



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



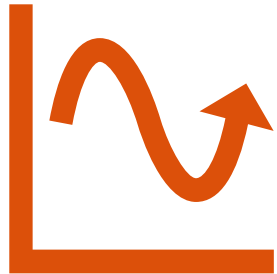


A woman with long dark hair, wearing a tan leather jacket over a striped shirt and dark leggings, stands in the center of a busy city street. She has her hands pressed against her eyes, suggesting a sense of being overwhelmed or hiding from the fast-paced environment. The background is filled with blurred figures of people and cars, indicating a high-speed, fast-paced setting.

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

# We live in volatile, uncertain times

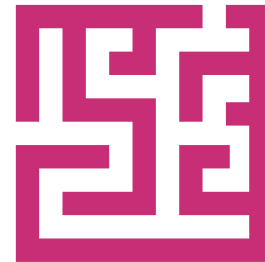
Volatile



Uncertain



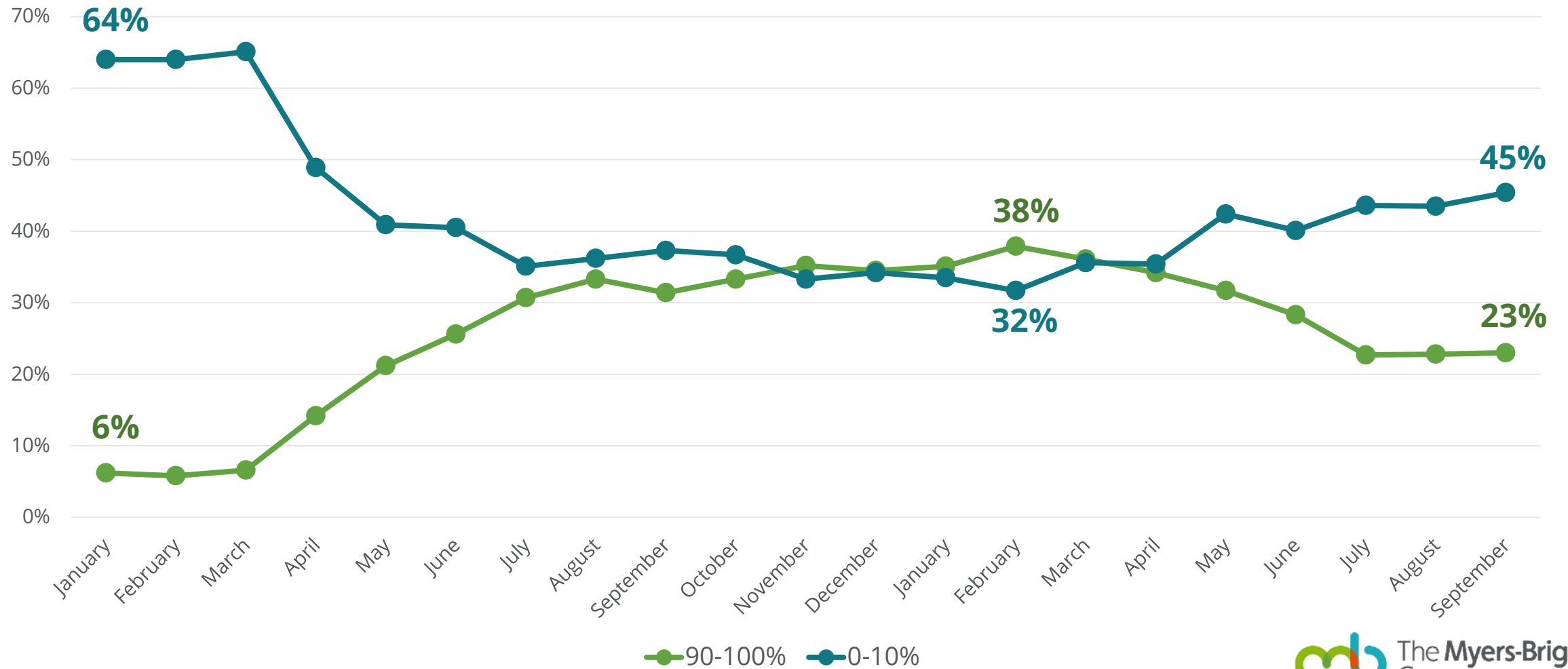
Complex



Ambiguous



# Time working remotely Jan 2020 to Sept 2021



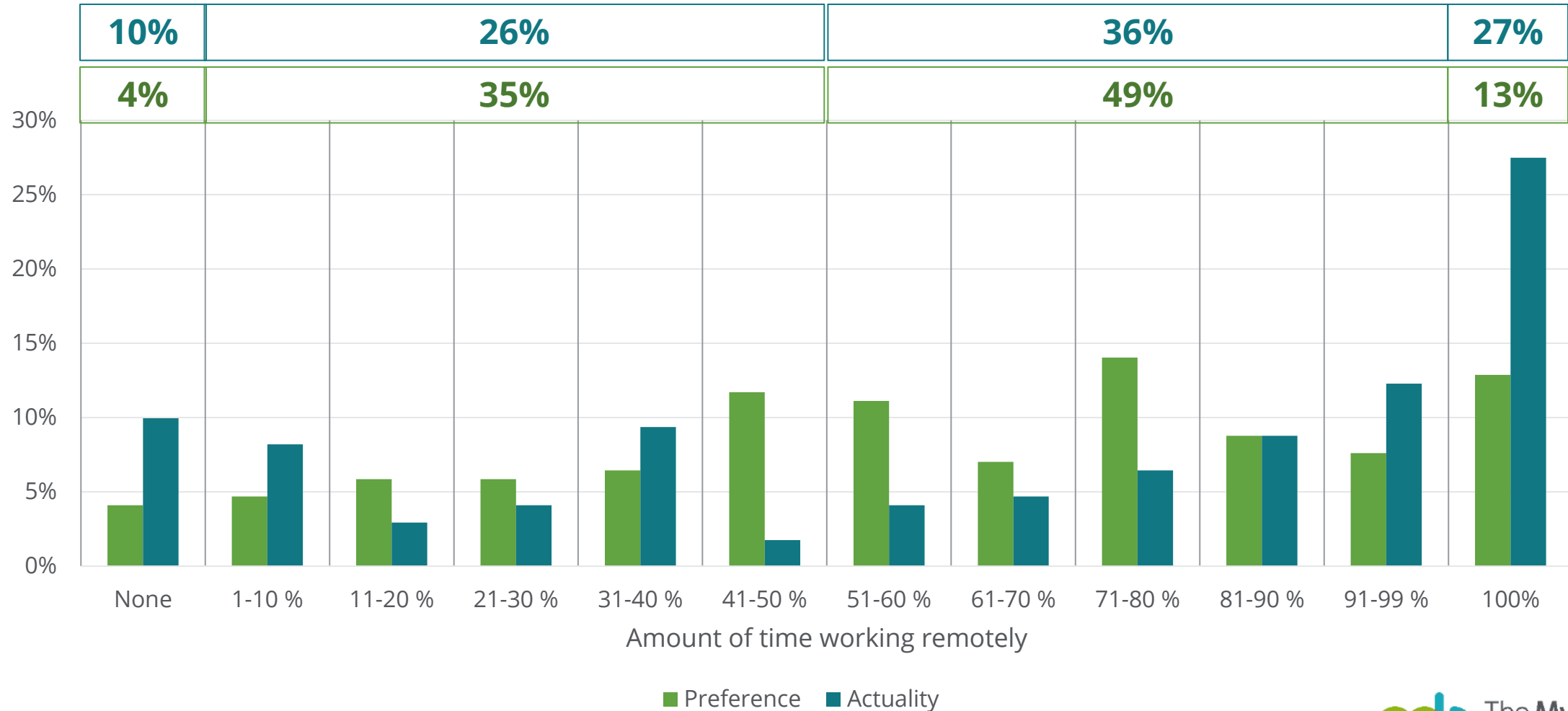
# Remote working: what's your preference?

