

SUCCESSFULLY LEADING REMOTE TEAMS



TRUST

Lead from the front
Show Vulnerability &
Authenticity
Foster a Culture of Positive
Intent



CONNECTION

Encourage Collaboration & Team Rituals
Share Power
Communicate Clearly & Succinctly
Use a Range of Communication Styles
Listen Actively & Empathetically



ACCOUNTABILITY

Promote Autonomy
Measure Outputs
Clarity of Expectations
Show Appreciation
Recognise Contributions



How to Successfully Lead Remote Teams Using MBTI®

In our recent 'How to Successfully Lead Remote Teams' articles, we introduced you to the 3 core elements: Trust, Connection and Accountability.

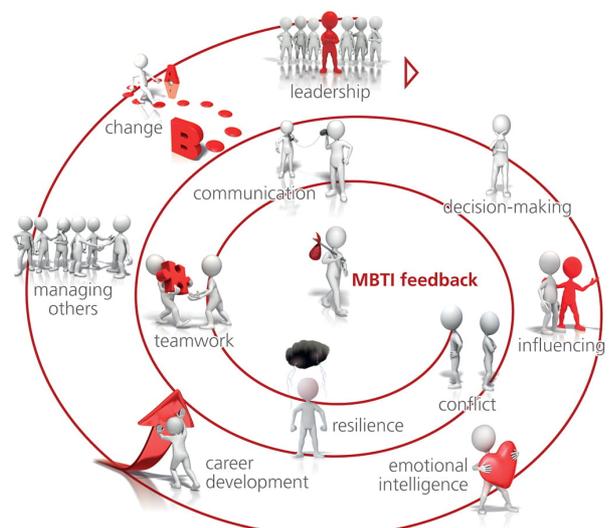
In this next series of article we will continue to pull on your toolkit and explore how to the Myers Briggs Type Indicator (MBTI®) ...



The Myers Brigg Type Indicator (MBTI®) is another great tool that provides a practical framework helping you to understand our personalities through our preferences, differences and strengths.

The MBTI profile® reveals how we see and interact with the world, giving insight into our motivation and the motivation of others. This provides a strong foundation for personal growth and development, underpinning enhanced personal effectiveness.

As a leader this insight is hugely valuable when you are leading your team to perform at their very best and especially so when you are all working remotely.



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The MBTI® Preferences



Extraversion and Introversion

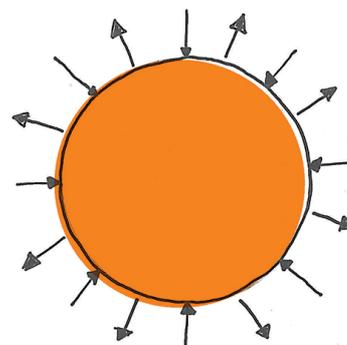
In MBTI® terms when we talk about **Extraversion** and **Introversion**, we are focusing on how we direct and receive our energy i.e. where you prefer to focus and get your energy from.

We know from our earlier series of articles that 'Connection' is a key element of leading a remote team successfully. The way we communicate, the clarity of the message, listening and checking for understanding reminds us of what's required to make that connection.

In using the knowledge of the Extraversion and Introversion preferences this can be hugely helpful to grasp where you and your team place your focus/energy and where not.

Those with **extraverted** preferences ...

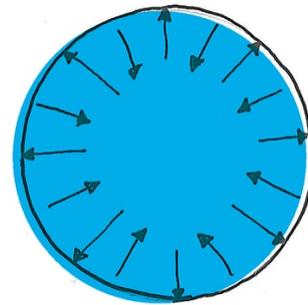
- Tend to act before thinking
- Prefer to take action quickly
- Talk things through
- Are more expressive when interacting
- Gain energy from interaction
- Have a breadth of interests



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Those with **introverted** preferences ...

- Tend to think before acting
- Prefer to spend time on reflection
- Think things through
- Are more contained when interacting
- Gain energy from concentration
- Have a depth of interests



Take a moment now to consider, are you adapting your style to meet the different preference needs so you can connect more effectively remotely?

Here are some pointers to help you adapt:

- Give enough time to allow information to be digested before action, perhaps send prior to a meeting
- Adopt an approach of individual and team thinking time to help reflect and talk things through more productively
- Get a balance on the types of team interactions e.g. one to one conversation, team meetings, small group work
- In team meetings ensure everyone gets to contribute without interruption
- Increase the energy in team engagements by balancing individual and team time

So how about the working environment?

Are you and your team working in your **preferred work environment** right now?

Given all the changes in the way we have been working over the last year it's fair to say that for most our work environments have changed. This might be working for some, but for others this might be counter-productive or even stressful.

