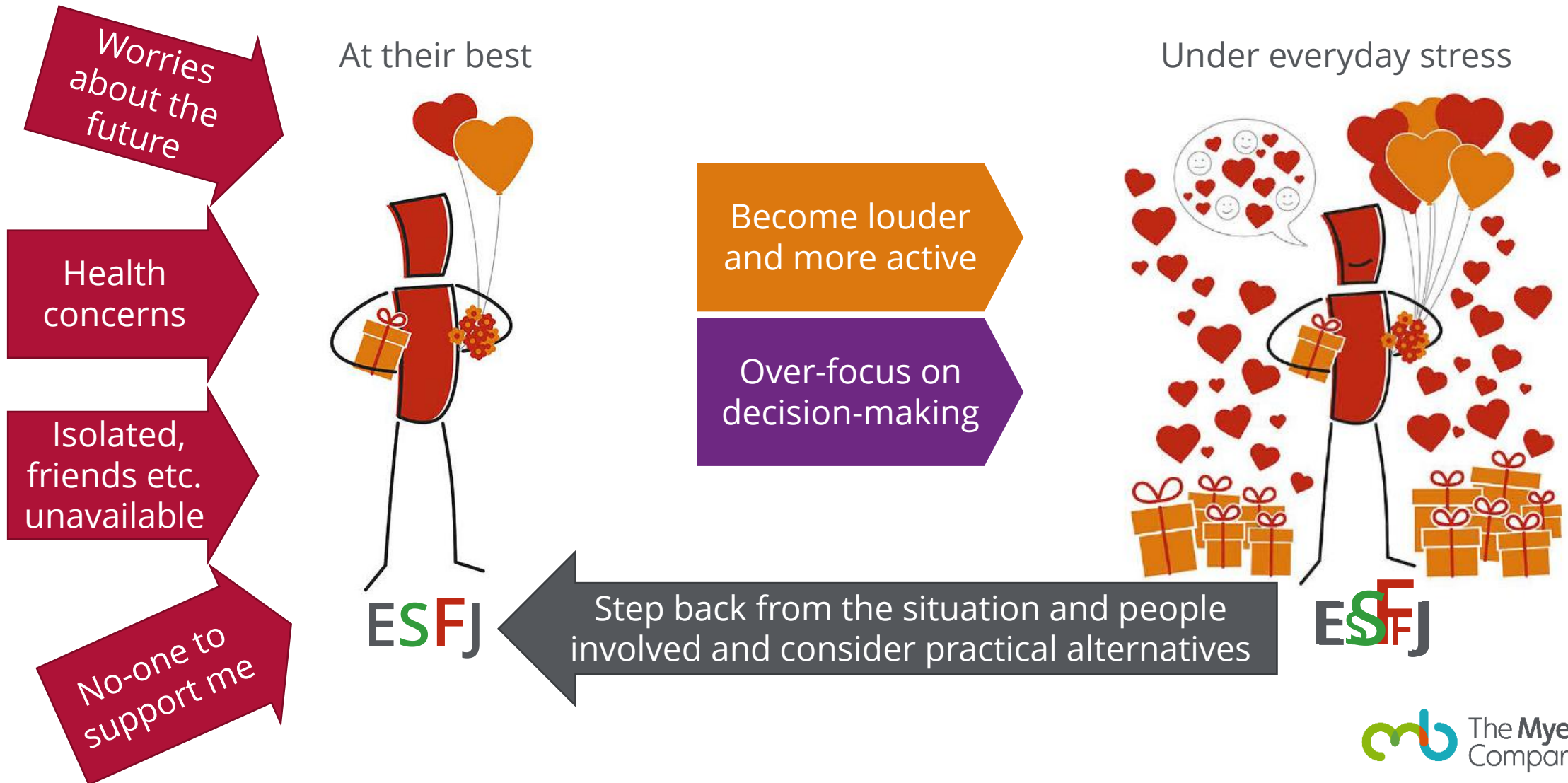
The Myers-Briggs Company



# What happens when INTP preferences are stressed?



# What happens when ESFJ preferences are stressed?



[Home](#) / [Developing your virtual workforce](#)

# Developing your virtual workforce

*Bringing essential soft skills to your remote employees, teams and leaders*



We're all having to work differently. Remote working may have been normal for some, it's now normal for almost all. With this change, comes a genuine need to stay meaningfully connected and continue to work productively.

