The Myers-Briggs Company

The Covid-19 crisis: Personality and perception

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Executive summary

Purpose and scope

The COVID-19 pandemic has had a profound effect on people's lives, both at home and at work. Many have lost their jobs, and those who remain may experience additional pressure, stress, or feelings of 'survivor guilt'. More widely, many people are worried about the economy, or the health of their family and friends, or a myriad of other concerns.

The Myers-Briggs Type Indicator® (MBTI®) assessment is already widely used to build self-awareness and help people understand their reaction to stress. As such, it can provide the basis for guidelines to help individuals and organizations adapt to the effects of the pandemic. This report describes the results of a survey into the relationship of personality type and other factors to feelings, concerns and attitudes to the pandemic, and to working during the pandemic. Data was collected between May and September 2020. The results have been used to create practical recommendations and guidelines. These, and the survey results, are summarized below.

Results

The major findings include:

- Compared with their work status in February 2020, several respondents had lost their jobs. This reflects changes in the wider population.

- When respondents were asked to come up with words that described their feelings about the situation, negative words predominated, especially words around being anxious, worried, concerned, fearful or scared. Words around uncertainty, confusion, chaos and the unknown, around being frustrated, angry, annoyed, or irritated, around being stressed, overwhelmed, tired or exhausted, and around being sad, depressed, emotional or heartbroken were also fairly common. However, several people did use words like opportunity, hope or optimism.

- Survey respondents were asked how much a set of factors relating to the pandemic concerned them. By some degree, the possibility of the economy going into recession was of the greatest concern. At the other end of the scale, respondents' relationship with their spouse or partner was of the least concern.

- In contrast, when asked specific questions about their working lives, many respondents tended to give rather more positive answers. This was especially the case for remote workers but applied to non-remote workers too. This suggests that for many of those in work, their wider expectations and worries about the COVID pandemic may be more negative than their day to day lived experience. People were worried to some extent about the bigger picture and about how COVID was affecting others, and were somewhat more stressed than usual, but were generally positive about their jobs. At least for people who are in work, their day to day working experience seems not to be as negative as one might expect from their wider concerns and worries. However, those who do see their working lives in a more negative way also had greater worries and concerns about the wider picture.

- Remote workers tended to see their situation more positively than non-remote workers. The latter group expressed more worries about their friends and family and their co-workers. Given that they were not able to isolate in the same way as many remote workers, this is not surprising. However, with this exception, they still in general tended to endorse positive statements.

- The five statements most endorsed by remote workers were:
    o Virtual communication apps like Skype, Teams or Zoom are very useful to me
    o I have all the equipment and technology I need to work from home
    o I enjoy having the flexibility to work when I want
    o I feel that my organization values my contribution
    o I enjoy working from home

    The five statements most endorsed by non-remote workers were:

    o I am finding lots of things to do
    o Virtual communication apps like Skype, Teams or Zoom are very useful to me
    o I am worried about my friends and family
    o I feel that my organization values my contribution
    o I am worried about my co-workers

- Personality type had a significant impact on people's responses to the survey. Respondents with a Feeling preference tended to have more negative views than those with a Thinking preference. To a lesser extent, the same applied to those with preferences for Sensing rather than Intuition and, amongst remote workers, Extraversion rather than Introversion.

- Detailed results on personality type, and guidelines for each type, are given in the final chapter of this report. However, some of the major findings include:
    o Though people of all personality preferences generally appreciated working from home, those with a preference for Extraversion were more likely to be missing contact with other people. Many missed having people around, saw life as being too quiet, worried that they were becoming too isolated, and were watching more TV or streaming services than before.
    o Those with a Sensing preference were significantly more concerned than those with an Intuitive preference about managing motivation, having the children at home for an extended period, and managing stress. Remote workers with an Intuitive preference were significantly more likely than those with a Sensing preference to say that they were enjoying the peace and quiet of working from home, and that they were more motivated than before, whereas many of those with a Sensing preference were finding it difficult to remain focused.
    o Respondents with a Feeling preference were more likely to use negative, emotive words to describe their feelings about the pandemic and they expressed significantly more concern about managing motivation, managing stress, being productive while working remotely, managing conflict, and about their relationship with their spouse or partner. They were also significantly less positive about working from home than those with a Thinking preference, seeing themselves as more stressed, less appreciative of working from home, less motivated and engaged, and less positive about using virtual apps. They were more likely to feel guilty that they still had a job and to wish that they did not have to work from home, found it more difficult to

concentrate and remain focused, and were more likely to worry that they were becoming too isolated.

- o Remote workers with a Judging preference were were more likely than those with a Perceiving preference to say that they had settled into a routine, and while they did on average agree that they enjoyed having the flexibility to work when they wanted, they agreed less strongly with this than those with a Perceiving preference. Those with a Perceiving preference very much enjoyed having the flexibility to work when they wanted and, while many had settled into a routine, some were finding things too predictable and routine. Amongst non-remote workers, those with a Perceiving preference were more likely to say that they would have preferred to be able to work remotely.

- Women, remote workers, and those with a Feeling preference were significantly more likely than others to feel guilty that they still had a job when others had lost theirs. They had a higher level of 'survivor guilt'. Amongst newly remote workers, levels of survivor guilt have been increasing over time.

- Younger workers tended to see the situation in a more negative light. Amongst non-remote workers, younger people were more likely to say that they wished they could have been able to work remotely.

- Amongst remote workers, those working full-time saw their jobs as more stressful than the self-employed or those working part-time, and they were more worried about their friends and family.

- More senior staff expressed higher levels of work-related stress and greater concerns about the effects of COVID-19.

- In general, respondents who had already been working remotely before the pandemic gave the least negative responses and non-remote workers the most negative, with newly remote workers in between.

- There is some evidence that those who completed the survey more recently were more frustrated or angry than earlier respondents, and therefore that the degree of anger may be increasing over time.

Implications and recommendations

The results of this survey present something of a contradiction. When asked to describe their feelings about the COVID pandemic, most people tended to use negative words, and to show a fairly high degree of concern about some aspects of the crisis, most notably about the economy going into recession. Yet when asked specific questions about their working lives, many tended to give rather more positive answers. This suggests that for many of those in work, their expectations and worries about the COVID pandemic may be more negative than their day to day lived experience. People were worried about the bigger picture and about how COVID was affecting others, and were somewhat more stressed than usual, but were generally more positive about their jobs. However, those who did see their working lives in a more negative way will also had greater concerns about the wider picture and used more negative words.

Those seeing the COVID pandemic and their working lives in a more negative and less adaptive way were more likely to be female, younger, have personality preferences for Feeling rather than Thinking, have been laid off or furloughed, be working non-remotely rather than remotely, be working full-time, and be in a more senior role, especially at executive or senior managerial levels. These results can help HR professionals, managers, and individual workers identify who may be more at psychological risk while working during the COVID pandemic. With reference to personality differences, they have been used as the basis for creating guidelines to help people to adapt better to the situation. Detailed personality type-based guidelines are shown earlier in this report.

Guilt about still having a job was most keenly felt by women with a Feeling personality preference who had recently transitioned to become remote workers. Many managers have a Thinking preference and may therefore be less prone themselves to survivor guilt, so it is important for them to appreciate that this could be a factor in an employee's well-being and performance. Treating those who were laid off in a humane way, and letting remaining staff know this, reassuring survivors that even if they had been prepared to give up their own jobs this would not have made a difference, and avoiding over-emphatic congratulations on still having a job can help. When individuals feel that their psychological contract with an organization has been broken they may start looking for another job, and those with a Feeling preference might walk away from their jobs and the organization without explanation or warning if they think their values have been compromised.

The data suggests that those who are not able to work remotely, or who have chosen not to do so, may be having a more negative working experience than remote workers. Realistically, many organizations will be looking to have employees working from home for some time to come. Even after the pandemic has subsided and lockdowns and social distancing are no longer being enforced, remote working is likely to be attractive to organizations for financial reasons, and to many employees seeking to reduce commuting and increase time spent with family and friends. The results of this research can help guide organizations as the features of working from home employees enjoy, those that they do not, and how people with different personality preferences may react to these in different ways.

Introduction and methodology

Introduction

2020 has been the year of COVID-19. The pandemic has had a huge effect on individuals, organizations, and society. The effects on most people's working lives have been profound, ranging from suddenly needing to work from home to losing one's job; many more people are unemployed than before (Office for National Statistics, 2020; US Department of Labor, Bureau of Labor Statistics, 2020). Almost everyone has needed to deal with significant and often stressful change (Salari, et al., 2020). The stress and anxiety related to COVID-19 can have far-reaching effects, including adverse effects on our physical health (Shevlin, et al., 2020).

The Myers-Briggs Type Indicator® (MBTI®) assessment (Myers, McCaulley, Quenk, & Hammer, 2018) is already widely used for self-development by organizations and individuals (Furnham, 2017). As such, it provides a useful basis for many people to understand how their personality preferences relate to and affect their response to the COVID-19 pandemic. The MBTI approach looks at four areas of personality type:

- Is an individual energized by, and do they prefer to focus their attention on, the outside world of people and things (Extraversion) or their inner world (Introversion)?

- Do they trust and prefer to use information that is practical and based on the evidence of their senses (Sensing) or do they pay more attention to connections and the big picture (Intuition)?

- Do they prefer to make decisions based on objective logic (Thinking) or based on their values and on how people will be affected (Feeling)?

- Do they prefer to live their lives in an ordered, structured, planned way (Judging) or in an open, spontaneous, unplanned way (Perceiving)?

Any one individual will therefore have preferences for either Extraversion (E) or Intuition (I), for Sensing (S) or Intuition (N), for Thinking (T) or Feeling (F) and for Judging (J) or Perceiving (P). The four preferences combine dynamically to give one of 16 different personality types. More detailed information about the MBTI framework is given in Appendix A.

Many people around the world already use the type approach to build self-awareness and understand their reaction to stress. The Myers-Briggs Company has recently carried out several studies where individuals who know their MBTI personality type have been asked about their perceptions of the COVID-19 crisis and their concerns. The intention is to produce information and guidelines to help individuals through these difficult times.

This summary report uses data from the most comprehensive of these surveys, collected between May 7th and September 30th, 2020.

Methodology

To carry out the study, we created an online survey. This was publicized via LinkedIn, Facebook, online forums, and on The Myers-Briggs Company website (https://www.themyersbriggs.com).

Participants were asked to provide:

- Their MBTI best-fit (validated) four-letter type

- Background information including gender, age, employment status (both before the Covid-19 crisis and also at the time of completing the survey), the country of residence, number of adults and children they were sharing lockdown with, job role and level, and whether or not they were working remotely

- Three words that best described their feelings about the crisis

- Depending on their status, views about being furloughed, views about their job, and/or views about being a remote worker

- Level of concern about ten challenges that they might be facing during the crisis.

The analysis is based on data from 546 people who completed the online survey.