Perhaps you are longing to get into the office for the buzz and interaction with your colleagues, or maybe you are enjoying a quiet space to concentrate and reflect without interruption. Depending on our preferences we may have very different needs and these may be fulfilled right now or not.

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PREFERRED WORK ENVIRONMENT

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What is your preferred work environment?



Illustration of four stylized human figures sitting around a table, engaged in a meeting or discussion.



Illustration of a stylized human figure sitting at a desk, working on a laptop.

- ◆ Enjoy opportunities for interaction
- ◆ Like plenty of stimulation
- ◆ Like some background noise
- ◆ Prefer a busy and lively environment

- ◆ Need space for concentration
- ◆ Prefer quiet for reflection
- ◆ May be irritated by background noise
- ◆ Prefer a calm and spacious environment

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You will see below some more tips on how to consider the Extraversion and Introversion preferences when working remotely.

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EXTRAVERSION

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INTROVERSION

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ACTION VS. REFLECTION

How soon do you take action on a task?

APPROACH TO MEETINGS

How do you typically operate in meetings?

PREFERRED WORK ENVIRONMENT

What is your preferred work environment?

WAY OF RECHARGING

How do you recharge at the end of the day?

HOBBIES AND INTERESTS

What kinds of hobbies and interests do you enjoy?

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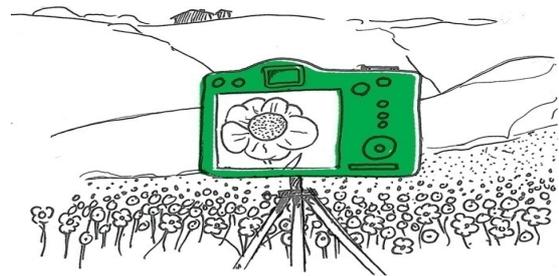
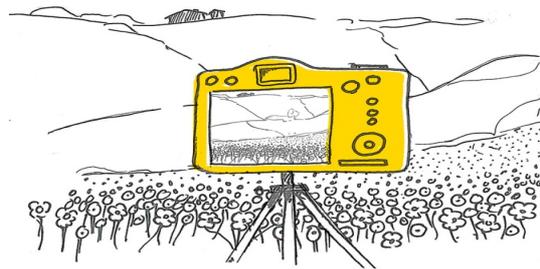
Sensing and Intuition is how we take information in i.e. the kind of information you prefer to gather and take in.

When we are working remotely, we may feel that we are not getting enough information as we do not have the same physical interactions with colleagues to chat and discuss. On the contrary it may feel overwhelming through constant meetings and emails, making it hard to digest and concentrate on the work.

So how could the preferences help us get this right?.

Those with a **sensing** preference ...

- Want to know the facts
- Look at the specifics
- Adopt a realistic approach
- Focus on the here and now
- Ensure things work in practice
- Collect observations



Those with an **intuitive** preference ...

- Seek out new ideas
- Look at the bigger picture
- Adopt an imaginative approach
- Anticipate the future
- Ensure things work in theory
- Use conceptual frameworks

ACTIVITY: Are we on the same page?

As a team identify a recent piece of 'information' that was shared within the team e.g. a communication, email, project update

Then for each preferences - Sensing and Intuition, discuss and capture:

- What worked well from a **Sensing** perspective? i.e. what was evident and demonstrated?
- What went well from an **Intuitive** perspective? i.e. what was evident and demonstrated?
- What did not work well from a **Sensing** perspective? i.e. what was missing and/or not demonstrated?
- What did not work well from an **Intuitive** perspective? i.e. what was missing and/or not demonstrated?
- What do you need to Stop, Start and Continue doing in future?

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Thinking and Feeling

In MBTI® terms when we talk about the Thinking and Feeling preferences, we mean how we decide and come to conclusions. i.e. how we go about making decisions.

Those with a **thinking** preference ...

- Apply logical reasoning
- Use cause and effect analysis
- Seek objective truth
- Decide using impersonal criteria
- Focus on tasks
- Provide a critique



Those with an **feeling** preference ...

- Apply individual values
- Understand others' viewpoints
- Seek harmony
- Decide by personal circumstances
- Focus on relationships
- Offer praise



An important point to make here is Thinking types can feel and Feeling types can think!

Let's take a moment to consider ...

Is your first preference thinking or feeling?

What are the preferences of your team?

Are you and the team adapting to meet the needs of both preferences just now?

One potential challenge of working remotely is being able to make strong decisions even when we are faced with not physically being able to get in a room to meet and discuss.

Thankfully technology still allows us to meet and with knowledge of our preferences we can use this to ensure we make good decisions every time.

Let's look at an illustration of how that process works for each of the preferences:

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As you can see from the illustration a Thinking preference makes decisions by stepping out of the problem to be objective and a Feeling preference makes decisions by stepping in the problem to be compassionate.