People work best when they're self-aware and can put that self-awareness into action to help them:

**Existing customer?**

[Find practitioner resources here](#)

# Slides: Core Character and everyday stress



Available to download from the [Developing your Virtual Workforce](#) page under [Practitioner Resources](#) (Log in to download. Available to qualified practitioners only)

## Using the recovery slides (1 of 2)

Each of the eight Core Character slides uses animation to reveal the Core Character at their best and then what happens under stress, when we tend to fall back on our leading Core Character (our favorite process), using it in an exaggerated way. Finally, a tip is provided about how each Core Character can recover and gain a healthy balance. This example shows types with the Explorer at their core (favorite process extraverted Intuition):

### Explorers (ENTP and ENFP)

ENTP and ENFP types are represented by the Explorer Core Character.

At their best, Explorers are optimistic, enthusiastic and imaginative.



At their best

Increasing stress

Become louder and more active

Too much information gathering



Under everyday stress

Under everyday stress, Explorers can become frenetic, with too many ideas, an inability to choose, starting too many things to finish.

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

To recover, Explorers need to turn down the dial on their Core Character, for example by taking time by themselves access their decision-making function (T or F) in order to reduce the options for action.



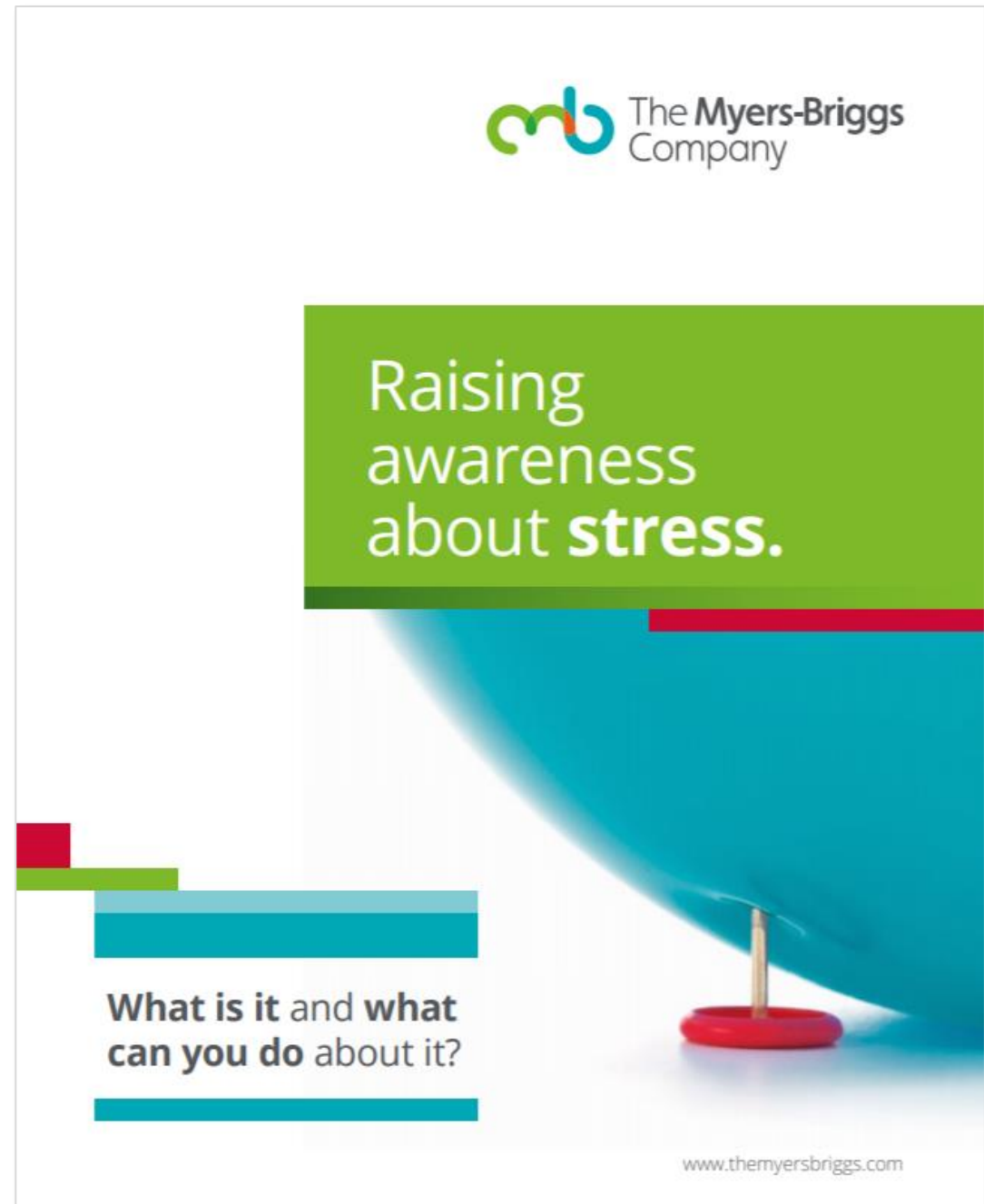
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# Quick guide: raising awareness about stress



