

How understanding
personality can promote
diversity and inclusion



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



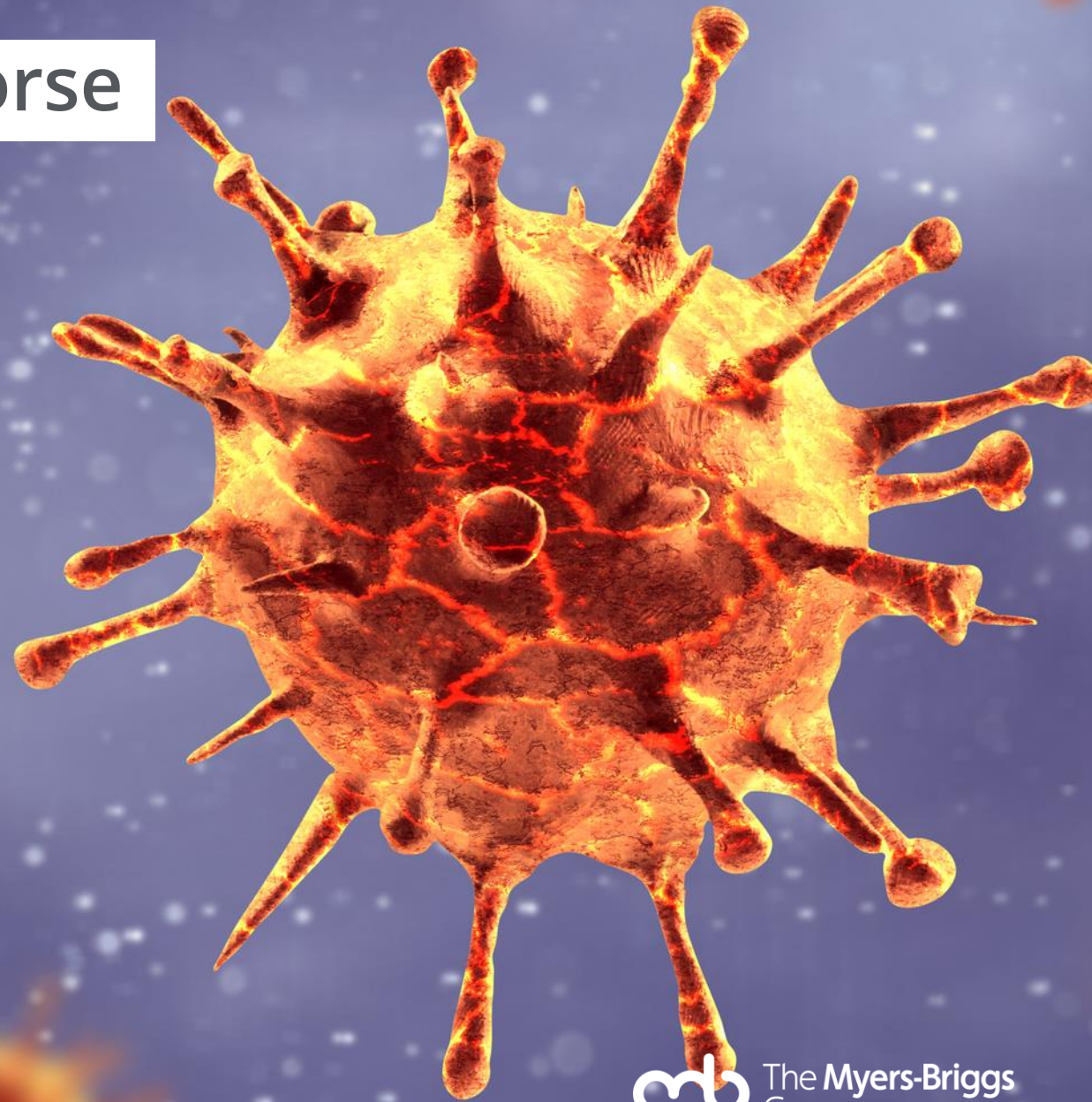
CEO

Women make up **less than 7%** of CEOs of Fortune 500 companies

In June 2020, there were **only five** black CEOs of Fortune 500 companies

Covid-19 is making things worse

- Women and minority ethnic 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
- Minority women have been more severely affected than white women