Results

Who took part? Description of the sample

Group demographics

74% of the group were female, and 25% male, with less than 1% preferring not to say or to self-describe. Age ranged from 17 to 85 years, with an average (mean) of 45 years.
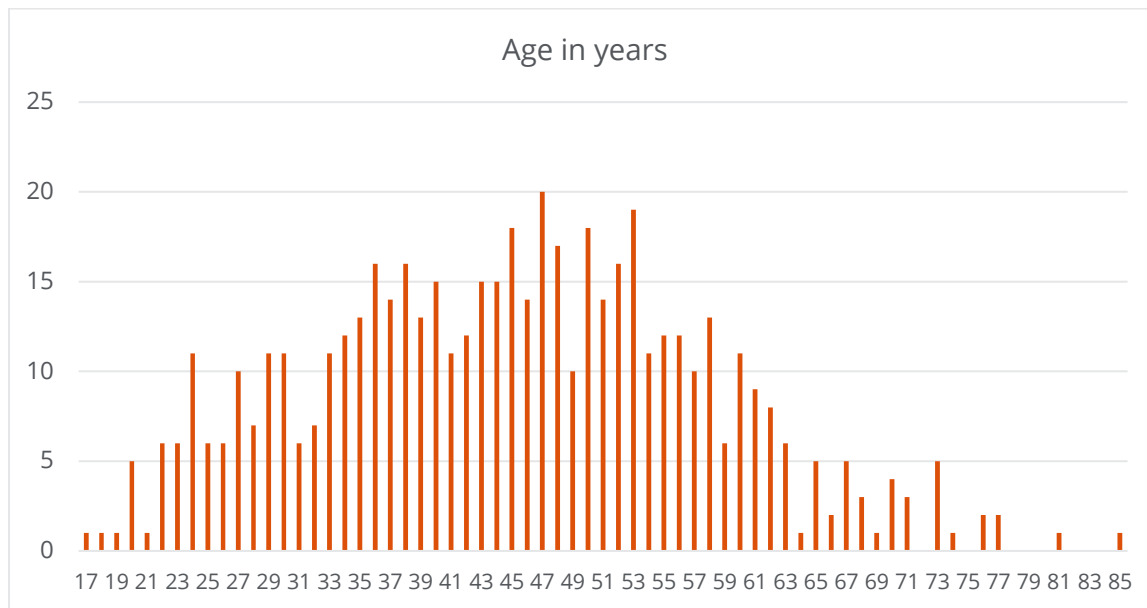
More than half of the respondents lived either in the United States or the United Kingdom.
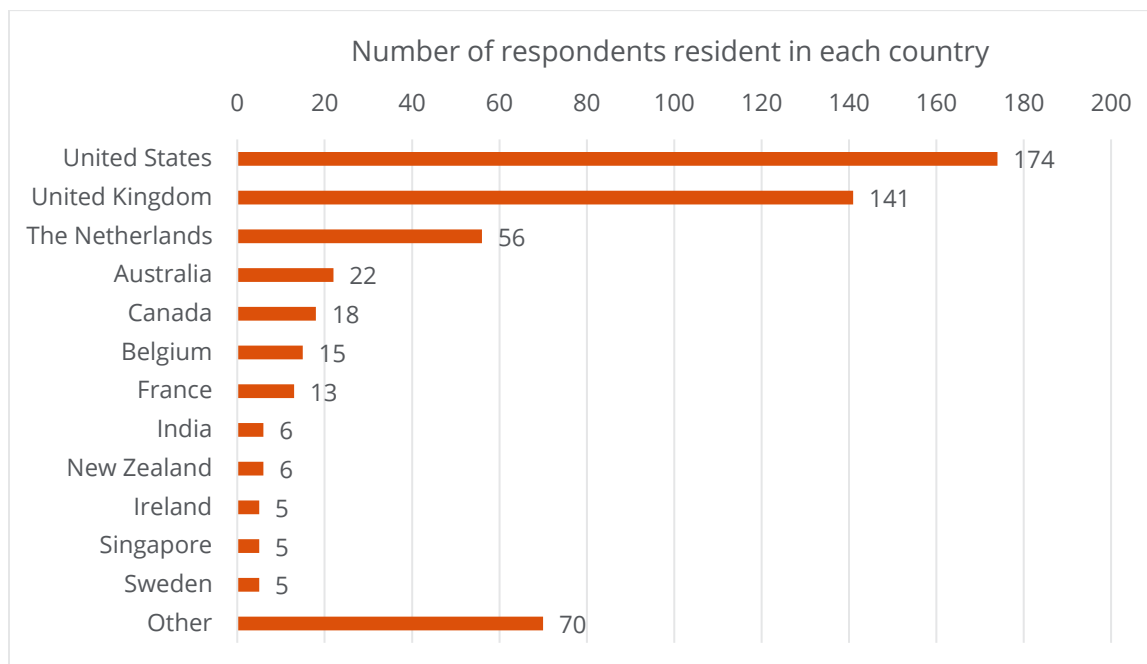
As of February 2020, most of the sample were working, but by the time they completed the survey (between May and September 2020) several had been laid off or furloughed.

Employment status February 2020

- Working full-time
- Working part-time
- Self-employed
- Not working for income
- Seeking employment
- Retired
- Full-time student
- Other

Employment status when surveyed

- Working full-time
- Working part-time
- Self-employed
- Not working for income
- Seeking employment
- Recently laid off/redundant
- Furloughed
- Retired
- Full-time student
- Other

Comparing the two:

- 16% of those working full-time for an organization in February 2020 were no longer doing so by the time they completed the survey. 8% had been laid off or made redundant, 2% had been furloughed, and 3% were now working part-time.

- 15% of those working part-time for an organization in February 2020 were no longer doing so by the time they completed the survey. 9% had been laid off or made redundant, 2% had been furloughed and 2% were now working full-time.

- Of those seeking employment in February 2020, 27% had found employment by the time they completed the survey.

These results reflect trends for job losses in the wider population, though given the likely vulnerability of self-employed workers (Henley & Reuschke, 2020), it is interesting that the percentage represented by this group has not changed.

A range of different jobs were represented.

Number of respondents for each occupation

Occupation	Respondents
Education, training, and library	103
Management	72
Business and financial operations	66
Office and administrative support	24
Sales and related	23
Life, physical, and social sciences	22
Community and social services	17
Healthcare support	16
Healthcare practitioner	12
Other	40

Across a range of levels:

Number of respondents at each job level

Job level	Respondents
Owner or CEO	82
Executive level management	22
Senior management	57
Middle management	63
First level management/supervisor	27
Project management	26
Employee	113
Other	26

Most respondents were remote or virtual workers, and most of these had transitioned to this mode of working recently due to the effects of the COVID-19 pandemic.

Remote/home working status

- Newly remote worker
- Already a remote worker
- Not a remote worker

70, 17%
94, 22%
255, 61%
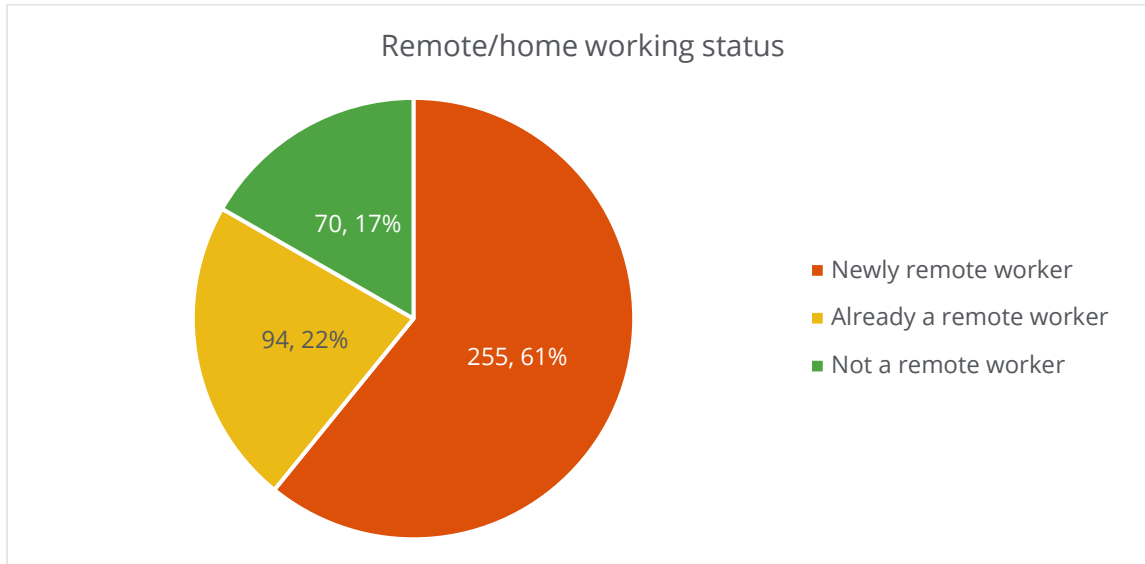
Typically, respondents had been sharing lockdown with one other adult and no children or infants. This may reflect the average age of the group.

How many adults have you been sharing lockdown with?

73, 13%
97, 18%
83, 15%
291, 54%

- None - I am on my own
- One
- Two
- Three or more

How many children or infants have you been sharing lockdown with?

27, 5%
94, 18%
72, 13%
348, 64%

- None
- One
- Two
- Three or more

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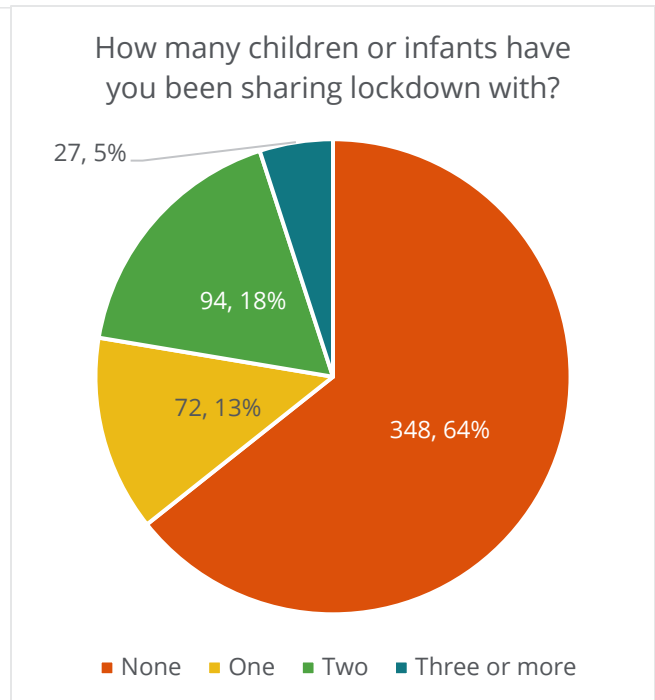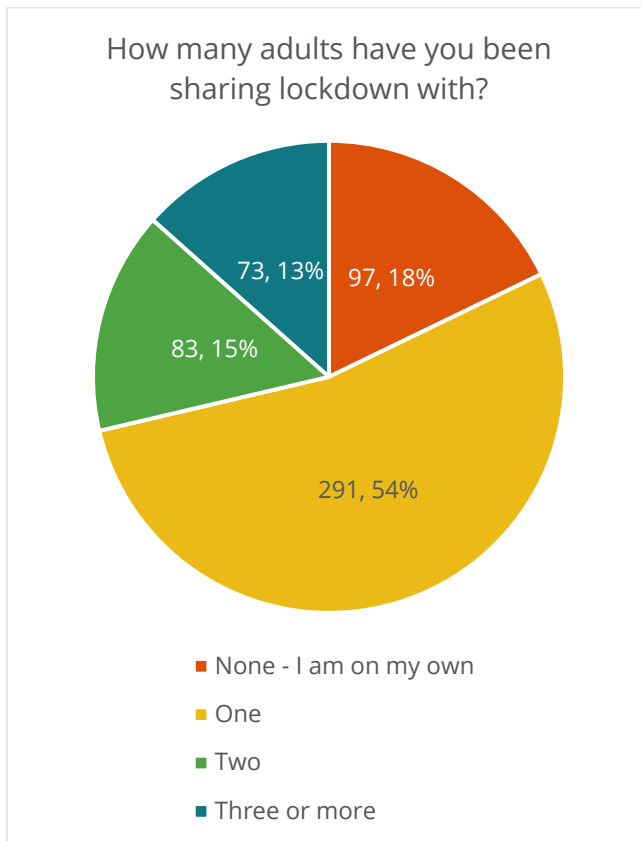
Type distribution

Type data was available for 529 individuals. A type table for this group is shown below:

					Type	N	%
ISTJ N=31 5.9% SSR=0.51	**ISFJ** N=26 4.9% SSR=0.36	**INFJ** N=63 11.9% SSR=7.94	**INTJ** N=61 11.5% SSR=5.49		E	238	45.0%
					I	291	55.0%
ISTP N=11 2.1% SSR=0.39	**ISFP** N=13 2.5% SSR=0.28	**INFP** N=47 8.9% SSR=2.02	**INTP** N=39 7.4% SSR=2.23		S	155	29.3%
					N	374	70.7%
ESTP N=13 2.5% SSR=0.57	**ESFP** N=11 2.1% SSR=0.24	**ENFP** N=57 10.8% SSR=1.33	**ENTP** N=40 7.6% SSR=2.36		T	260	49.1%
					F	269	50.9%
ESTJ N=31 5.9% SSR=0.67	**ESFJ** N=19 3.6% SSR=0.29	**ENFJ** N=33 6.2% SSR=2.50	**ENTJ** N=34 6.4% SSR=3.57		J	298	56.3%
					P	231	42.3%

The SSR (Self-Selection Ratio) compares the sample to the general population. Types with an SSR greater than 1 are over-represented in this group compared with the general population.[1] All Intuition types are therefore over-represented, and all Sensing types under-represented. SF types are especially under-represented. This is not uncommon in a group of people interested in personality type. However, there are enough of each type in the sample to carry out meaningful analyses.