Available to download from the [Developing your Virtual Workforce](#) page





# Stress heads – the stress triggers for each type



Available to download from the [Developing your Virtual Workforce](#) page

dismissing my analysis of a problem  
**SOCIALIZING**  
challenging my competence  
NOISE AND small talk  
INTERRUPTIONS  
talking with following  
people who don't strict  
listen and having guidelines  
to repeat myself  
TOO MANY EXTRAVERTE ACTIVITIES  
**INTP** BEING IN THE SPOTLIGHT  
not finding the logic in situations  
**OTHERS NOT UNDERSTANDING MY IDEAS**

DISREGARDING MY ESTABLISHED RULES AND REGULATIONS  
**ISOLATION** lack of emotional support  
unintentionally  
treating others badly  
DISRUPTING HARMONY  
challenges to established procedures  
**dismissing how I feel**  
**ESFJ** UNCERTAINTY NOT BEING APPRECIATED FOR THE DAILY HELP I GIVE  
regulations

# Stressors and stress reactions by type

## MBTI® type stressors and stress reactions



We all get stressed out by different things. But do you know what's most likely to send you into a spin? And how can others tell when you're feeling stressed?

Knowing more about your MBTI type can help. Here are some things that stress out each type, according to the most well-used part of their personality – their Core Character™, and how each type tends to behave when under pressure. MBTI types with an Extraversion preference are below and Introversion preference overleaf.

### Activist (ESTP & ESFP)



#### Stressors

- Lack of stimulation and excitement
- Theoretical, abstract tasks without practical application right now
- Being physically confined, e.g. through illness or circumstances

#### Behavior under everyday stress

- Seeks more and more external stimulation and excitement
- May behave in a thrill-seeking or dangerous way or over-indulge
- Lives solely in the present moment and will not make any decisions

### Explorer (ENTP & ENFP)



#### Stressors

- People who say "it'll never work"
- Too much seemingly irrelevant detail
- Lack of variety; not being able to do anything new.

#### Behavior under everyday stress

- Shares increasingly impractical ideas with more and more people
- Unable to take things seriously, becomes destructively 'playful'
- Will not be tied down to decisions

### Director (ESTJ & ENTJ)



#### Stressors

- Inefficient people, systems, or organizations
- Lack of closure, not being able to make decisions, blockers
- Having to focus on people's feelings, rather than the task

#### Behavior under everyday stress

- Becomes overly directive, forceful, even aggressive
- Makes snap decisions and imposes them on others
- Dismisses evidence/other opinions that do not fit their view

### Nurturer (ESFJ & ENFJ)



#### Stressors

- Conflict with others and between others
- Lack of warmth, not having their friendliness reciprocated
- Injustice in the world at large

#### Behavior under everyday stress

- Becomes effusive and over-friendly
- Demanding in getting their own and others' needs met
- Interprets situations in terms of their values, ignoring any evidence

## MBTI® type stressors and stress reactions



We all get stressed out by different things. But do you know what's most likely to send you into a spin? And how can others tell when you're feeling stressed?

Knowing more about your MBTI type can help. Here are some things that stress out each type, according to the most well-used part of their personality – their Core Character™, and how each type tends to behave when under pressure. MBTI types with an Introversion preference are below and Extraversion preference overleaf.