Today's agenda



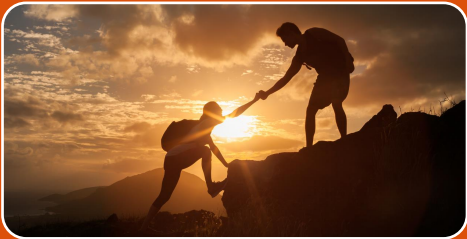
Research

- How women and minority 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



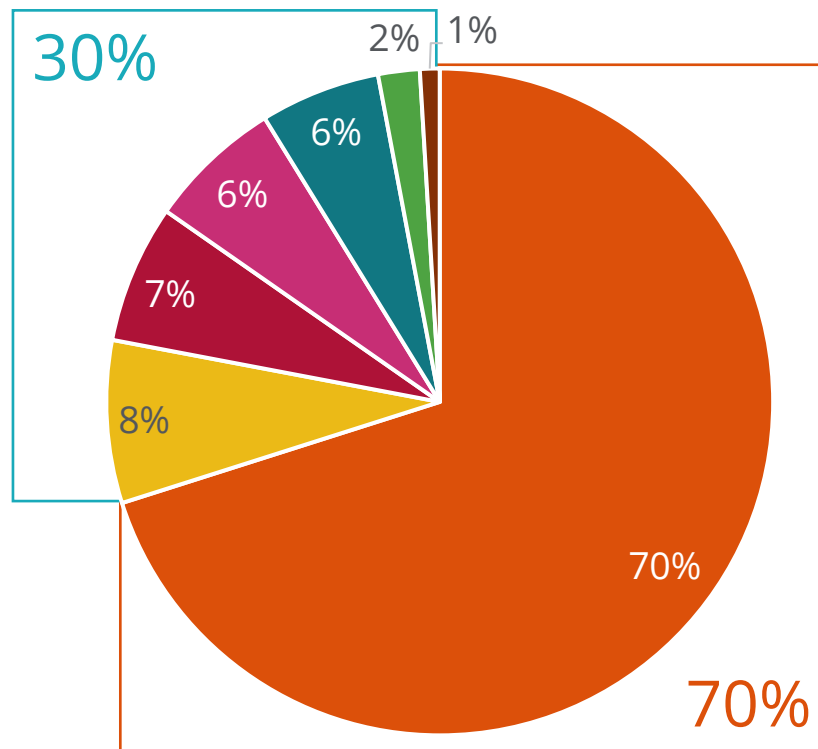
2004 - 2018