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[1] The US national representative sample (Myers, McCaulley, Quenk, & Hammer, 1998) was used as a reference group.

Feelings about the crisis

Overview

Survey respondents were asked to think of three words that best described their feelings about the Covid-19 crisis. This was an open-ended question, and respondents could enter any words they wished. Words mentioned 10 or more times are shown below. Similar words (e.g. "anxiety" and "anxious") have been collapsed into one category.

Most commonly chosen words: number of mentions

Word	Mentions
Anxiety/Anxious	68
Frustrated/Frustrating/Frustration	53
Worry/Worried/Worrying	47
Opportunity	42
Uncertain/Uncertainty	41
Concern/Concerned/Concerning	39
Sad/Sadness	37
Scared/Scary	32
Change	23
Stress/Stressed/Stressful	23
Fear/Fearful	22
Angry/Anger	21
Caution/Cautious	21
Bored/Boredom/Boring	20
Challenge/Challenging	20
Disruptive/Disruption/Disrupting	18
Loneliess/Lonely	18
Isolated/Isolating/Isolation	17
Annoyance/Annoyed/Annoying	16
Reflecting/Reflective/Reflecting	16
Hope/Hopeful	15
Curious/Curiosity	14
Relax/Relaxed/Relaxing	14
Restricted/Restriction/Restrictions	12
Tired/Tiring	12
Confused/Confusing/Confusion	11
Overwhelmed/Overwhelming	11
Peace/Peaceful	11
Grateful/Gratitude	10

Although there are some positive words (e.g. "opportunity"), negative words predominate. A full list of all the words used can be found in Appendix B.

In addition to the words shown above, a further 400 different words were quoted by respondents. All the words were grouped into one of 25 themes or categories using thematic analysis. The number of responses for each theme are shown below.

Word themes: number of mentions
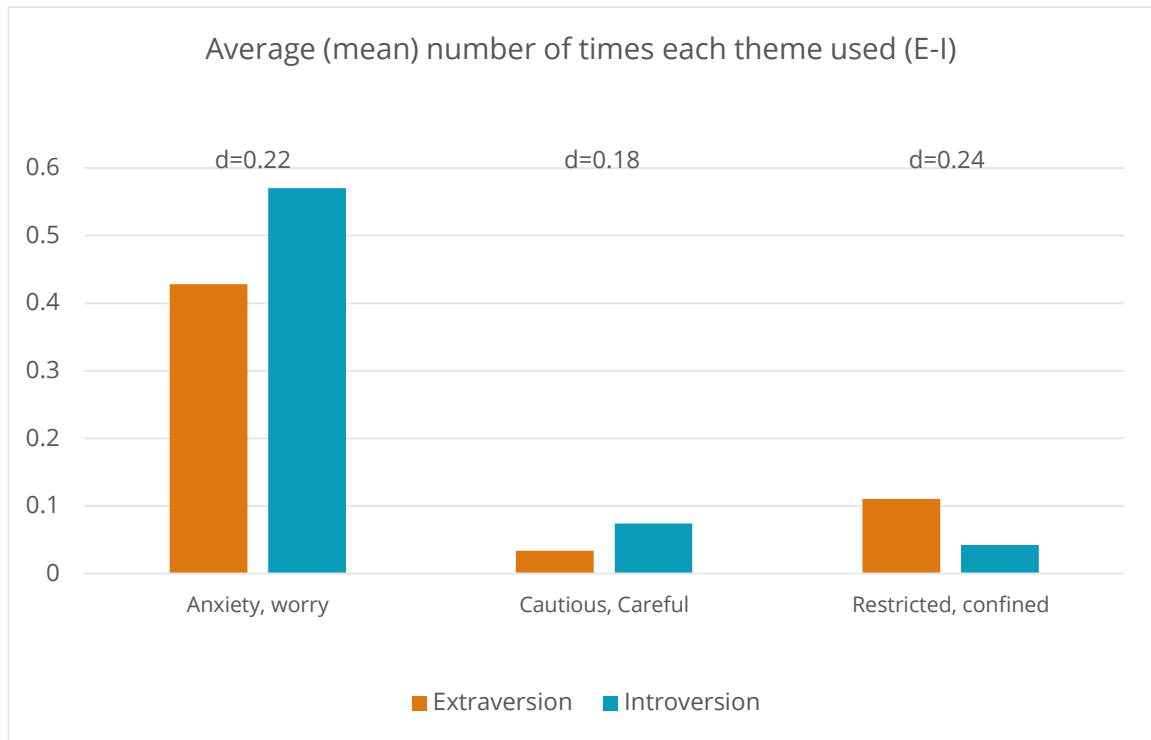
Theme	Mentions
Anxious, worried, concerned, scared, fearful	274
Uncertain, confused, chaotic, unknown	137
Frustrated, angry, annoyed, irritated, impatient	120
Opportunity, hopeful, optimistic	110
Stressed, tired, overwhelmed, exhausted	92
Sad, depressed, emotional, heartbroken	91
Change, disruption	66
Isolated, lonely, disconnected	53
Contagion, pandemic, disease, death, deadly	50
Unprecedented, global, historic, transforming	49
Peaceful, calm, quiet	49
Curious, interesting, fascinating, enlightening	42
Reflection, introspection, thoughtful	41
Restricted, confined, inhibiting, constrained	39
Challenging, difficult, demanding	35
Family, home, connected, belonging	34
Overreaction, overblown, hyped, melodrama	33
Bored, indifferent, resigned, apathy	33
Cautious, careful	29
Accepting, pragmatic, realistic, common sense	29
Resilient, adaptive, healthy	29
Relaxed, comfortable, at ease	24
Suspicious, conspiracy, deception, cynical	21
Freedom, liberating, new options	17
Empathic, supportive, kind, compassionate	14

In the name given to each theme, the order of the words reflects how often individual words were chosen. For example, in the first category "anxious" or "anxiety" was the most common word, mentioned 68 times, and "worry", "worried" or "worrying" the second, mentioned 47 times.
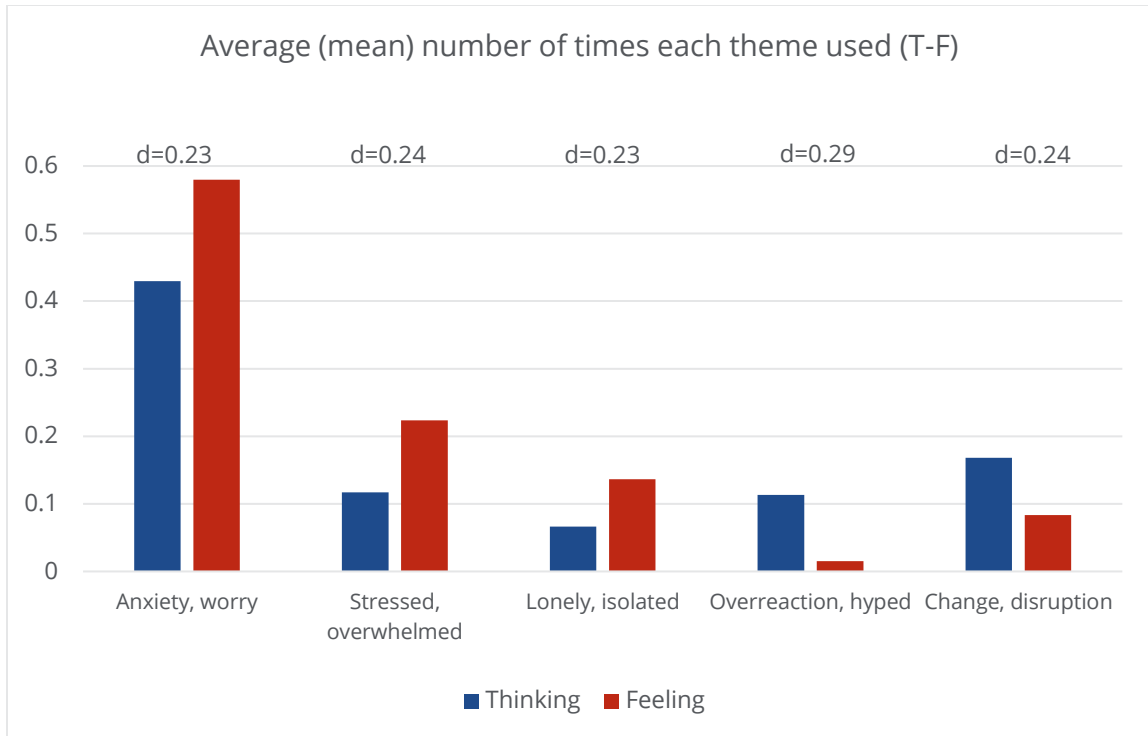
Personality differences

There were some statistically significant differences between respondents with different type preferences. Based on an independent-samples t-test:

- Those with an Introversion preference were significantly more likely to use words like anxiety, concern, worry, or fear and words like cautious and careful than were those with an Extraversion preference. This is in line with other research showing a link between Introversion and COVID-related anxiety (Nikčević,, Marino, Kolubinski, Leach, & Spada, 2020). Those with an Extraversion preference were more likely to use words around being restricted, confined, and constrained[2].

Average (mean) number of times each theme used (E-I)

d=0.22   d=0.18   d=0.24

Extraversion   Introversion

Anxiety, worry   Cautious, Careful   Restricted, confined

- Respondents with an Intuitive preference were significantly more likely to mention being curious, interested, fascinated and to see the situation as overhyped and overblown compared to those with a Sensing preference.

- There were several statistically significant differences between those with preference for Thinking and those with a preference for Feeling. The latter were in general more likely to use more negative, emotive words:

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[2]Cohen's d, shown on the chart, is a measure of effect size, the magnitude of a difference. With a large sample, the difference between two groups could be statistically significant, but still too small to be of practical importance. Cohen suggested that d = 0.2 be considered a 'small' effect size, 0.5 represents a 'medium' effect size and 0.8 a 'large' effect size. This means that if two groups' means do not differ by 0.2 standard deviations or more, the difference is trivial, even if it is statistically significant.

Average (mean) number of times each theme used (T-F)

d=0.23   d=0.24   d=0.23   d=0.29   d=0.24

| | Anxiety, worry | Stressed, overwhelmed | Lonely, isolated | Overreaction, hyped | Change, disruption |

■ Thinking   ■ Feeling

- Respondents with a Perceiving preference were significantly more likely than those with a Judging preference to use words relating to reflection and introspection.

Looking at whole type, three themes showed a significant difference (based on a one-way analysis of variance)

- For the anxiety and worry theme, those with INFJ preferences had the highest mean score, significantly more so than those with INTJ, ESFP, ENFP, ENTP, ESTJ and ENTJ preferences. They were more most likely type to use these words. Those with preferences for ENTP had the lowest mean score, significantly lower than ISTJ, INFJ, ISFP, INFP and ENFJ.

- For the careful and cautious theme, those with ISTP preferences had the highest average score, significantly more so than all other types

- For the bored and indifferent theme, those with ESFP preferences had the highest average score, significantly more so than all other types.

In summary, the Thinking-Feeling preference pair had the greatest influence on the words that respondents chose, followed by Extraversion-Introversion.

Demographic differences

There were several demographic differences.

