

Promoting a diverse & inclusive workplace by understanding personality

The Myers-Briggs Company



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What are diversity and inclusion?

Diversity

Having a mix of people (ethnicity, age, gender, education, profession) in your workplace.

Inclusion

When diversity of people is respected, connected and contributing to organisational success.

Source: Diversity Council Inclusion@Work Index 2019

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Our research



N=1,799,429



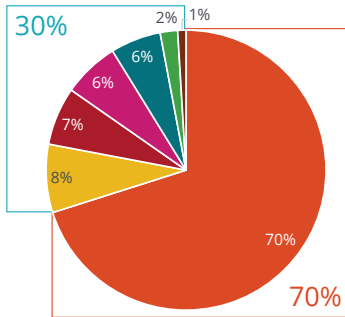
2004 - 2018



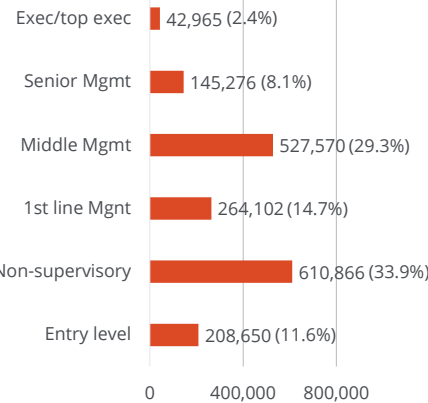
47.9%



52.1%



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



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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	

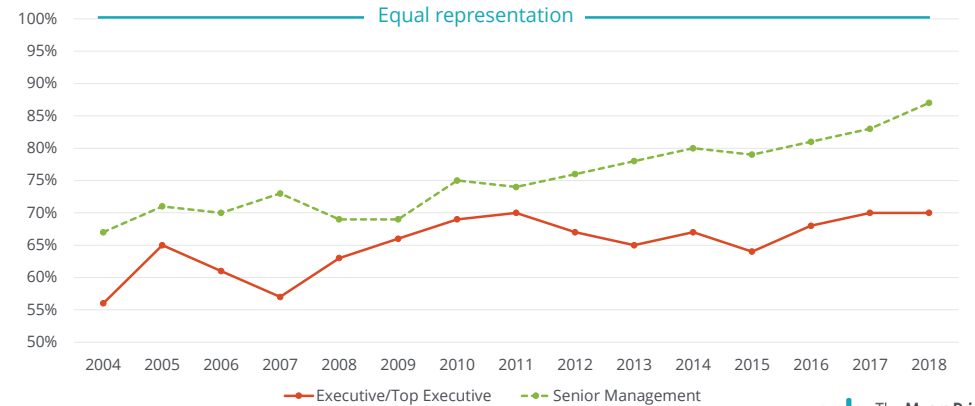


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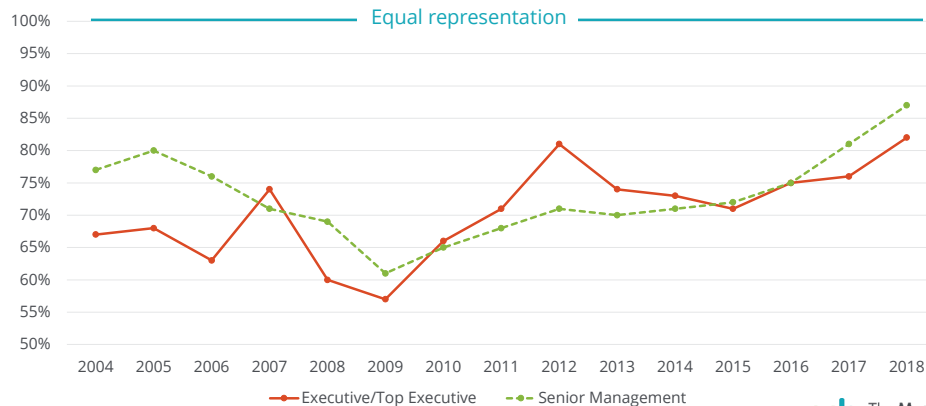
Minority ethnic women especially affected

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

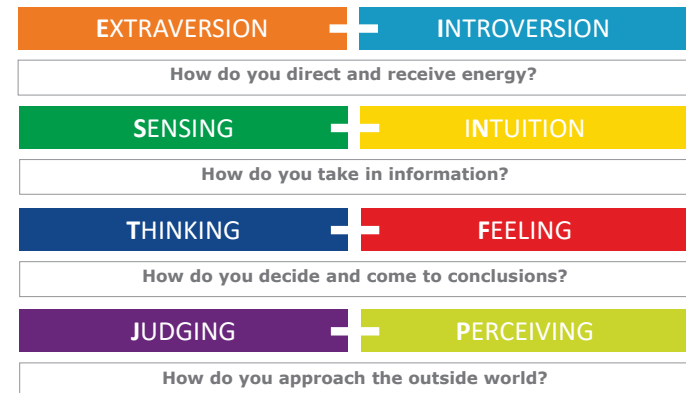
Under-representation of women leaders by year