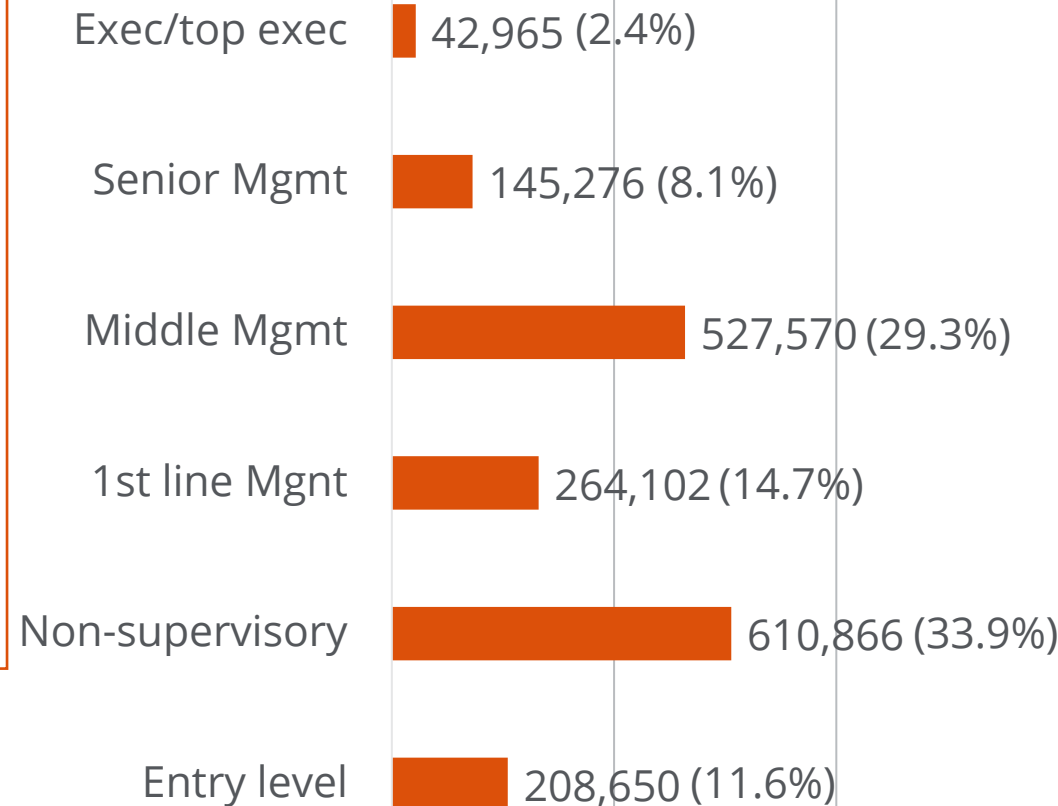
47.9%



52.1%



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



0 400,000 800,000

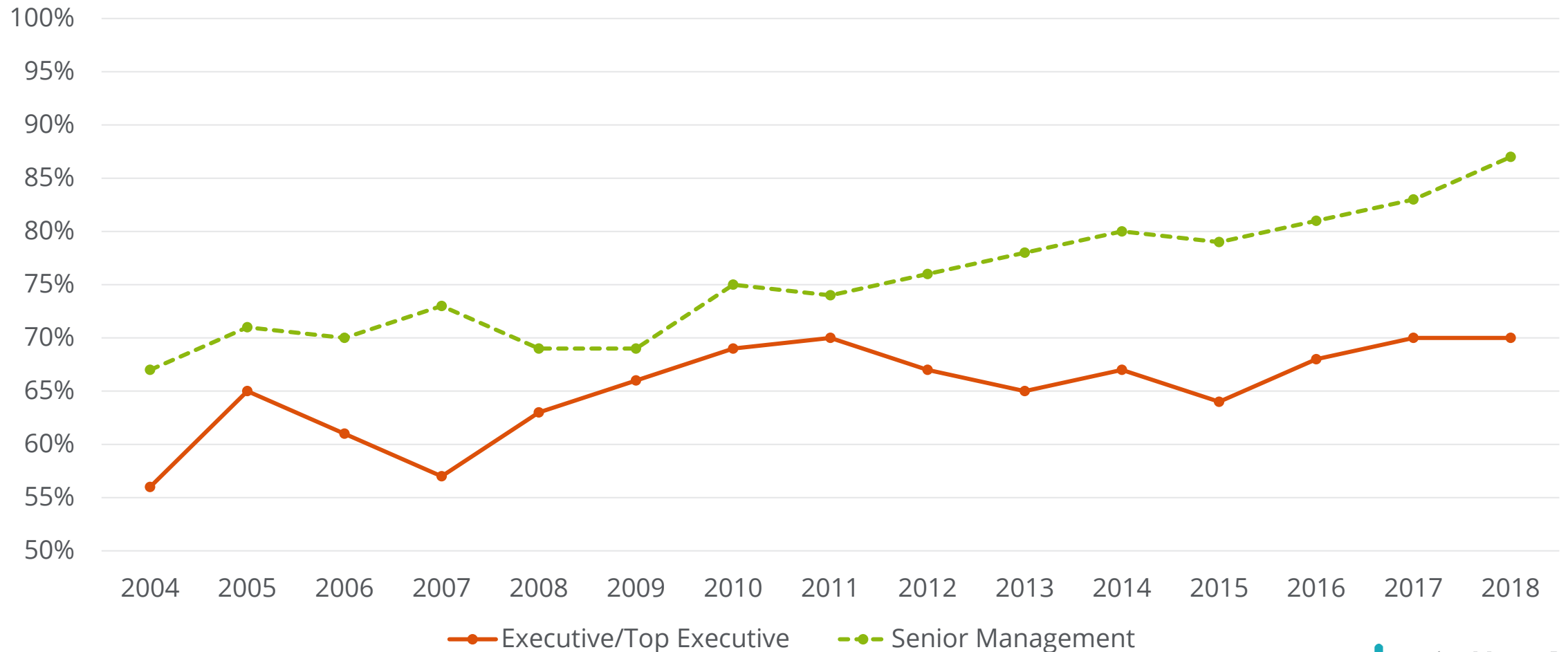
Female and minority ethnic leaders under-represented