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

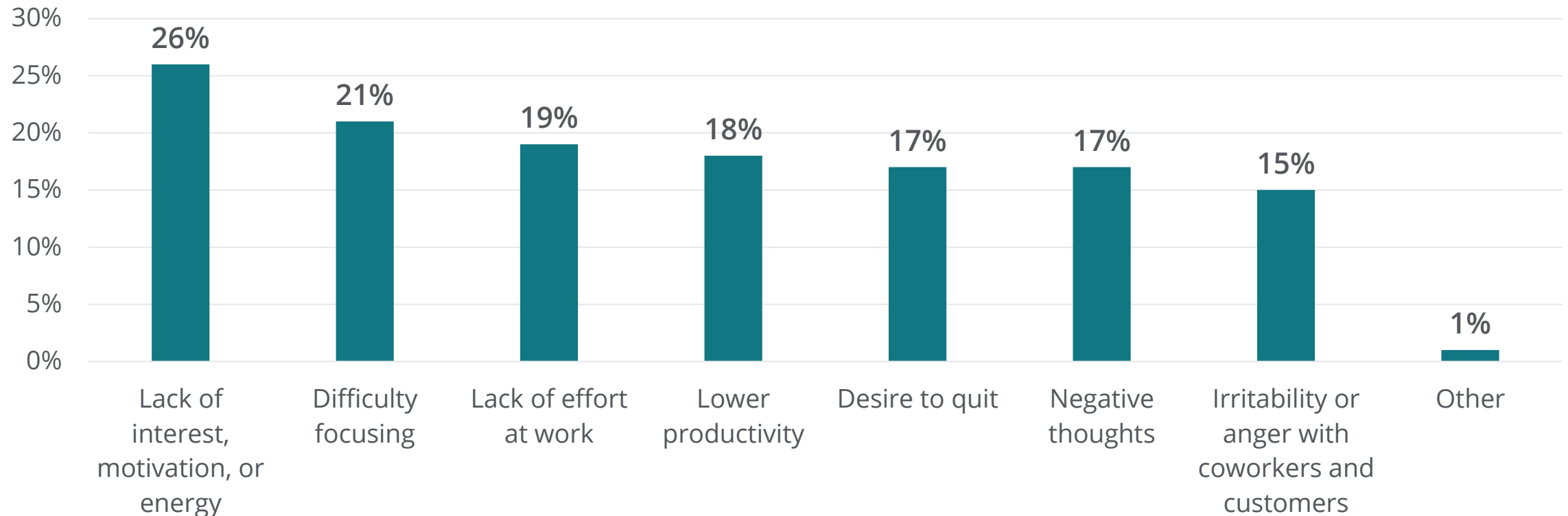
**We live in  
stressful times**

# Stress is increasing in the US workforce

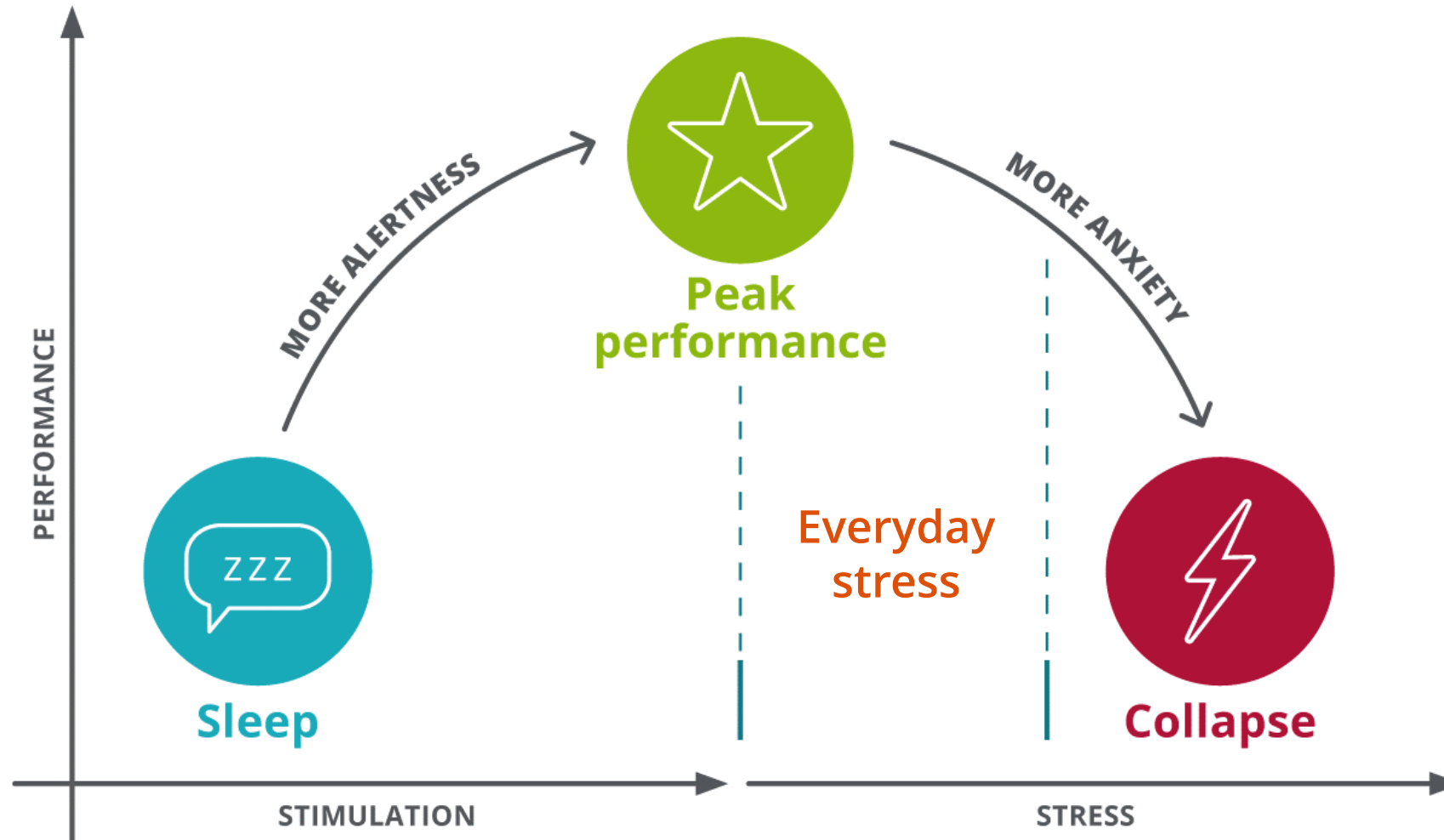
**79%** of the US workforce experienced