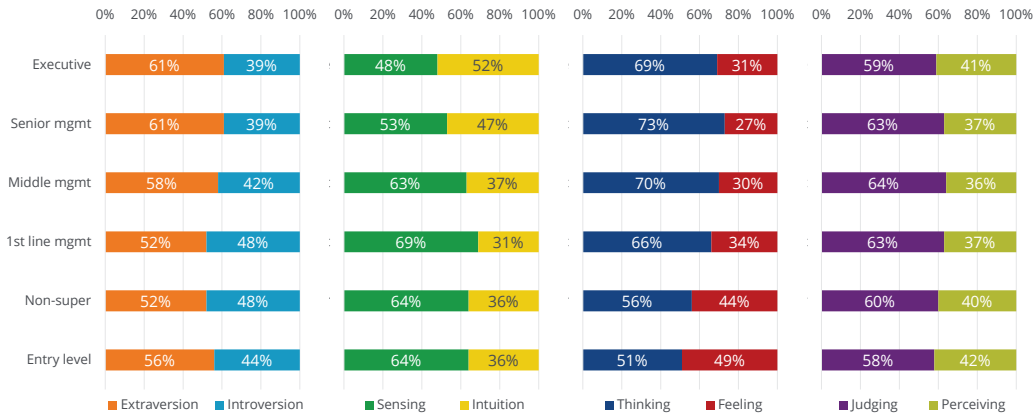
Under-representation of minority leaders by year



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



MBTI® preferences and job level



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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

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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

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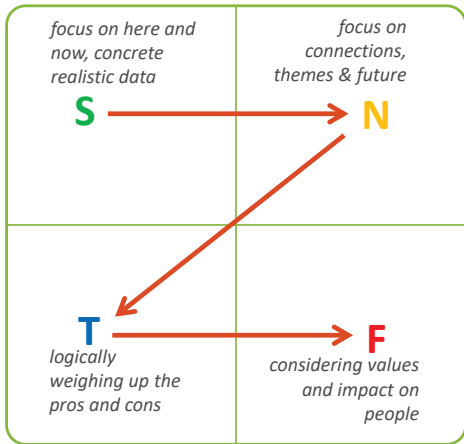
Take action – raise awareness

- Share our research data
- Share other research sources on lack of diversity (and Covid)
 - Companies with board diversity perform better
 - Shortage of Sensing and Feeling personality types in leadership roles may not be good for the way in which organisations approach and solve the problems
- Avoid groupthink by building self-awareness and appreciating differences
 - MBTI®, FIRO® and TKI® models are popular choices

Contact enquiries.ap@themyersbriggs.com for research references.

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Problem solving with 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

MBTI Teambuilding Program, Leader's Resource Guide, S. Hirsch

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FIRO – Fundamental Interpersonal Relations Orientation

Inclusion
The need to belong

Control
The need to take the initiative

Affection
The need for intimacy



Also known as:
Involvement



Also known as:
Influence



Also known as:
Connection



EXPRESSED

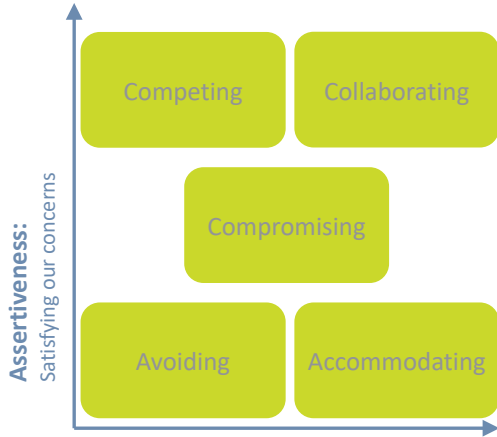


WANTED

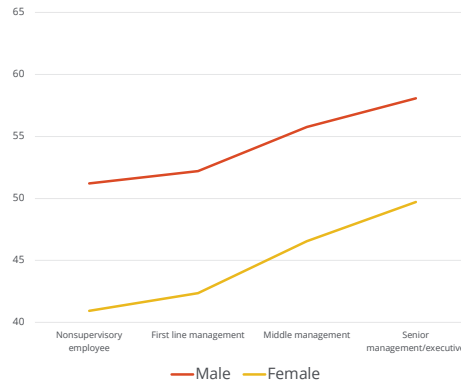
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TKI – Conflict modes



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



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