Level	% overall				
Executive/top exec	2.4				
Senior management	8.1				
Middle management	29.3				
1 st line management	14.7				
Non-supervisory	33.9				
Entry level	11.6				

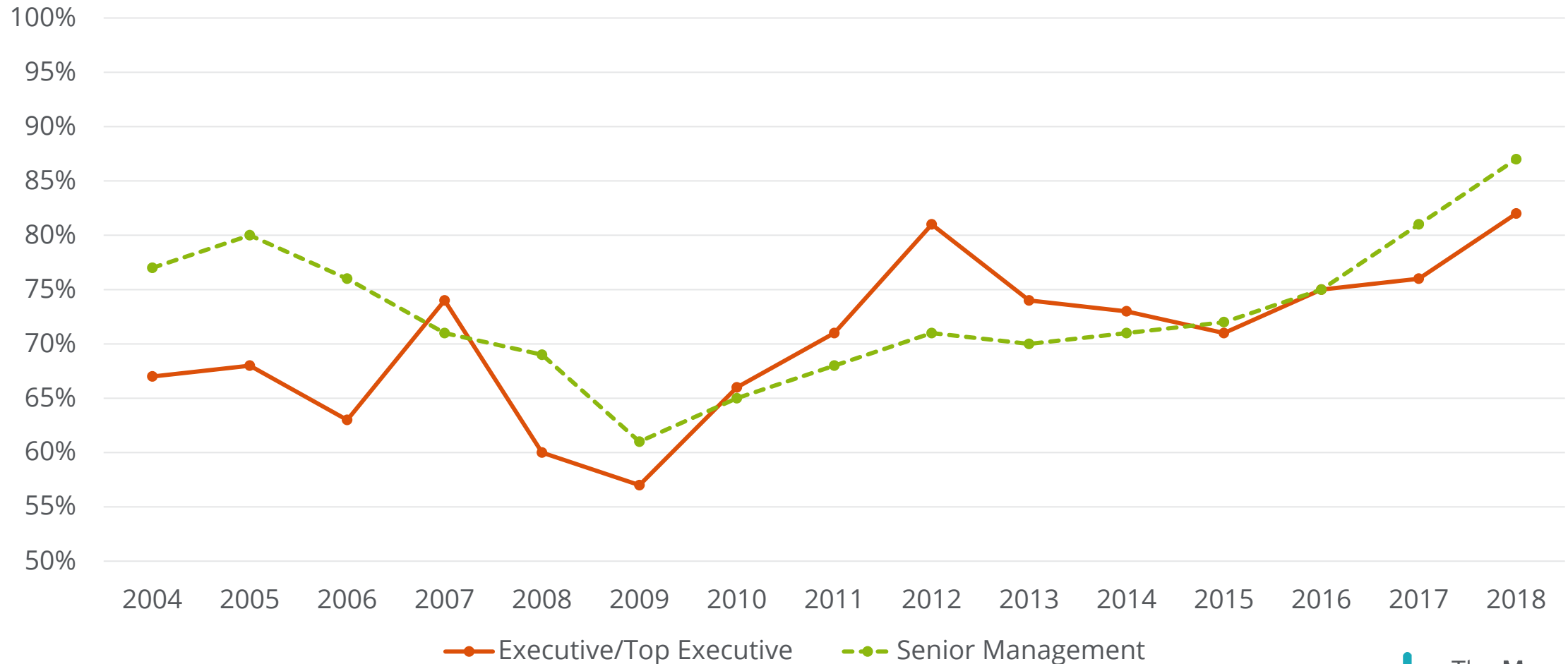
Minority ethnic women especially affected