work-related stress each month

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

**59%** of the US 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

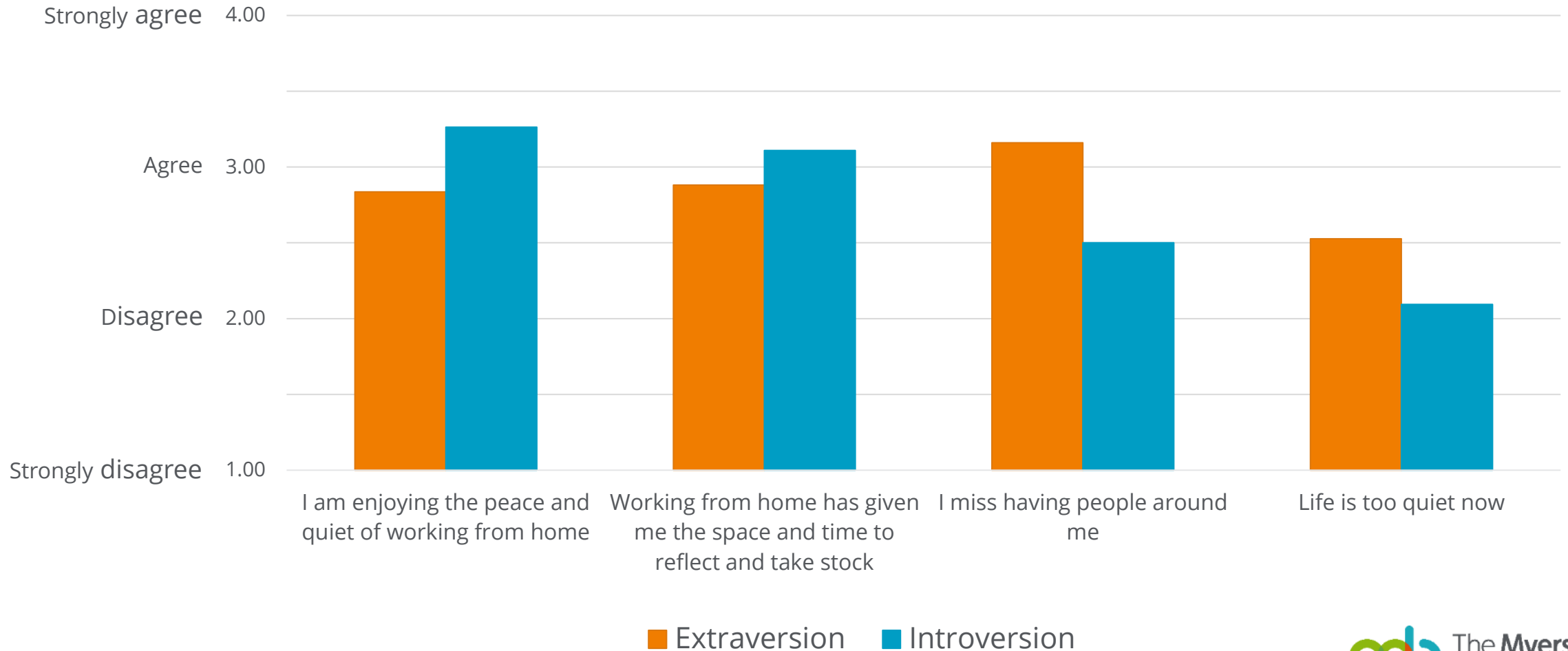
Those with **Introversion** preferences will be stressed by:

- 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

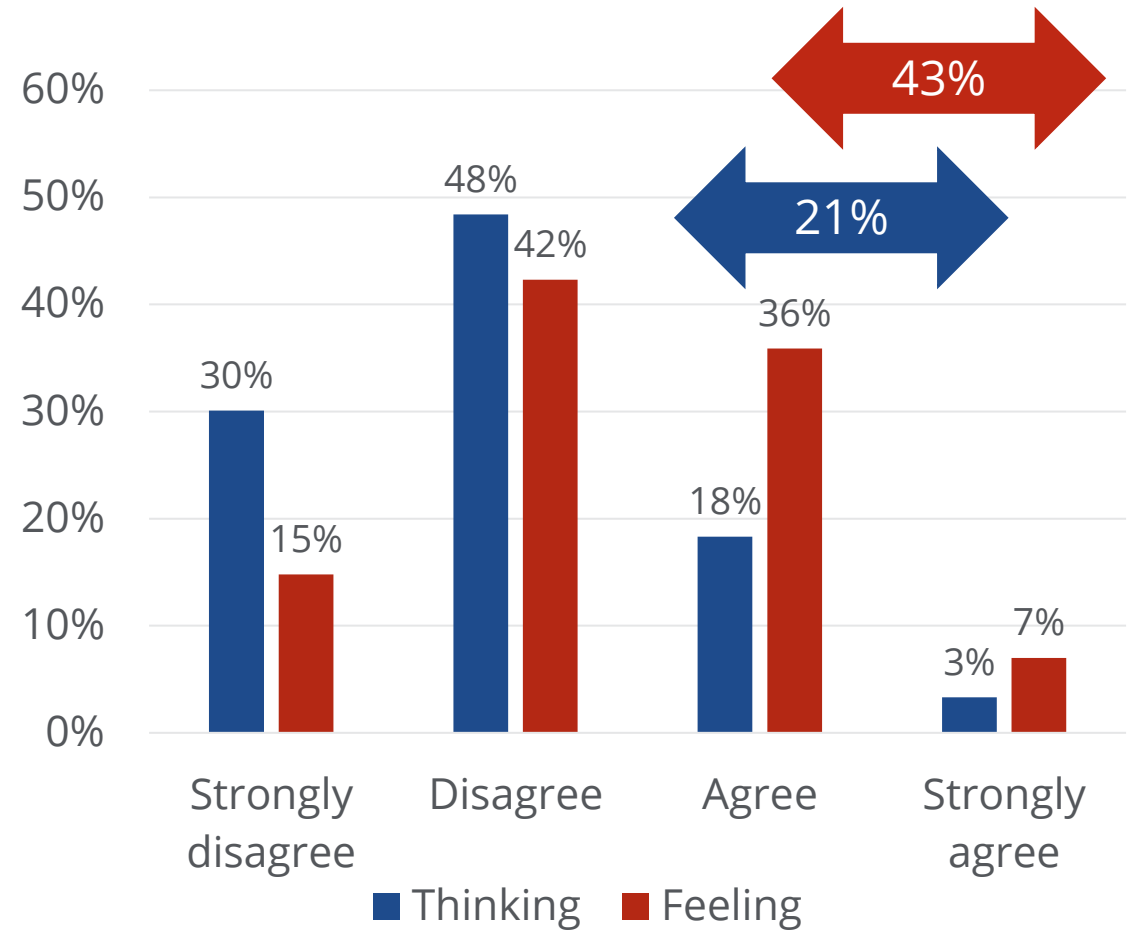
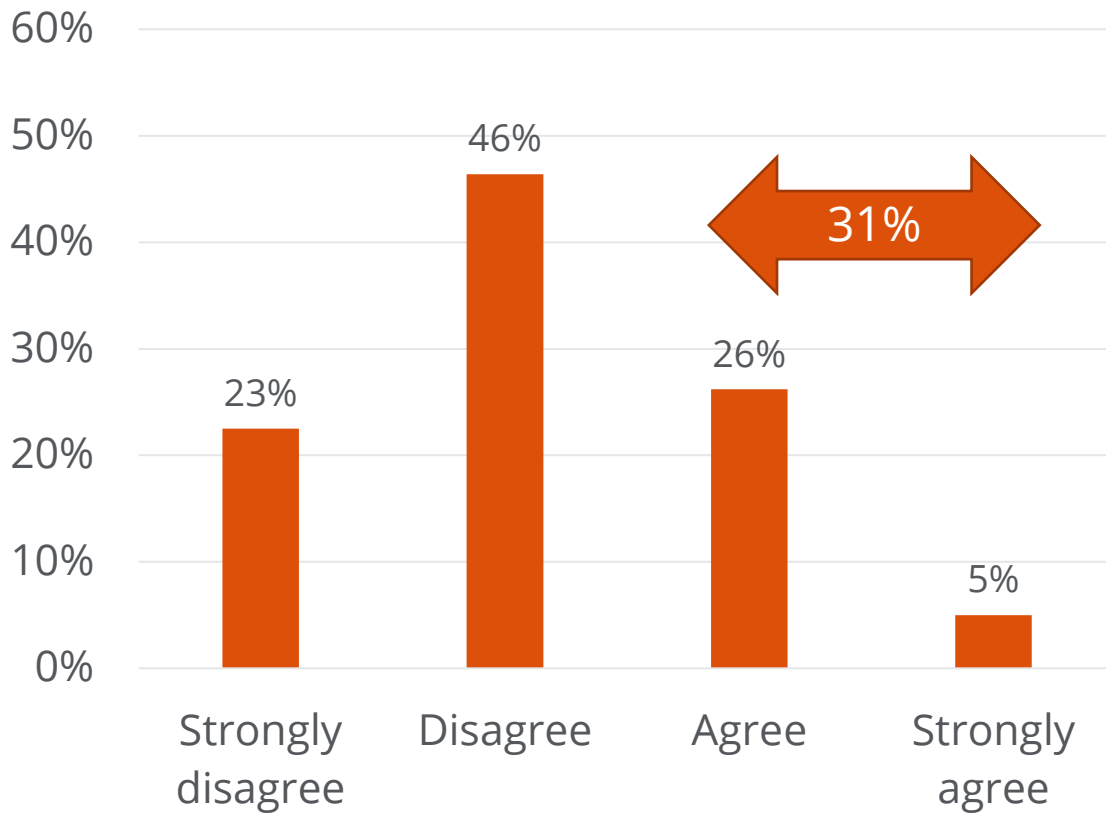
Those with **Feeling** preferences will be stressed by:

- 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



Thinking Feeling

# 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

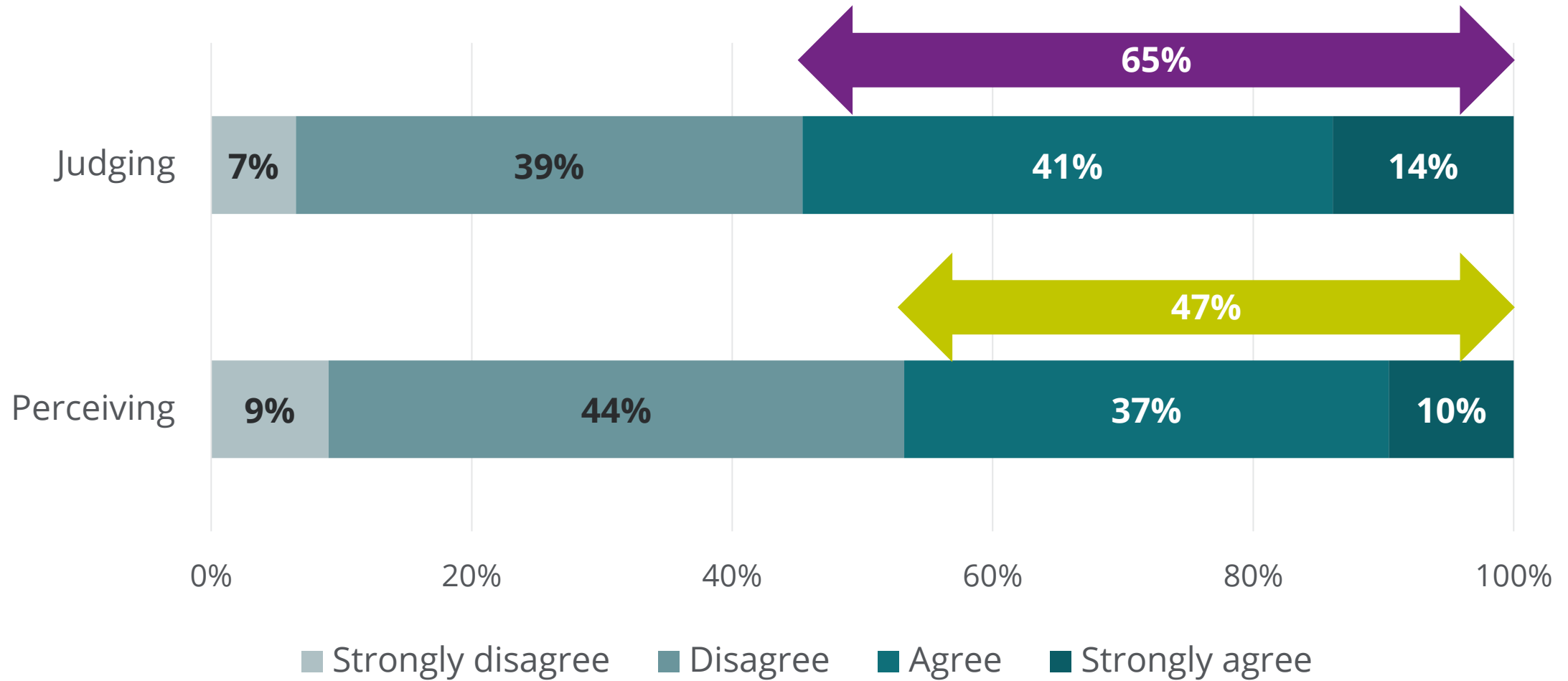
Those with **Perceiving** preferences will be stressed by:

- 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





# Change can be stressful – or exciting

EXTRAVERSION

INTROVERSION

Where do you get your energy from?