- Two significant gender differences were found. Based on an independent-samples t-test, women were significantly more likely than men to use words around frustration, anger, and annoyance. Men were significantly more likely to mention words like suspicious, conspiracy, or deception.

- There was one significant, though small, correlation with age. Older people were slightly more likely to see COVID as a challenge[3].

- An independent-samples t-test was used to compare the two largest national groups, the US and UK. UK residents were more likely than those living in the US to mention words like chaotic, confused, and uncertain; change and disruption; challenging, difficult and demanding. US residents were more likely than UK to mention contagion, disease, and death, and to see the situation as overhyped and overblown.

- Those sharing lockdown with three or more children were significantly less likely than other groups to see the situation and overhyped and overblown[4].

- Over time, survey respondents have become more likely to mention words from the 'Frustrated, angry' and 'Lonely, isolated' themes and less likely to mention words from the 'Opportunity, hopeful' theme. Dotted lines in the chart below show the trend over time.
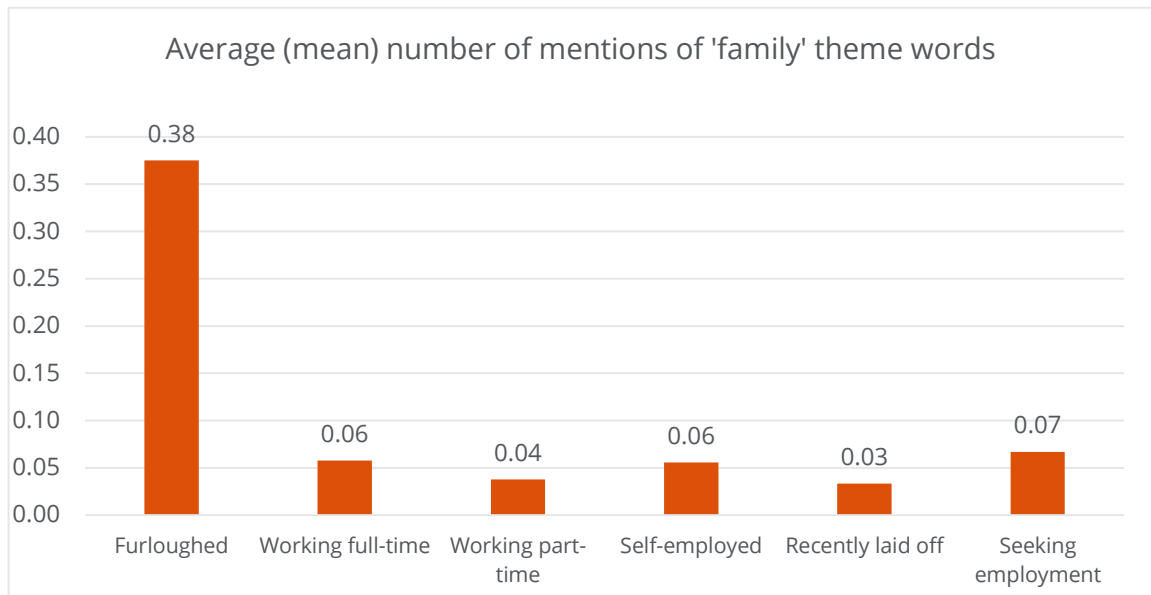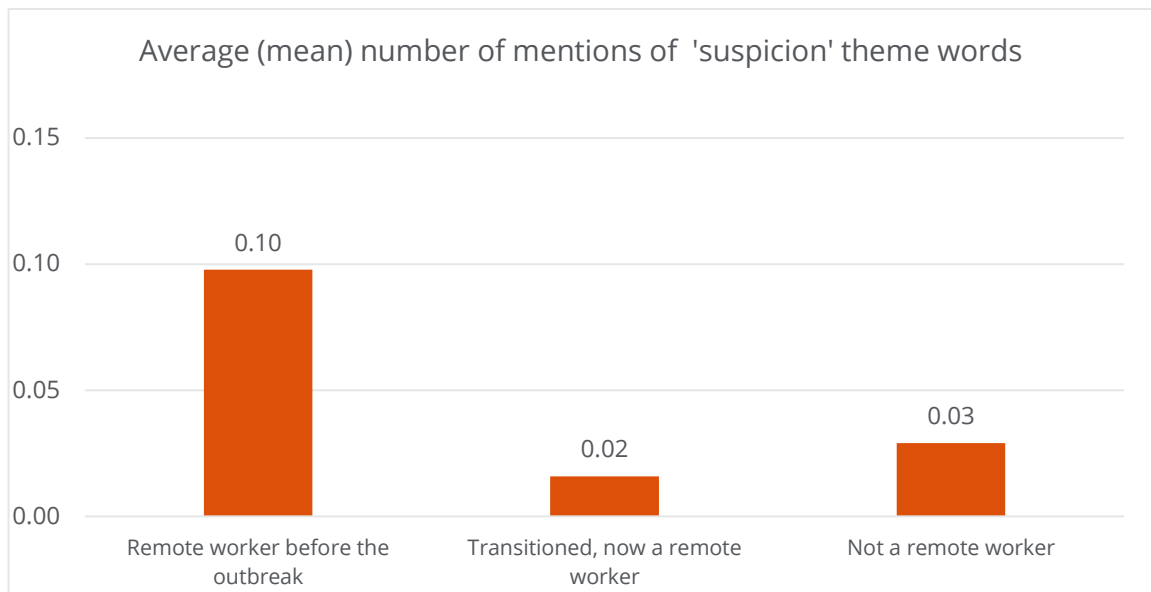

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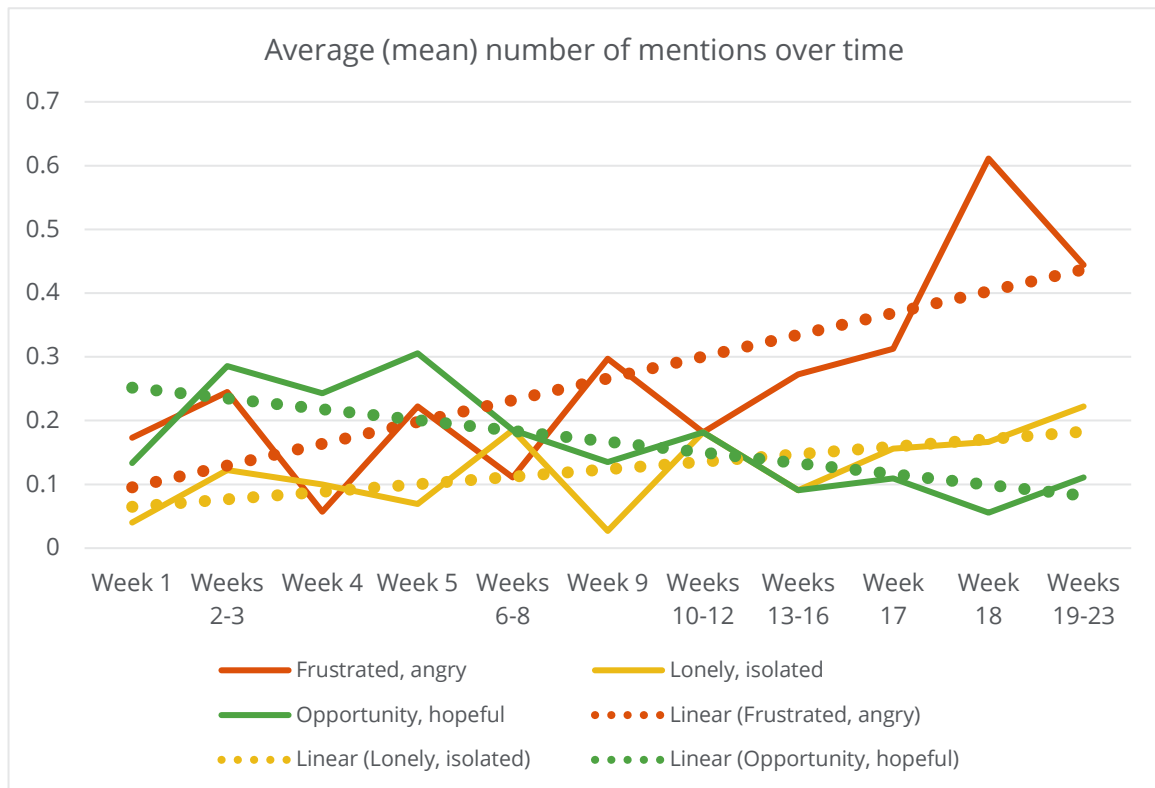
[3] r=0.104, p=0.016.
[4] Based on a one-way analysis of variance.

Occupational differences

-   Furloughed staff were significantly more likely to mention words around family, home, connection or belonging than any other group. Given the small number of furloughed staff, just 9 people, this finding needs to be treated with caution, but the result was statistically significant[5].

Average (mean) number of mentions of 'family' theme words

Furloughed	Working full-time	Working part-time	Self-employed	Recently laid off	Seeking employment
0.38	0.06	0.04	0.06	0.03	0.07

-   Individuals who were already remote workers before the outbreak were significantly more likely to mention words like suspicious, deception, or conspiracy than other groups.

Average (mean) number of mentions of 'suspicion' theme words

Remote worker before the outbreak	Transitioned, now a remote worker	Not a remote worker
0.10	0.02	0.03

[5] Based on a one-way analysis of variance.

Feelings about the crisis: summary and implications

Many respondents saw the COVID-19 pandemic in a negative light. When asked to come up with words that described their feelings about the situation, negative words predominated, especially words around being anxious, worried, concerned, fearful or scared. Words around uncertainty, confusion, chaos and the unknown, around being frustrated, angry, annoyed, or irritated, being stressed, overwhelmed, tired or exhausted, and around being sad, depressed, emotional or heartbroken were also fairly common. However, several people did use words like opportunity, hope or optimism.

A relatively small number of people mentioned words like conspiracy, deception, or suspicion. This is reassuring, as other research has indicated that those who believe in conspiracy theories are less likely to engage in behaviors that will reduce the spread of COVID-19 (Biddlestone, Green, & Douglas, 2020). Men were more likely to use these words than women, and those who had already been working remotely before the pandemic more than other groups.
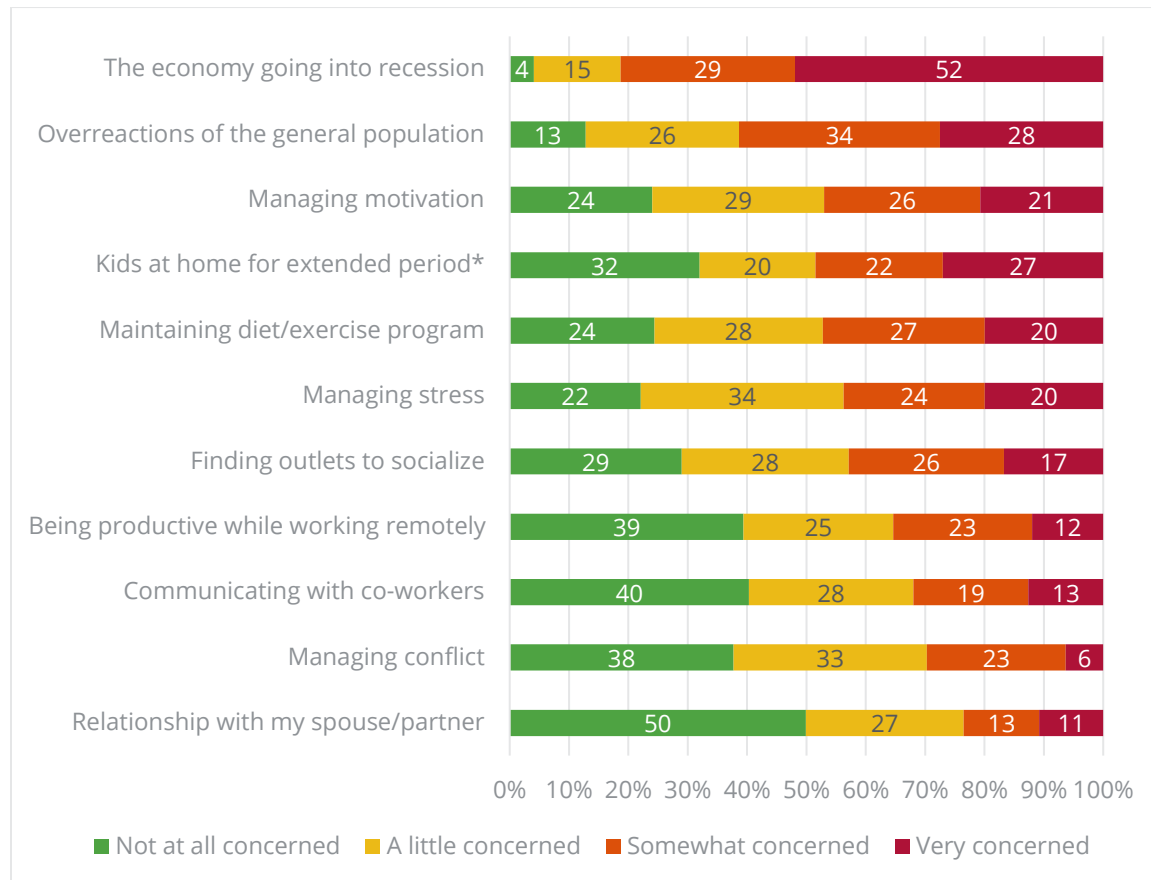
There were several personality differences in the words that individuals chose. In particular, people with a Feeling preference were more likely than those with a Thinking preference to use more negative, emotive words. This suggests that many of those with a Feeling preference may be finding the pandemic especially difficult and could benefit from using a knowledge of their type to mitigate the effects of stress and anxiety. Ways of doing this are discussed in the final section of this report.