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

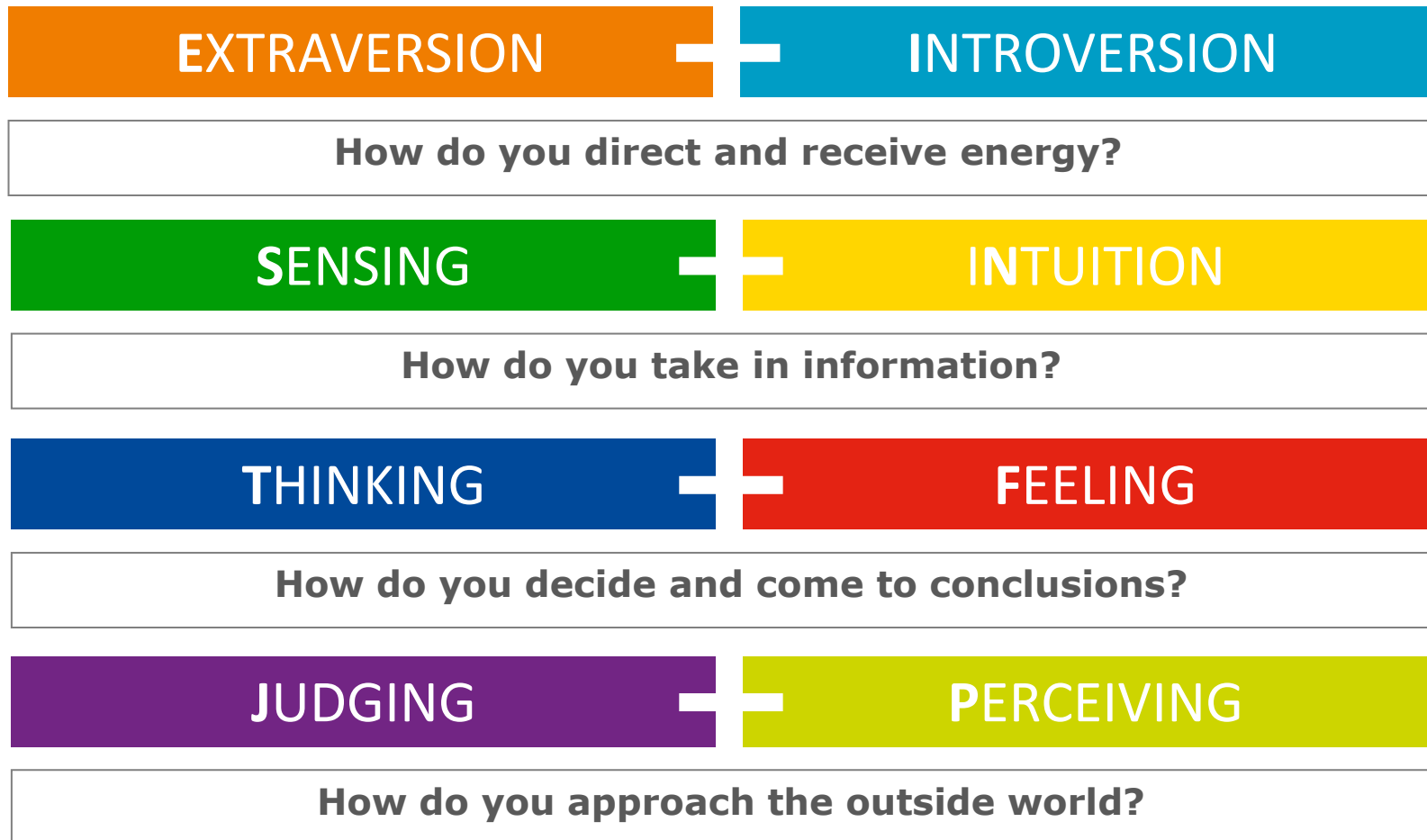
Under-representation of women leaders by year