### Conserver (ISTJ & ISFJ)



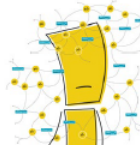
#### Stressors

- Having to act without detailed, practical information or plans
- Others who dismiss the lessons of the conserver's past experience
- Changing things that already work

#### Behavior under everyday stress

- Obsessively searches for that one important piece of information
- Withdraws from the outer world
- Cannot make a decision until all the information has been found

### Visionary (INTJ & INFJ)



#### Stressors

- Not having time to think through possibilities before answering
- Having their well-considered ideas dismissed or ignored
- Disorganized, opinionated people

#### Behavior under everyday stress

- Withdraws, to build increasingly complex ideas in their head
- These models may become divorced from reality
- Unable to act until every possibility has been explored

### Analyst (INTP & ISTP)



#### Stressors

- Having their carefully reasoned solutions dismissed or ignored
- Illogical decisions that have not been thought through
- Excessive displays of approval or emotion from others

#### Behavior under everyday stress

- Withdraws to solve problems by themselves
- Fixes on finding the one correct solution
- Ignores other people; makes decisions without informing them

### Conscience (ISFP & INFP)



#### Stressors

- People who ignore, dismiss, or contravene their values
- Working in a job that is at odds with those values
- Inflexible and unthinking people or organizations

#### Behavior under everyday stress

- Withdraws into an inner dialogue
- Obsessively works through decisions that fit with their values
- Ignores facts that do not fit with the picture they have painted

Download from the **Attachments** tab of this window

# Working from home - Extraversion and Introversion



Available to download from the [Developing your Virtual Workforce](#) page

## Extraverts



Enjoy opportunities for interaction



Like some background noise



Prefer a busy and lively environment



Like plenty of stimulation

### Tips

- Make use of technology to connect with people regularly and **keep your energy topped up** e.g. group calls and messenger
- Connect with people **socially**, as well as for meetings and work e.g. call people just to say "hi"
- Get used to using video when calling others** - seeing people's faces is likely to make the interaction more interesting and allow you to connect better
- Think about ways you could make your home environment more stimulating e.g. put the radio on
- See this as an opportunity to **get in touch with your more reflective or creative side** - you might find you have the space to be more innovative or to concentrate better.
- Make sure you include and **connect with your introverted colleagues too** - don't assume they don't want to hear from you!

## Introverts



Need space for concentration



May be irritated by background noise



Prefer quiet for reflection



Prefer a calm and spacious environment

### Tips

- Carve out a workspace for yourself at home that fulfills your needs and **allows you to concentrate without too many distractions**
- If you are sharing your home with family members, children or pets, **make time for them too** - you might want to agree times to interact and times you want to focus.
- Make the effort to regularly **check-in with colleagues, your manager and direct reports to stay connected** - **it's a myth that introverts don't need people!**
- You may find yourself getting absorbed in your work - **remember to move around, take breaks and eat lunch!**
- Although you may not feel naturally inclined, make the effort to initiate contact with others or ask for clarity - **you may need to reach out more to communicate your needs.**
- Make sure you **connect with your extraverted colleagues** - they are likely to appreciate the interaction and contact.

# Managing virtual teams through Covid-19



Available to download from the [Developing your Virtual Workforce](#) page

## What **managers** may be **seeing/hearing**

- Lack of focus
- Disengagement
- Slow work completion
- Avoiding contact
- Arguing
- Asking many questions
- Being pushy or controlling
- Withdrawing
- Ignoring
- Complaining

## What **employees** may be **experiencing**

- Uncertainty
- Worry about job, family, money, health
- Difficulty concentrating
- Lack of information/direction
- Confusion
- Boredom
- Anxiety
- Helplessness
- Mistrust
- Disconnection
- Lack of coping / job-related skills
- Misunderstanding

### WHAT YOU CAN DO

Rather than focusing on the tip of the iceberg, ask your employees how they really are and problem-solve ways to address what's under the surface. Don't forget to check in with your employees who seem fine too – they may be experiencing difficulties but not showing it. Ask, explore and problem-solve together.

# MBTI® type tips for living and working in Corona times



Available to download from the [Developing your Virtual Workforce](#) page

## INTP - Objective analyst

- Gather a lot of information at your own pace
- Build an independent big picture of the situation
- Ask for the time you need to reflect before arriving at any decision
- Identify a new problem to work on
- Ask coworkers and family members how you may support them
- Learn a new skill at work or perfect one you already have
- Pay attention to your physical needs
- Practice meditation
- Exercise