Although only a small number of furloughed staff were included in the sample, the results do suggest that this group may be particularly concerned about remaining connected, belonging, and their home and family. In the light of the (at the time of writing) continued existence of government-sponsored furlough schemes in the UK and other countries, this may be important information and could be the basis of useful future research.

Concerns about the challenges of Covid-19

Overview

Survey respondents were asked how concerned they were about 11 possible challenges they might face during the Covid-19 situation, using a four-point scale from "not at all concerned" to "very concerned". The percentage of respondents choosing each option for each question is shown below.

Challenge	Not at all concerned	A little concerned	Somewhat concerned	Very concerned
The economy going into recession	4	15	29	52
Overreactions of the general population	13	26	34	28
Managing motivation	24	29	26	21
Kids at home for extended period*	32	20	22	27
Maintaining diet/exercise program	24	28	27	20
Managing stress	22	34	24	20
Finding outlets to socialize	29	28	26	17
Being productive while working remotely	39	25	23	12
Communicating with co-workers	40	28	19	13
Managing conflict	38	33	23	6
Relationship with my spouse/partner	50	27	13	11

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

(*Results for "Kids at home for an extended period" are based on a subset of 200 individuals who answered this question.)

By some degree, the challenge of the economy going into recession was of the greatest concern. Just over half of respondents were very concerned about this challenge, and only 4% were not at all concerned. At the other end of the scale, 50% of respondents were not at all concerned about their relationship with their spouse or partner, and only 11% were very concerned.
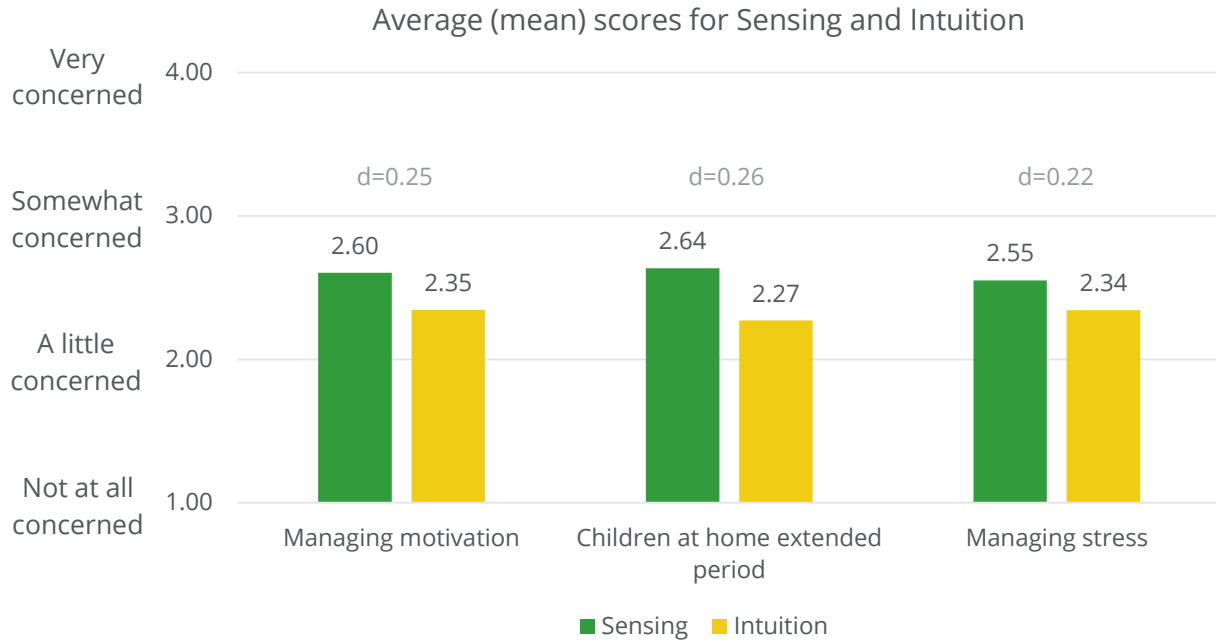
Personality differences

There were some significant differences in levels of concern between respondents with different type preferences. Based on an independent-samples t-test:

- Respondents with an Extraversion preference expressed significantly higher levels of concern than those with an Introversion preference about having children at home for an extended period, about maintaining their diet/exercise program and about the difficulty of finding outlets to socialize.

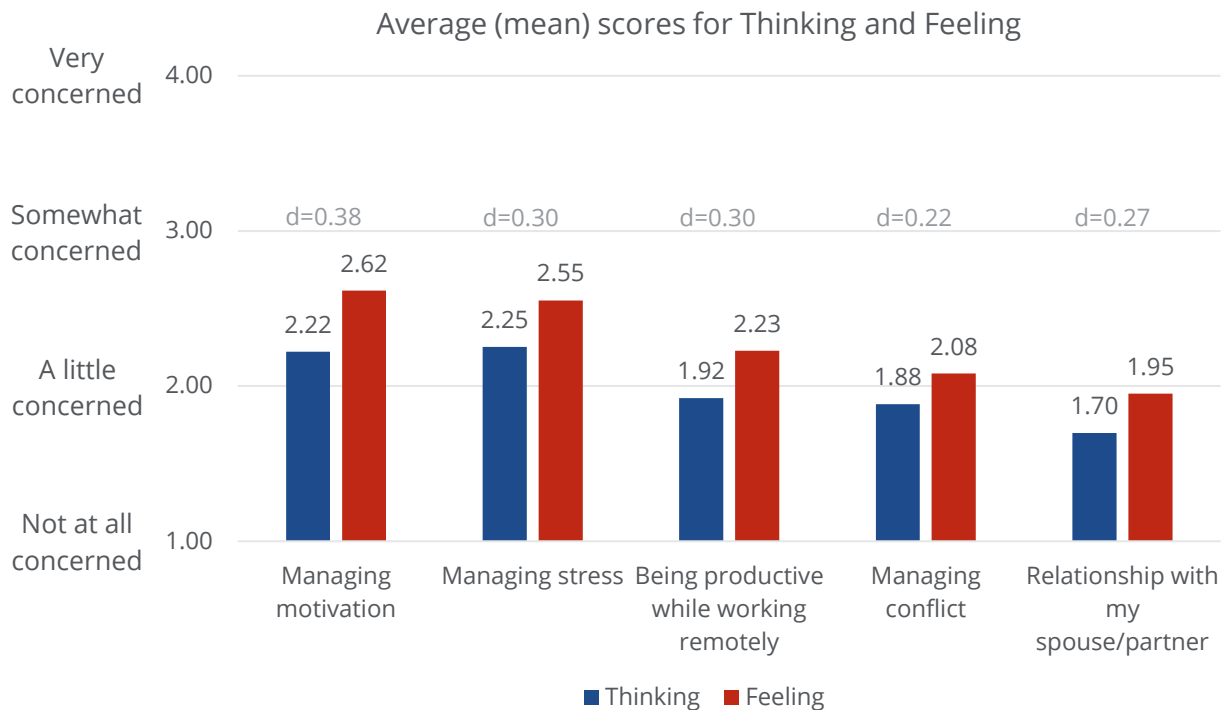Average (mean) scores for Extraversion and Introversion
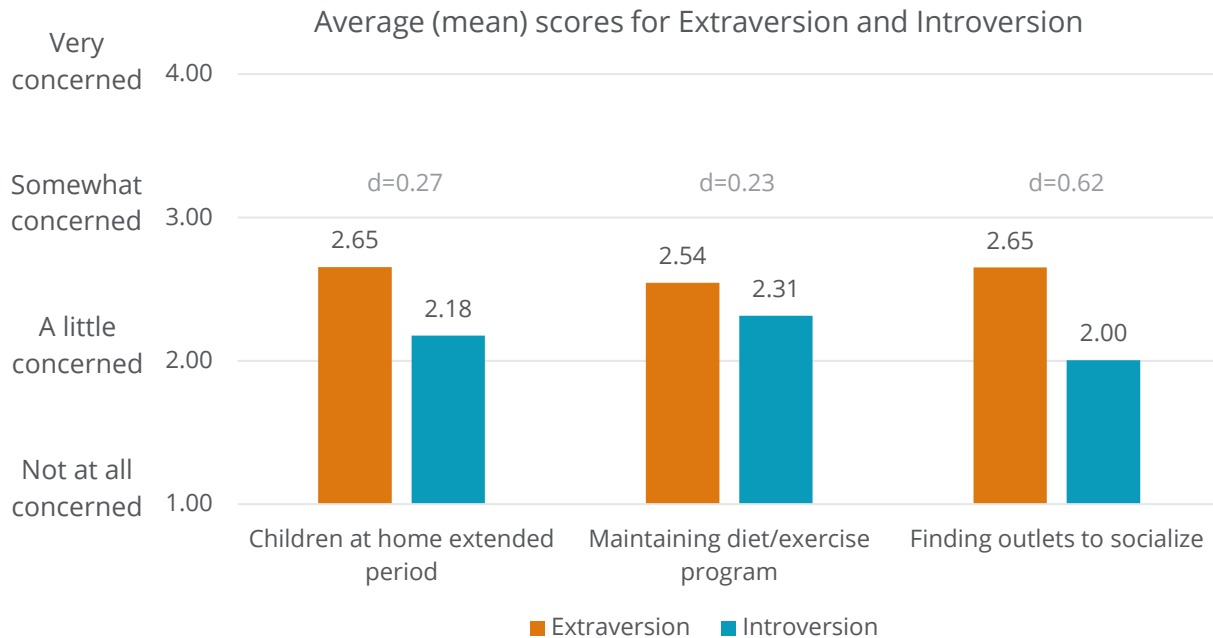
Cohen's d is a measure of effect size, the magnitude of a difference. The difference between Extraversion and Introversion on the first two concerns is relatively small in absolute terms, but much larger for the last. 56% of Extraverts were somewhat or very concerned about finding outlets to socialize, but only 30% of Introverts.

- Respondents with a Sensing preference were significantly more concerned than those with an Intuitive preference about managing motivation, having the children at home for an extended period, and managing stress. The latter finding is consistent with previous research showing that those with a Sensing preference are more concerned than those with an Intuitive preference by the stress of the 'always on' culture, being always connected and contactable (Blackburn & Rayner, 2019). However, all these differences are relatively small in absolute terms, with Cohen d values ranging from 0.22 to 0.26.