So how can I consider these preferences when we are making decisions remotely?

- Give the team time to consider the problem ahead of meeting so they have had time to reflect and prepare
- Check in with the team prior to meeting to discuss how you want to work together to make decisions i.e. what do they need, what would not work and how will you commit to a decision
- In the meeting take time to share and discuss how the team think and feel without interruption and judgement!
- Bring objective views, evidence and data to support the discussion
- Consider the impact on people i.e. how might they feel about the decision, what impact might it have
- Give and receive feedback using both preferences
- Decide as a team how you will communicate afterwards and what commitments you will all make to stay in touch and keep up to date on actions
- Take time to recognise and appreciate the differences in your viewpoints

In our practical guide ([link below](#)) we look at recognition and appreciation further as another great way to engage and motivate your team especially remotely.

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Recognition or Appreciation?

Our knowledge of the Thinking and Feeling preferences can really be helpful when we consider how we engage and motivate teams.

The image below reminds us of what we may prefer ...



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RECOGNITION OR APPRECIATION

How do you like to be recognized or appreciated?



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- ◆ Like to be recognized for a job well done
- ◆ Want recognition at the end of a project or when you have excelled
- ◆ Like recognition from someone qualified to judge your performance

- ◆ Like to be appreciated for personal contribution and effort
- ◆ Want to feel valued and appreciated during a project
- ◆ Like appreciation from those you have made a difference to

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Activity: Am I Recognising and Appreciating the Team?

Take a moment to reflect and capture:

- Who in the team likes to be recognised for doing a good job?
- When did you last recognise an individual for their achievements on a successful project?

- Who likes a personal touch to being appreciated for their efforts?
- How might you change your approach to appreciating an individual who has made a difference in the team?

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Judging and Perceiving

Judging and Perceiving is how we approach the outside world i.e. do we like plans/structure to our lives or do we prefer to keep things open-ended and flexible.

Those with a **Judging** preference ...

- Like to come to closure
- Make plans
- Act in a controlled way
- Prefer to act within a structure
- Prefer to schedule activities



Those with an **Perceiving** preference ...

- Keep a range of choices available
- Remain flexible
- Respond to emerging information
- Prefer to go with the flow
- Prefer to be spontaneous



An important point to make Judging is NOT 'Judgemental' and 'Perceiving' is NOT Perceptive!

One way using our knowledge of these preferences can help you in leading your remote team is the differences in our approach to work.

j **WORK FIRST VS. PLAY FIRST** **p**

When do you work and when do you play?

Illustration of a person sitting at a desk with a laptop, looking stressed. A clock shows it's late. A thought bubble contains a play icon with a diagonal line through it, indicating that play is not preferred while work is pending.

Illustration of a person standing by a desk with a laptop, looking relaxed. A clock shows it's late. A thought bubble contains a play icon, indicating that play is preferred even when work is pending.

- ◆ Tend not to feel comfortable "playing" while there is work to be done
- ◆ Need to mentally "park" the work before you can play
- ◆ Have clear definitions of work time and play time
- ◆ See play as a reward for finishing work
- ◆ Play without the outstanding work interfering with your enjoyment
- ◆ Are happy to "play" at work and work at nonconventional times
- ◆ See work and play as one and the same thing
- ◆ See life as too short not to take chances to play

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This might show up as some of your team like to 'play' with ideas, activities or conversations and might be happy to extend their working hours to get the work finished.

Others in your team might prefer to get mentally engaged and focused on their work first, without 'play' interruptions so they can get it done and then enjoy 'play'. They may have clearly defined work and play hours and stick to them.

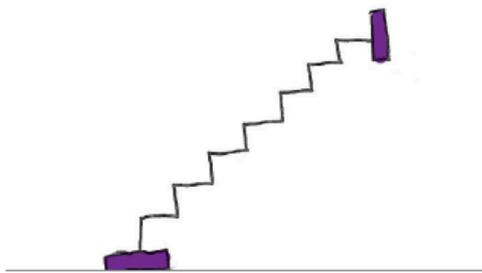
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Judging & Perceiving – Working Approaches:

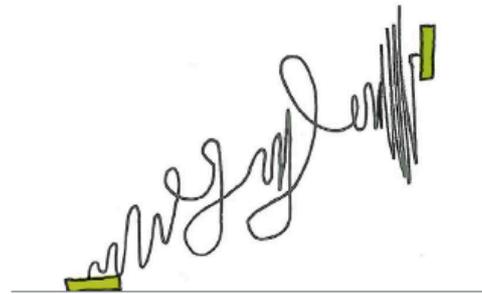


APPROACH TO DEADLINES

What is your approach to deadlines?