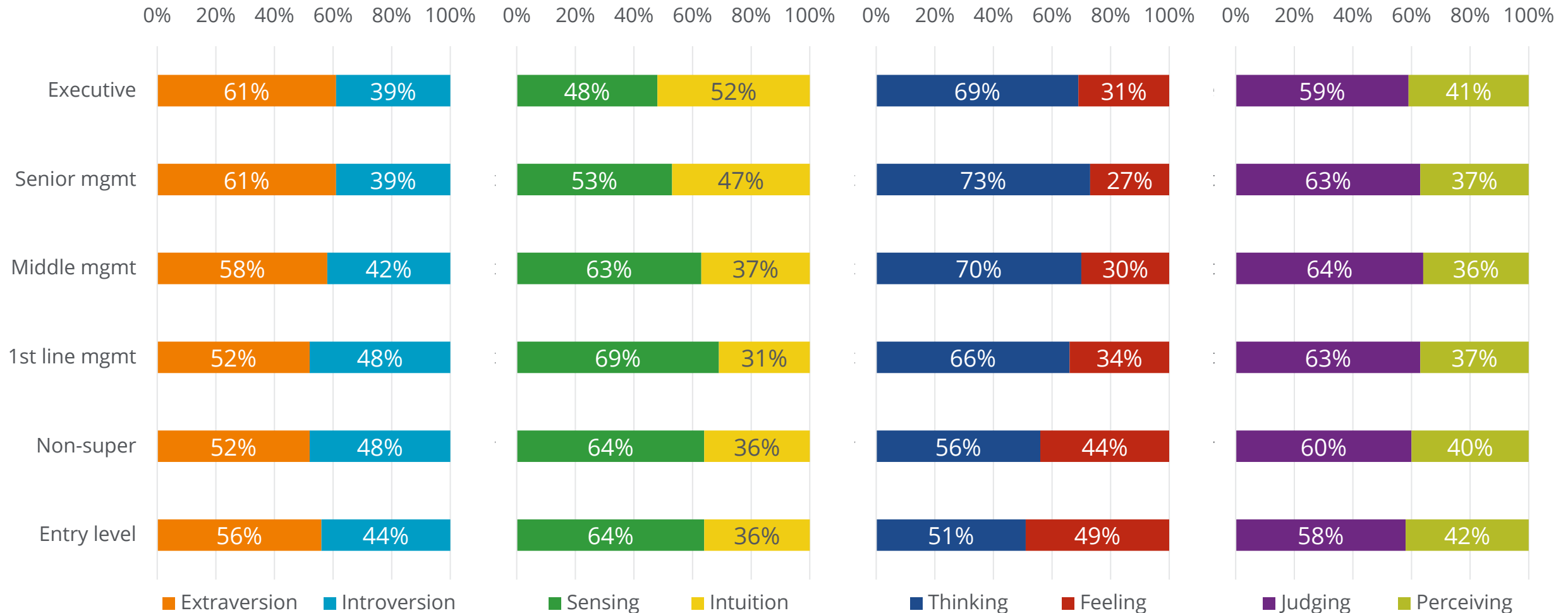
Under-representation of minority leaders by year



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



MBTI® preferences and job level



Personality, gender and majority-minority

Level	% Thinking	
	Male	Female
Executive/top exec	75.6	57.0
Senior management	79.8	61.8
Middle management	80.6	58.3
1 st line management	78.3	52.0
Non-supervisory	73.9	35.9
Entry level	69.0	38.8