Average (mean) scores for Sensing and Intuition

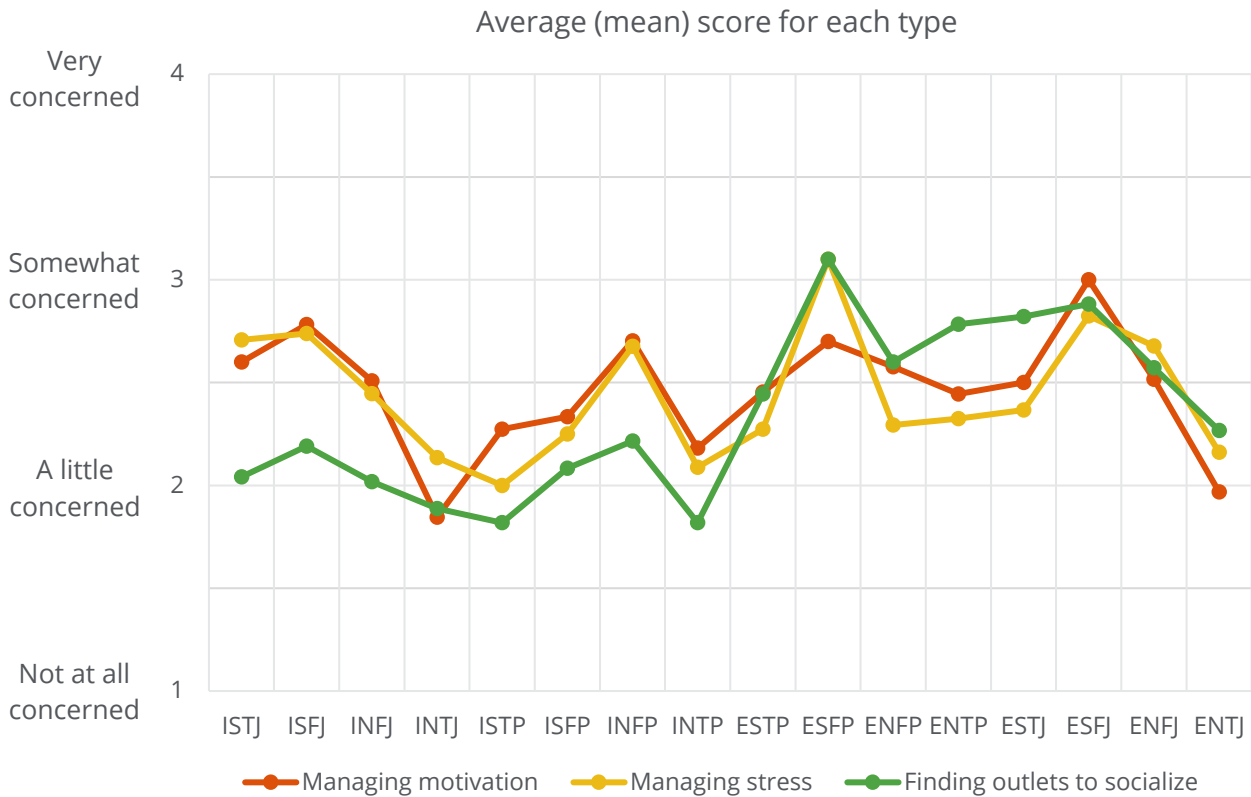|	Managing motivation	Children at home extended period	Managing stress
d	d=0.25	d=0.26	d=0.22
Sensing	2.60	2.64	2.55
Intuition	2.35	2.27	2.34

■ Sensing　■ Intuition

- Respondents with a Feeling preference expressed significantly more concern than those with a Thinking preference about several areas, with moderate effect sizes:

Average (mean) scores for Thinking and Feeling

	Managing motivation	Managing stress	Being productive while working remotely	Managing conflict	Relationship with my spouse/partner
d	d=0.38	d=0.30	d=0.30	d=0.22	d=0.27
Thinking	2.22	2.25	1.92	1.88	1.70
Feeling	2.62	2.55	2.23	2.08	1.95

■ Thinking　■ Feeling

- There was one significant Judging-Perceiving difference. Those with a Perceiving preference expressed more concern about being productive while working remotely.

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Concerns about managing motivation, managing stress, and about finding outlets to socialize also showed significant differences across whole type[6]. Respondents with preferences for ISFJ, INFP, ESFP and especially ESFJ were particularly likely to be concerned about managing motivation; those with INTJ and ENTJ preferences were the least likely to. Concerns about managing stress showed a similar pattern with ISTJ, ISFJ, INFP, ESFJ and especially ESFP the most concerned and INTJ and ISTP the least. Extraverts, in particular those with ESFP preferences, were the most concerned about finding outlets to socialize. Respondents with INTP, ISTP and INTJ preferences were the least concerned.

Average (mean) score for each type

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[6] Based on a one-way analysis of variance.

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Relationship of concerns to words chosen to represent feelings about the crisis

The extent to which individuals expressed concern on each of the eleven factors was compared with the words they had chosen to express their feelings about the crisis. In general, those expressing higher levels of concern were more likely to use negative words. The following table shows the words that those expressing concern about each topic were more likely than others to have chosen (denoted by a +) and less likely (denoted by a −).

Those expressing greater concern about:	Were more or less likely than other people to use words relating to:
The economy going into recession	+ Sadness, depression, hopelessness − Quiet, peace, calm
Overreaction of the general population	+ Stress, exhaustion, being overwhelmed + Overreaction, hype + Suspicion, conspiracy, deception − Relaxed, at ease − Quiet, peace, calm
Managing motivation	+ Sadness, depression, hopelessness + Frustration, anger, annoyance + Loneliness, isolation, disconnection − Opportunity, hope, optimism − Change, disruption − Relaxed, at ease − Quiet, peace, calm − Acceptance, pragmatism, realism − Curiosity, fascination, interest
Having children at home for an extended period	+ Stress, exhaustion, being overwhelmed − Quiet, peace, calm
Maintaining diet/exercise program	+ Stress, exhaustion, being overwhelmed − Quiet, peace, calm − Curiosity, fascination, interest

The Myers-Briggs Company

Those expressing greater concern about:	Were more or less likely than other people to use words relating to:
Managing stress	+ Anxiety, concern, worry
	+ Stress, exhaustion, being overwhelmed
	+ Loneliness, isolation, disconnection
	+ Suspicion, conspiracy, deception
	− Opportunity, hope, optimism
	− Change, disruption
	− Relaxed, at ease
	− Quiet, peace, calm
	− Acceptance, pragmatism, realism
	− Curiosity, fascination, interest
Finding outlets to socialize	+ Loneliness, isolation, disconnection
	− Quiet, peace, calm
Being productive while working remotely	No statistically significant correlations
Communicating with my co-workers	+ Loneliness, isolation, disconnection
Managing conflict	+ Loneliness, isolation, disconnection
	− Opportunity, hope, optimism
	− Boredom, indifference, apathy
Relationship with my spouse/partner	+ Suspicion, conspiracy, deception
	− Quiet, peace, calm
	− Acceptance, pragmatism, realism

Demographic differences

There were no statistically significant gender differences. There was however a relationship with age.[7] Younger people tended to express more concern in areas relating to self-management and relationships. Older respondents expressed more concern about the economy going into recession.

Economy going into recession	Managing motivation	Managing stress	Productive when working remotely	Managing conflict	Relationship with spouse/ partner
r = 0.113	r = -0.232	r = -0.171	r = -0.142	r = -0.161	r = -0.138

[7] Based on correlations significant at the 1% level or better.

The Myers-Briggs Company

These findings are in line with other research showing more concerns about the threat of COVID-19 amongst younger people (Klaiber, Wen, DeLongis, & Sin, 2020).

There were no statistically significant differences between respondents who were resident in different countries.

Not surprisingly, the level of concern about having children at home for an extended period was related to the number of children that a respondent was sharing lockdown with. Respondents sharing lockdown with more children felt higher levels of concern.

There were no consistent changes in average levels of any concern over time.

Occupational differences[8]

Concerns about managing motivation and stress, and about relationships with one's spouse or partner, were significantly higher for respondents who were already seeking employment or who had been recently laid off or furloughed.

Average (mean) scores by employment status

For example, 71% of those already seeking employment were very or somewhat concerned about managing motivation, but only 43% of those employed full-time or part-time. 50% of those on furlough were very or somewhat concerned about their relationship with their spouse or partner, but only 19% of those working full-time and 14% of those working part-time were very or somewhat concerned.

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[8] One-way analyses of variance were used to examine significant differences for these factors.

To look at differences between job types, occupations with 20 or more respondents were compared (education, training, and library occupations; management; business and financial operations; office and administrative support; sales and related; sciences). Significant differences were found in concerns about managing conflict and managing stress:

- Respondents working in the sciences were less concerned about managing conflict than those working in management, sales or office and administrative support.

- Those working in management were more concerned with managing stress than respondents working in education and training or in business and financial operations.

Several significant differences were also found between different job levels:

- Senior managers on average expressed the most concern about having children at home for an extended period, significantly more so than middle management or employee level. Those at employee level on average expressed the least amount of concern.

- Those at executive level expressed the greatest degree of concern about managing conflict, significantly higher than all other occupational levels.

- Executive level respondents also expressed the greatest degree of concern about managing stress, significantly more so than all other occupational levels.

- Those at executive level also expressed the greatest degree of concern about the economy going into recession, significantly more so than middle managers, project managers, and those at employee level. The latter showed the lowest degree of concern on average, significantly less so than owner/CEO, executive level, and senior management.

Three concerns showed significant differences by remote working status:

Average (mean) scores by remote working status
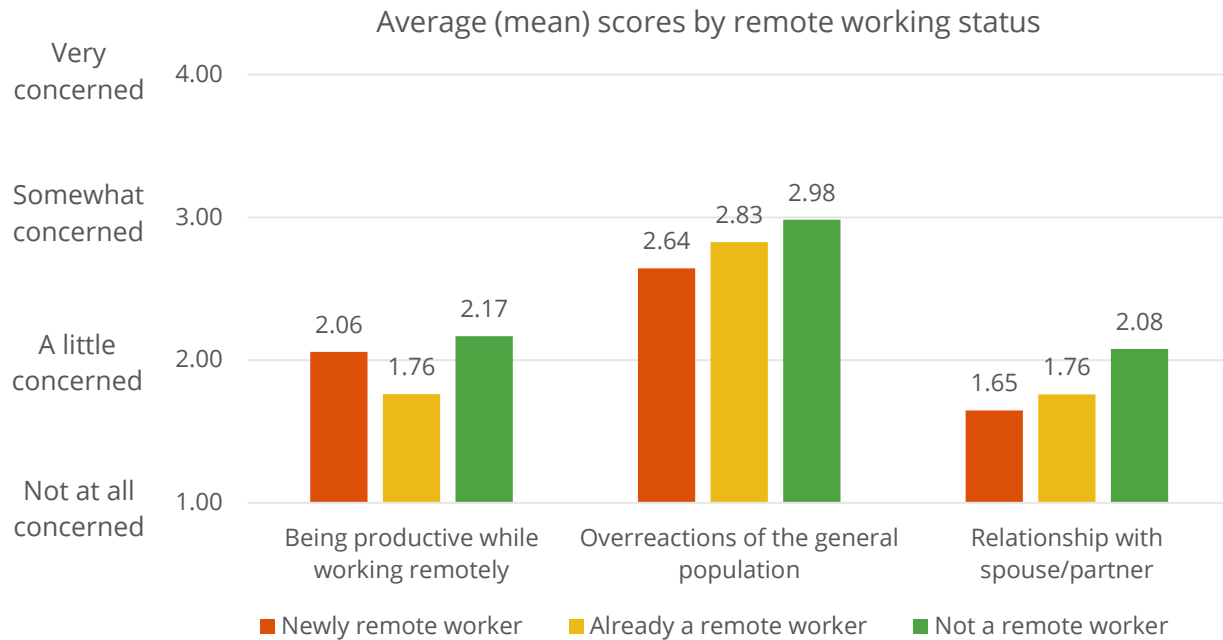
Concerns about the challenges of COVID-19: summary and implications

By some degree, the challenge of the economy going into recession was the greatest concern to survey respondents. Just over half were very concerned about this challenge, and only 4% were not at all concerned. At the other end of the scale, 50% of respondents were not at all concerned about their relationship with their spouse or partner, and only 11% were very concerned.