- ◆ Work in a step-by-step, steady, ordered manner to complete a task
- ◆ Plan the process from the start
- ◆ May be frustrated by changes
- ◆ May feel stressed by last-minute time pressure



- ◆ Work in an emergent, open-ended manner to complete a task
- ◆ Adapt flexibly to changes
- ◆ May feel limited by a fixed plan
- ◆ May be energized by last-minute time pressure



APPROACH TO A TASK

How do you approach a complex task?



- ◆ Plan it step-by-step
- ◆ Follow a preset plan or method
- ◆ Organize at the start
- ◆ Have a clear structure



- ◆ Wait to see what emerges
- ◆ Respond flexibly in the moment
- ◆ Plunge in first
- ◆ Work out what's needed along the way

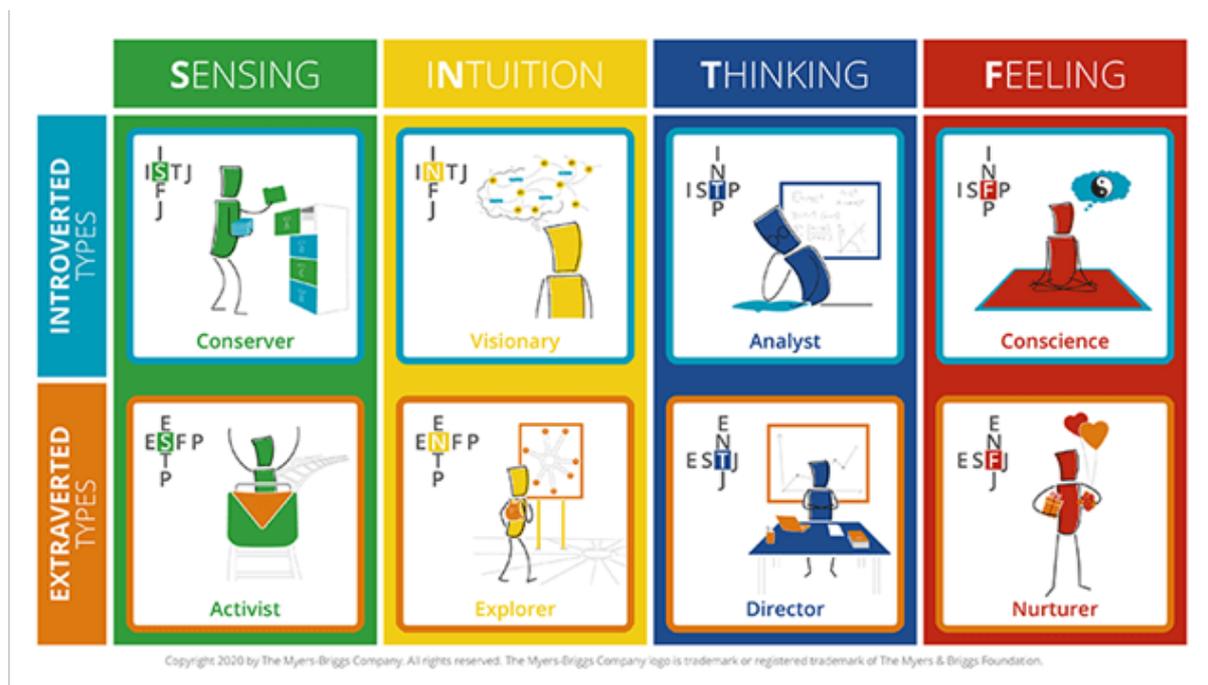
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The MBTI Types®

While there is value in working with the MBTI framework at the level of the individual preferences i.e. Extraversion – Introversion, Thinking – Feeling etc, the real power comes from the interaction between the preferences and overall type for each individual.

MBTI® provides a powerful practical tool to help you and your teams to understand how these work without being too technical!

Through the eight Core Characters of the MBTI Types®



With the colours of the mental processes at their heart, the Core Character illustrations above reveal the favourite function (dominant process) of each Type at a glance. The introverted or extraverted nature is shown by the colour of the inner border.

Core Characters capture the essence of Type Dynamics, with each function and its orientation (introverted or extraverted) represented by a descriptive name, an image and supported by clear colour-coding.

First / favorite process (S, N, T or F)

Outer border has the colour of the favorite process (S, N, T or F)

Inner border is coloured to match the orientation of the favorite process (E or I)

Picture illustrates the Core Character – in this case extraverted Sensing

Name of the Core Character

The two MBTI types for which this Core Character is the favorite process

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TIPIES STEP I



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Activity: Improving yourself and the Team through your MBTI Typie® Characters

This activity can be ran individually and as a team, reflect, discuss and capture ...

- How can you make best use of your strengths?
- How might others see you? Where do you connect? And disconnect?
- Are there any areas you would like to develop?
- What concrete actions can you take forward?

Want to learn more about our offerings?

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