## ESFJ - Supportive contributor

- Gather lots of information about the situation and talk about it
- Use your empathy to understand the needs of coworkers and family members and offer practical care
- Appreciate others and yourself for every positive action taken
- Include others when creating structures and schedules to complete tasks
- Design rituals and traditions that can bring people together virtually
- Guard against becoming overly sensitive and imagining slights where none was intended
- Develop a practice of appreciating all that is beautiful in your life
- Practice mindfulness techniques





# Final thoughts and next steps



# We've talked about:

- What we are stressed by right now
- Stressors for different personality preferences
- How to spot stress – our reactions
- How to deal with stress and avoid the downward spiral
- Resources you can use



# 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 page for 'Developing your virtual workforce'. The header includes the Myers-Briggs Company logo, navigation links (Shop, OPAssessment), and a main menu (Solutions, MBTI and more tools, Training, Consultancy, About, Knowledge centre). The page title is 'Developing your virtual workforce' and the sub-header is 'Working through the COVID-19 crisis with your newly remote employees, teams and leaders'. The main content is divided into three columns: 'We do it for you', 'We do it with you', and 'You do it yourself'. The 'We do it for you' column lists virtual live workshops and professional services. The 'We do it with you' column offers partner services for transitioning training to a virtual classroom. The 'You do it yourself' column provides resources for administering assessments and facilitating learning, including MBTI Complete, respondent materials, and facilitation kits. A 'Free-to-access practitioner resources' section at the bottom lists tip sheets, guides, webinars, and slides.

**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](#)

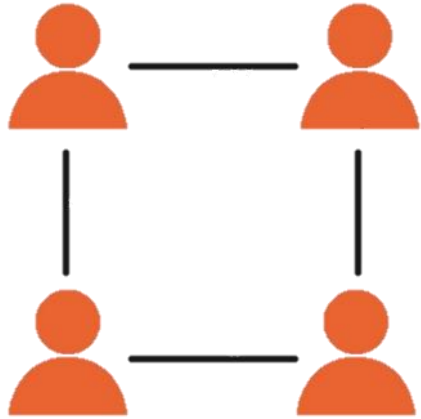
**Free-to-access practitioner resources**

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:

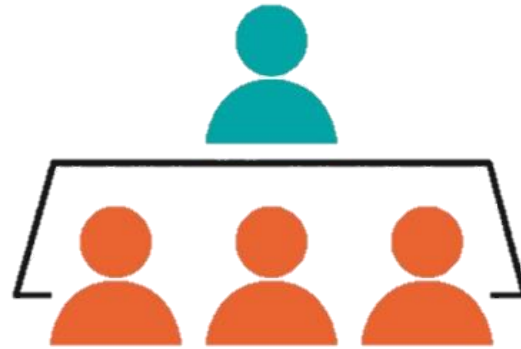
- [Tip sheet: Delivering MBTI® sessions virtually](#)
- [A guide to giving remote feedback](#)
- [Webinar: The Psychology of Change](#)
- [Slides: Core Characteristics and everyday stress](#)
- Consultant helpdesk: email your questions to [helpdesk@themyersbriggs.com](mailto:helpdesk@themyersbriggs.com)



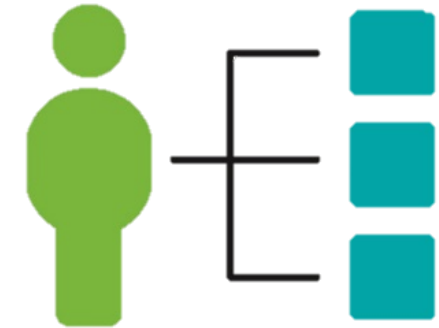
# Your partner to build trust



Consultancy  
services



Practitioner  
training



MBTI products  
& materials

# 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

# MBTI Virtual Certification

- 26-28 May FULLY BOOKED
  - 02-04 June FULLY BOOKED
  - 09-11 June FULLY BOOKED
  - 16-18 June LAST FEW SPACES
  - 23-25 June
  - 08-09 July
- 
- Ask about our in-house courses at a time a date that suits your team



# Webinar promotion

Book on an MBTI Virtual Certification course starting between July-September 2020 and get

**10 Extra Personal Impact Reports\***



\*Credits will be applied to the OPPassessment account of the practitioner on successful completion of the MBTI Virtual Course. Credits are valid for 12 months from the date added to their OPPa account, these credits are not transferable, cannot be extended or changed for other credits/materials. Quote code MBTIVC2020 at time of booking.



Any questions?

Thank you!

Good luck & STAY SAFE!