The largest effect of personality type was around socializing, with Extraverts, especially those with ESFP preferences, much more concerned than Introverts about finding outlets to socialize. Respondents with INTP, ISTP and INTJ preferences were the least concerned here. Respondents with a Feeling preference expressed significantly more concern than those with a Thinking preference about several areas, including managing motivation, managing stress, being productive while working remotely, managing conflict and the relationship with one's spouse or partner. Respondents with preferences for ISFJ, INFP, ESFP and ESFJ were particularly likely to be concerned both about managing motivation and about managing stress. This is consistent with the previous section of this report, where respondents with a Feeling preference were more likely than those with a Thinking preference to use more negative, emotive words.

In general, those expressing higher levels of concern were more likely to have mentioned negative words when asked to describe their feelings about the crisis.

Younger people tended to express more concern in areas relating to self-management and relationships. Older respondents expressed more concern about the economy going into recession.

Concerns about managing motivation and stress, and about relationships with one's spouse or partner, were significantly higher for respondents who were already seeking employment or who had been recently laid off or furloughed. Remote workers showed lower levels of concern about over-reactions of the general population and their relationship with their spouse or partner than non-remote workers. The data suggest that newly remote workers mostly do not think that working
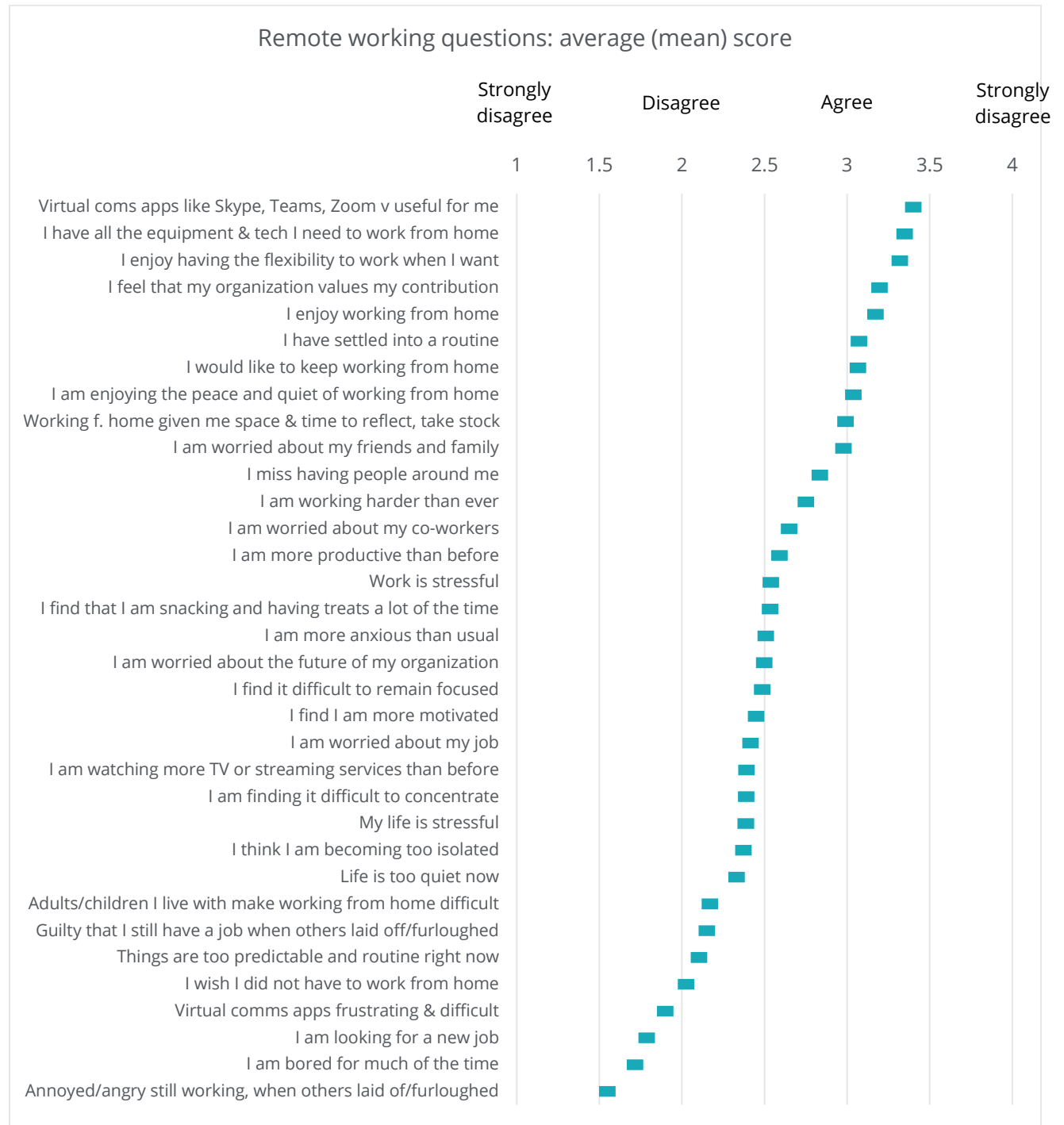
at home will affect this relationship. Not surprisingly, those who were already remote workers before the pandemic were the least concerned about being productive while working remotely.

Overall, the data suggest that in most areas, most respondents did not have very high levels of concern. Only in two areas, the economy going into recession and over-reactions of the general population, did the proportion of those who were somewhat or very concerned exceed 50%. However, levels of concern tended to be higher among those with a Feeling preference, younger people, and non-remote workers. These groups may therefore experience a higher degree of stress than others.

Views on being a remote worker

Overview

Those respondents who were working from home were asked 34 questions about their views on being a remote worker, using a four-point scale from strongly disagree to strongly agree. The mean score for each question is shown in the chart below. Some items have been abbreviated to fit.

Remote working questions: average (mean) score

	Strongly disagree	Disagree	Agree	Strongly disagree
	1 1.5	2 2.5	3 3.5	4

- Virtual coms apps like Skype, Teams, Zoom v useful for me
- I have all the equipment & tech I need to work from home
- I enjoy having the flexibility to work when I want
- I feel that my organization values my contribution
- I enjoy working from home
- I have settled into a routine
- I would like to keep working from home
- I am enjoying the peace and quiet of working from home
- Working f. home given me space & time to reflect, take stock
- I am worried about my friends and family
- I miss having people around me
- I am working harder than ever
- I am worried about my co-workers
- I am more productive than before
- Work is stressful
- I find that I am snacking and having treats a lot of the time
- I am more anxious than usual
- I am worried about the future of my organization
- I find it difficult to remain focused
- I find I am more motivated
- I am worried about my job
- I am watching more TV or streaming services than before
- I am finding it difficult to concentrate
- My life is stressful
- I think I am becoming too isolated
- Life is too quiet now
- Adults/children I live with make working from home difficult
- Guilty that I still have a job when others laid off/furloughed
- Things are too predictable and routine right now
- I wish I did not have to work from home
- Virtual comms apps frustrating & difficult
- I am looking for a new job
- I am bored for much of the time
- Annoyed/angry still working, when others laid of/furloughed

For ease of analysis, several items were grouped into scales. In the table below, items labelled "+" load positively onto the scale, items labelled "-" load negatively.

Scale	Items		Reliability (alpha) and mean
Appreciates working from home	+	I am enjoying the peace and quiet of working from home	0.866
	+	I enjoy working from home	2.854
	+	I would like to keep working from home when the quarantine ends	
	+	Working from home has given me the space and time to reflect and take stock	
	−	I miss having people around me	
	−	I wish I did not have to work from home	
	−	Life is too quiet now	
Worrying	+	I am more anxious than usual	0.719
	+	I am worried about my co-workers	2.551
	+	I am worried about my friends and family	
	+	I am worried about my job	
	+	I am worried about the future of my organisation	
Stressed	+	My life is stressful	0.732
	+	Work is stressful	2..846
Motivated and engaged	+	I am more productive than ever	0.742
	+	I am working harder than ever	2.643
	+	I feel I am more motivated	
	−	I am bored for much of the time	
	−	I am finding it difficult to concentrate	
	−	I am watching more TV or streaming services than before	
	−	I find it difficult to remain focused	
	−	I find I am snacking and having treats a lot of the time	
Using virtual apps	+	I have all the equipment and technology I need to work from home	0.558
	+	Virtual communications app like Skype, Teams or Zoom are very useful to me	3.281
	−	I find virtual communications apps like Skype, Teams or Zoom frustrating and difficult to use	
Valued by and values organization	+	I feel that my organization values my contribution	0.609
	−	I am looking for a new job	3.205

On average, those working from home:

- Find virtual communication apps useful and feel they have the equipment and technology they need
- Are enjoying having the flexibility to work when they want
- Feel valued by their organization and are not looking for a new job
- Enjoy working from home and want to keep doing so
- Have settled into a routine
- Are in general motivated and engaged, and are not bored
- Are worried about their friends and family and their co-workers, and somewhat worried about their job and about the future of their organisation
- Neither agree nor disagree that they are stressed
- Tend to disagree that they feel guilty to still have a job
- Strongly disagree that they feel annoyed or angry that they still have to work when others have been laid off or furloughed.

Personality differences

Based on an independent-samples t-test, several significant differences were seen between respondents with a preference for Extraversion and those with a preference for Introversion:

Average (mean) scores for Extraversion and Introversion
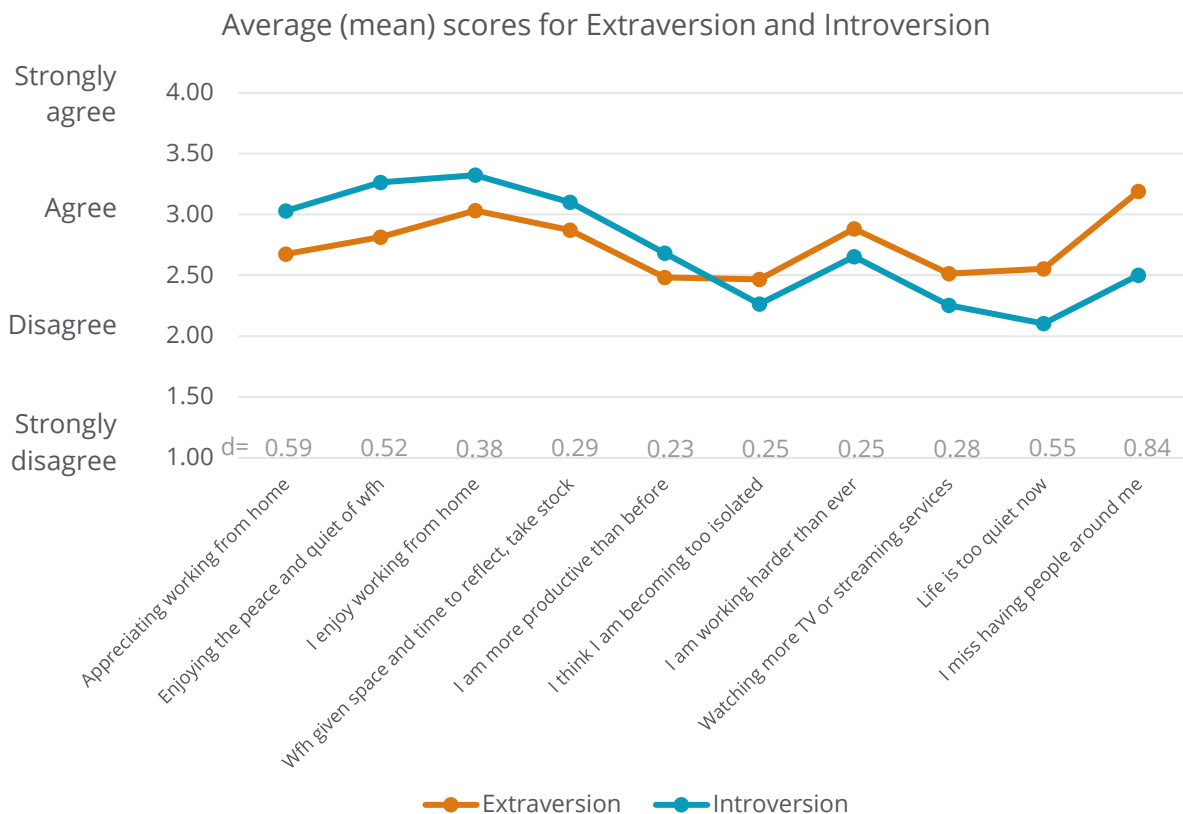
Not surprisingly, people with an Introversion preference on average scored higher on the scale of *Appreciating working from home*. They were more likely than those with an Extraversion preference to enjoy working from home, to appreciate the peace and quiet, and to agree that working from home had given them the space and time to reflect and take stock. Extraverts were especially likely to miss having people around them, while Introverts were less concerned either way. Extraverts were also more likely to agree that "life is too quiet now", as well as to agree both that they were working harder than ever and that they were watching more TV.