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

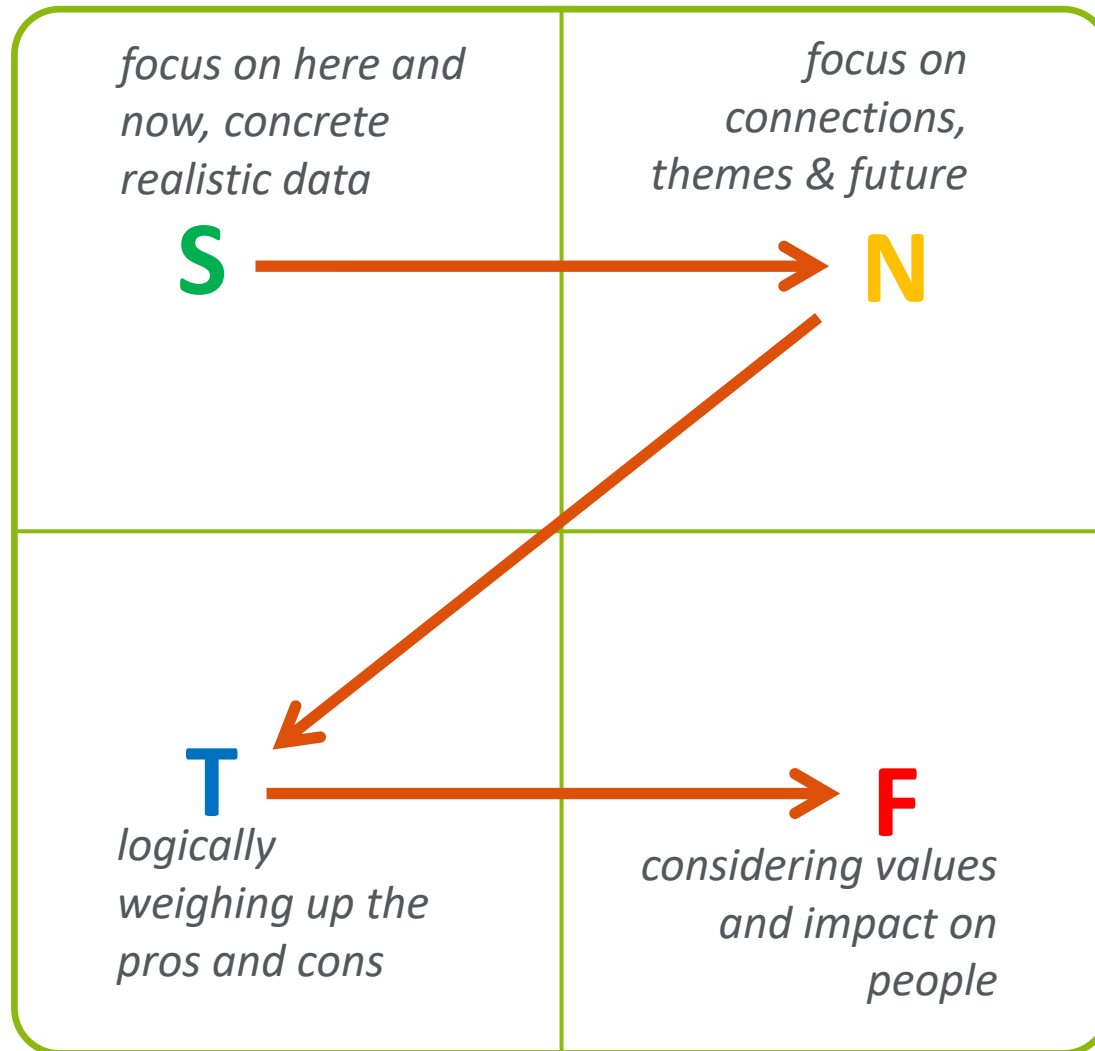
This
research

Other data
on lack of
diversity
(and Covid)