SENSING

INTUITION

What kind of information do you prefer to use?

THINKING

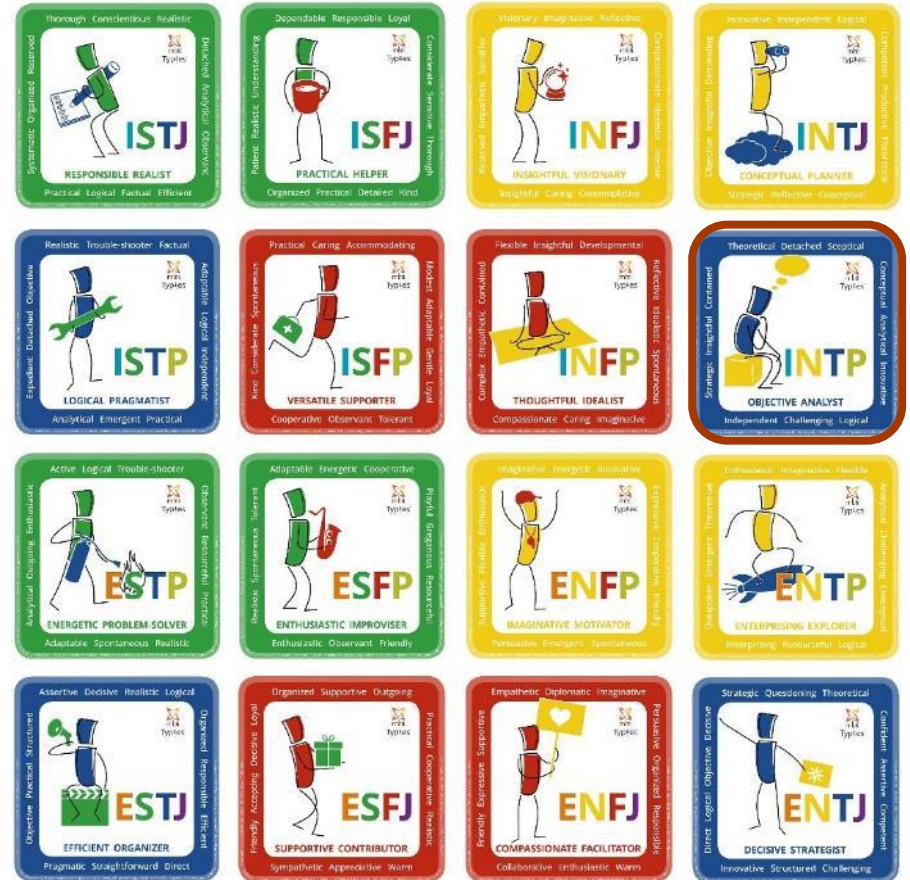
FEELING

What process do you use to make decisions?

JUDGING

PERCEIVING

How do you deal with the world around you?



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# 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

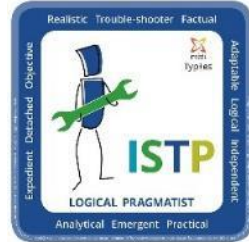
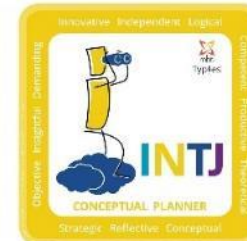
- Changes should fit with the big picture
- Let's do something different and inventive

Change is good –  
let's change it!

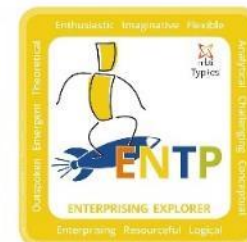
- Change is exciting, fun and usually for the good
- If it ain't broke, let's fix it anyway!

# Type and reaction to change

Keep the status quo if possible



Change what isn't working – do it!

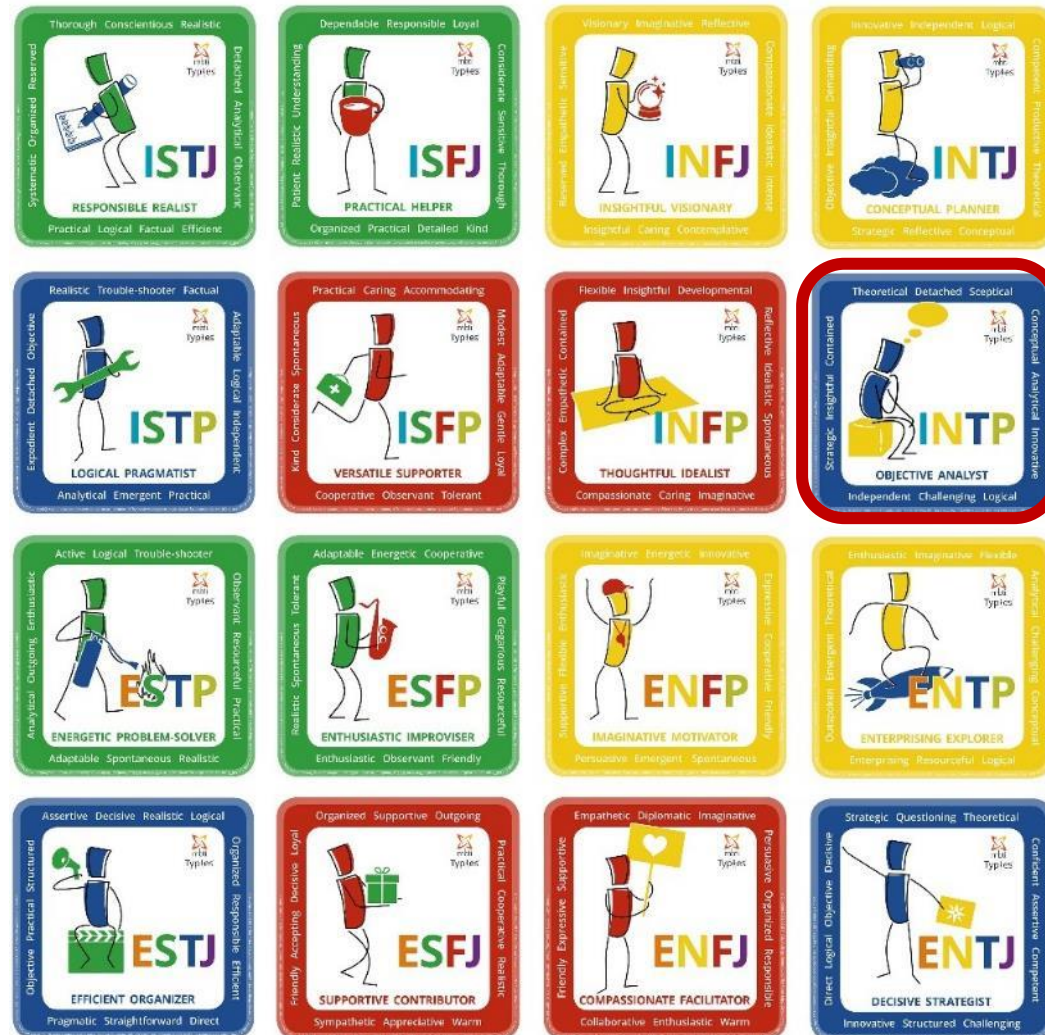


Change is good, but needs thought first

Change is good, let's do it!