Firms with
board
diversity
perform
better

Problem-
solving
style

Sensing-Intuition and Thinking-Feeling: the Z-model



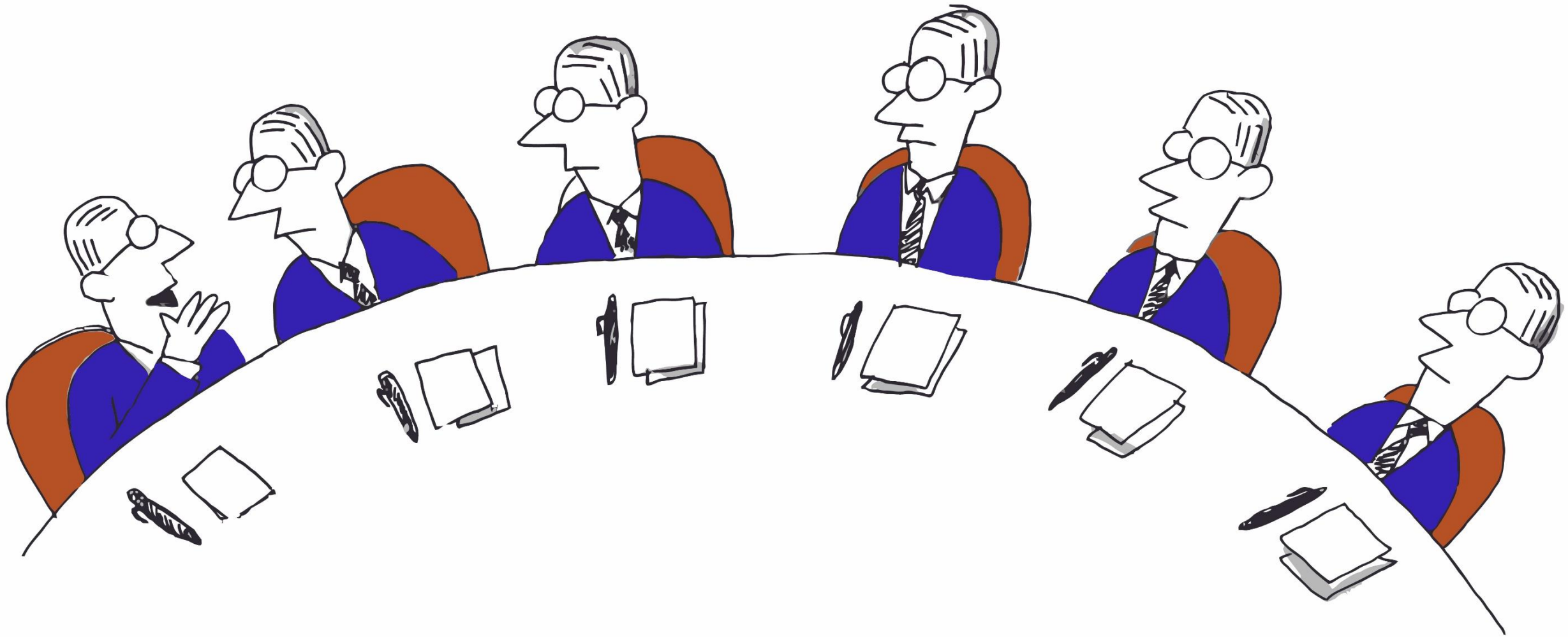
SENSING	+	INTUITION
What are the current facts?		What is an ideal vision for the future?
What is working and doesn't need to be changed?		What are the trends and patterns to be aware of?
What past experience is helpful to bear in mind?		What ideas can we brainstorm?
What is realistically achievable?		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



Actions: what you can do





Next steps

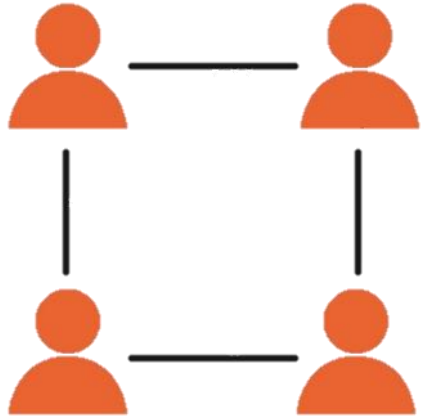
Developing Your Virtual Workforce

themyersbriggs.com/Campaigns/Developing-Your-Virtual-Workforce

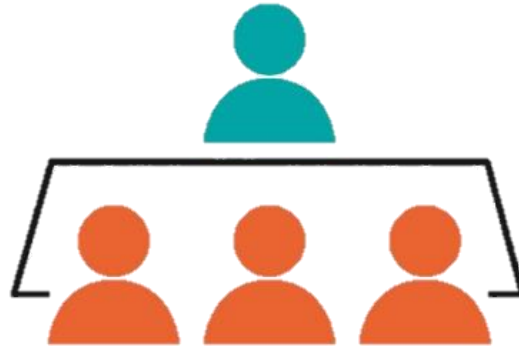
- Free resources
 - Tip sheets
 - Recommended webinar links
 - Guide to giving remote feedback
- Expert facilitator-led virtual workshops
- Product recommendations
- ...and more



Your partner to build trust



Consultancy
services



Practitioner
training



MBTI products
& materials



Any questions?



Thank you!

Good luck & STAY SAFE!