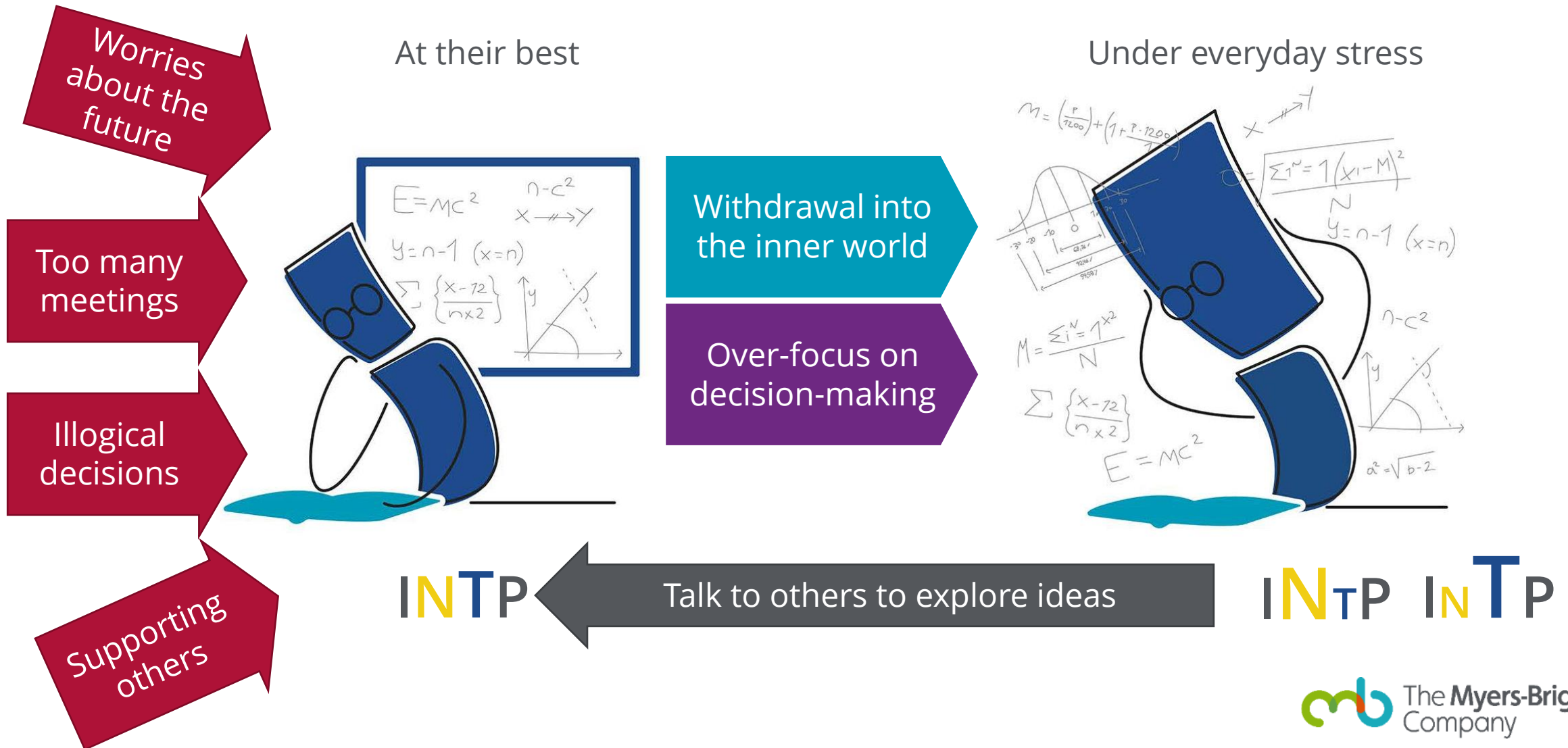


# What happens when we get stressed?



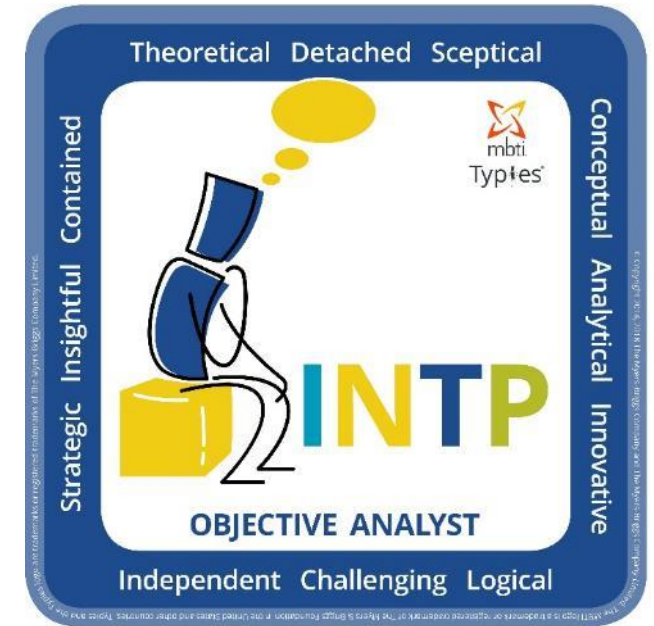


# What happens when INTP preferences are stressed?

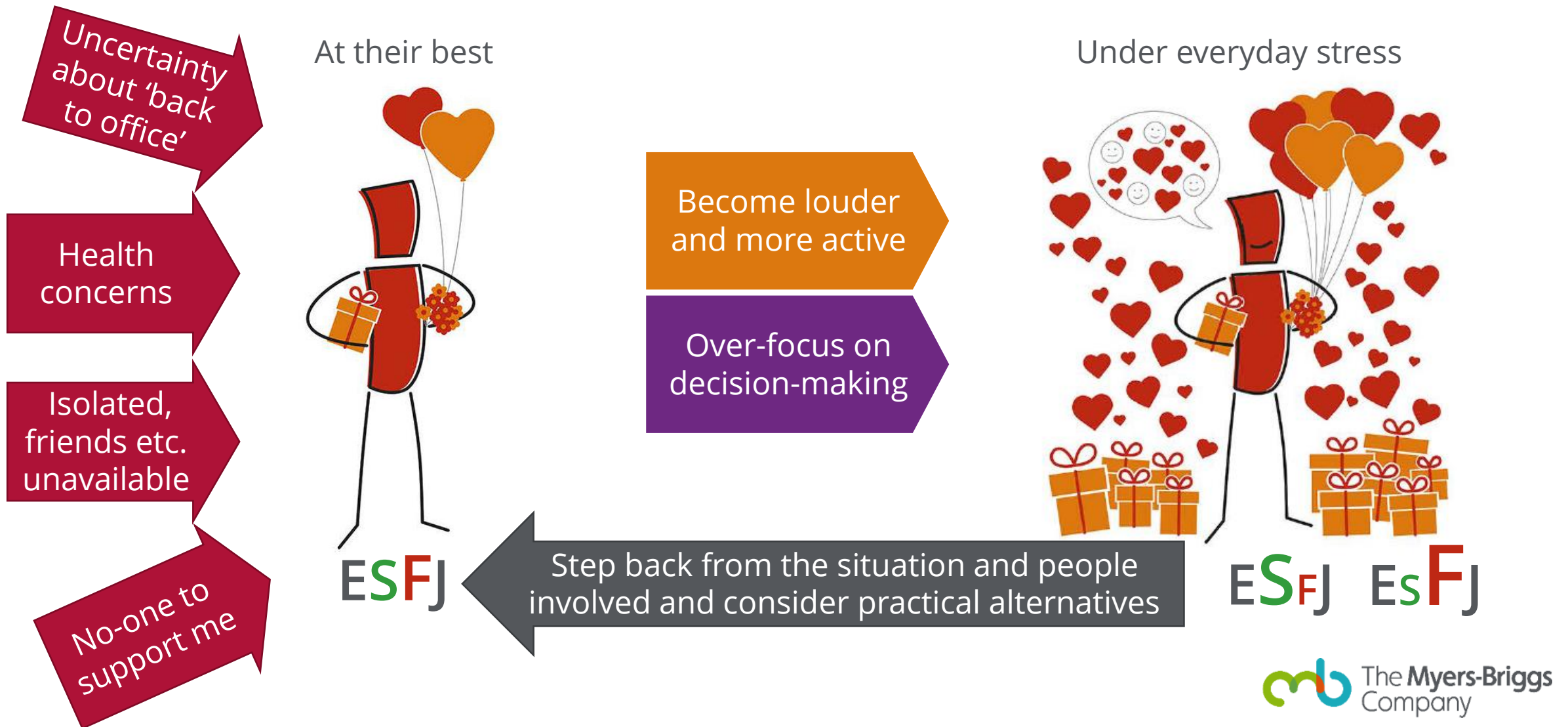


# Remote and hybrid working guidelines for INTPs

- 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>







# Questions?





# Thank you!