In summary, Extraversion – Introversion differences reflected the essence of this preference pair. Respondents with a preference for Extraversion were more likely to endorse statements reflecting the downside of a lack of contact with other people (*I think I am becoming too isolated, I am watching more TV or streaming services than before, life is too quiet now, I miss having people around me*). Those with an Introversion preference were more likely to appreciate working from home and to agree with statements reflecting the positive aspects of working from home (*I am enjoying the peace and quiet of working from home, I enjoy working from home, working from home has given me the space and time to reflect and take stock*).

There were also three significant differences in terms of Sensing-Intuition. Respondents with an Intuitive preference tended to see remote working in a more positive light.


Average (mean) scores for Sensing and Intuition
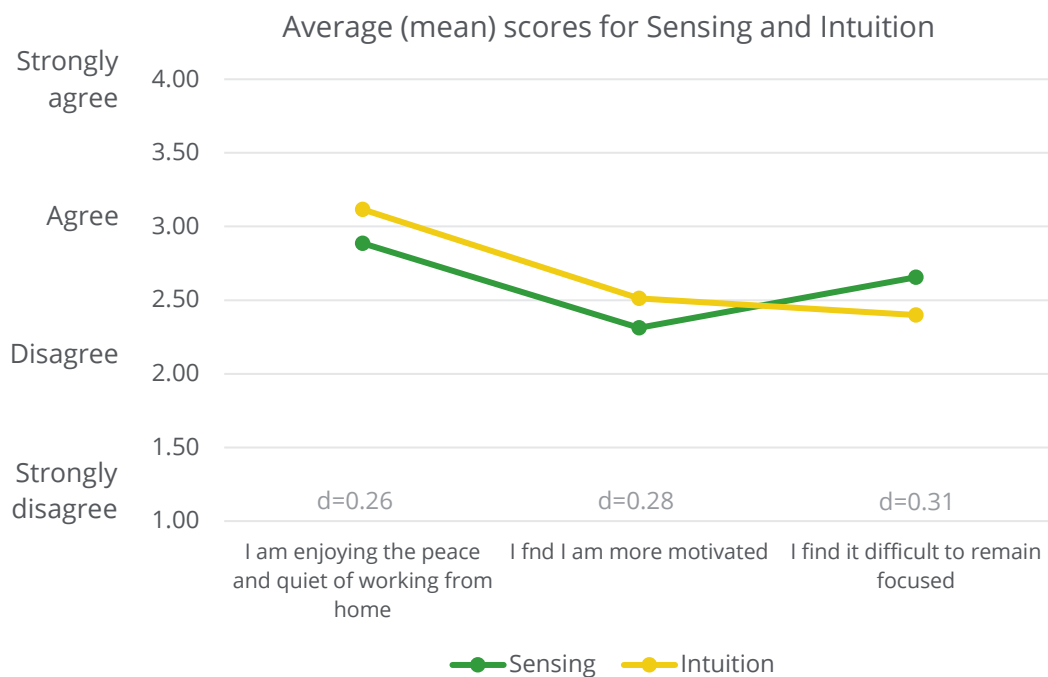
The largest number of differences was seen with Thinking-Feeling. The first chart below shows significant differences on scales, the second shows differences on individual items.

Average (mean) scores for Thinking and Feeling (Scales)

	Stressed	Appreciates workng from home	Using virtual apps	Motivated and engaged
	d=0.43	d=0.25	d=0.34	d=0.32

Legend: Thinking, Feeling

Average (mean) scores for Thinking and Feeling (Items)

	I feel guilty that I still have a job	I find it difficult to remain focused	I wish I did not have to work from home	I am finding it difficult to concentrate	I think I am becoming too isolated	I find virtual comms apps frustrating	Virtual comms apps are very useful
	d=0.52	d=0.31	d=0.29	d=0.26	d=0.27	d=0.26	d=0.26

Legend: Thinking, Feeling

Overall, those with a Feeling preference were significantly less positive about working from home than those with a Thinking preference.

For Judging-Perceiving, there were only three significant differences.
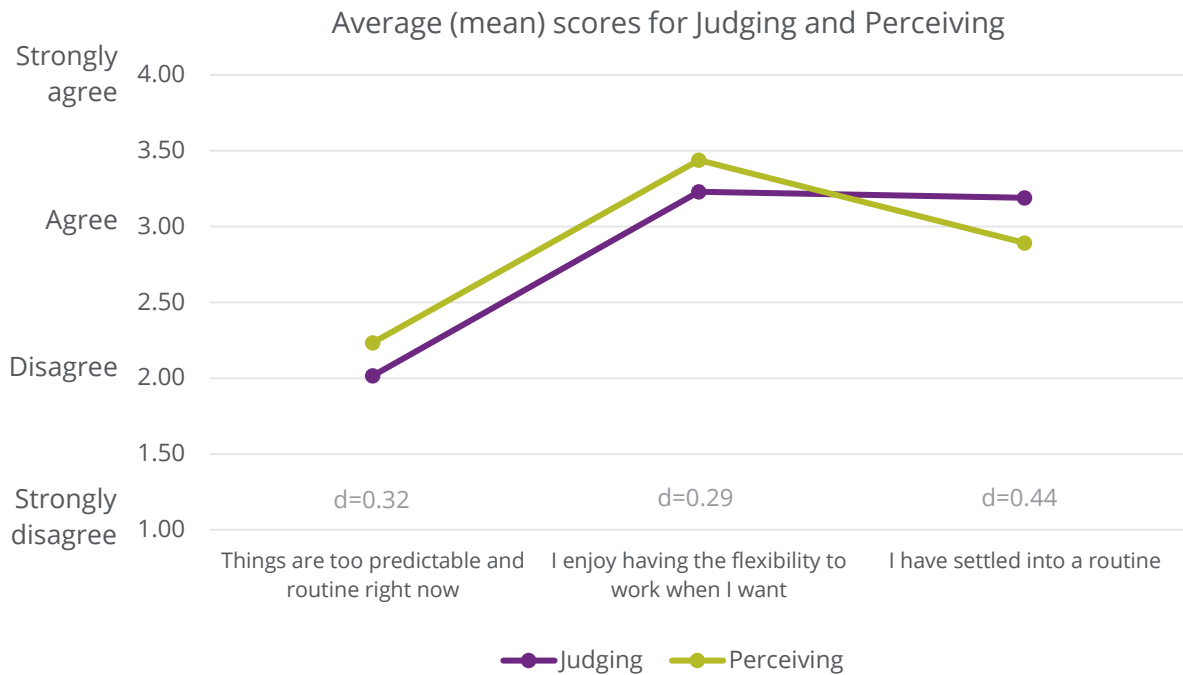
Average (mean) scores for Judging and Perceiving

Judging-Perceiving differences reflected the underlying nature of this preference pair. Those with a Judging preference were more likely than those with a Perceiving preference to say that they had settled into a routine, and while they did on average agree that they enjoyed having the flexibility to work when they wanted, they agreed less strongly than those with a Perceiving preference. Those with a Perceiving preference very much enjoyed having the flexibility to work when they wanted and, while many had settled into a routine, some were finding things too predictable and routine.

There were also several significant differences[9] by whole type, as shown in the charts below. Note that four types (ISTP, ISFP, ESTP and ESFP) have been excluded from the charts due to small sample size.

Three scales showed a significant effect:

Average (mean) scores for each type (scales)
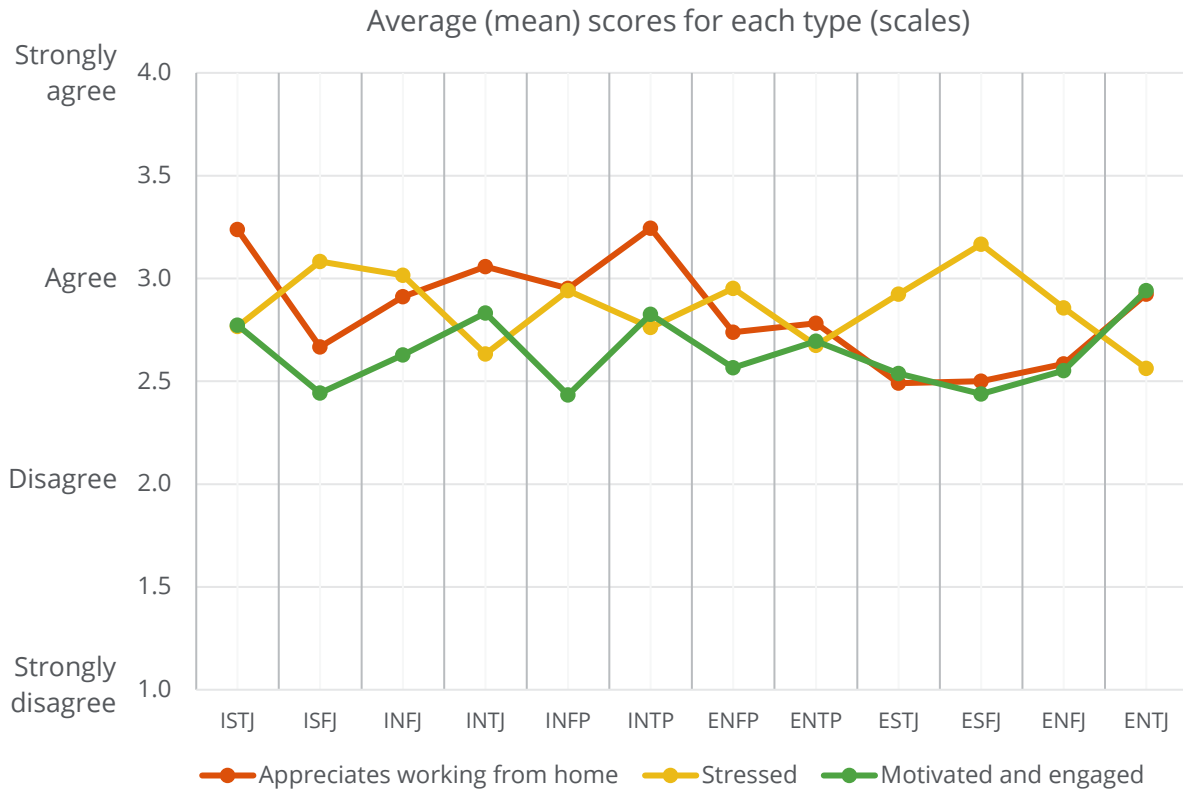
- For the scale of *Appreciating working from home*, those with a preference for Introversion and to some extent with a preference for Thinking tended to have a higher average score, with INTP (3.24), ISTJ (3.24) and INTJ (3.06) the highest. Those least likely to enjoy working from home were ESTJ (2.49), ESFJ (2.50) and ENFJ (2.59)

- The three types most likely to be *Stressed* all had Feeling and Judging preferences: ESFJ (3.17), ISFJ (3.08) and INFJ (3.02). Those least likely to experience stress all had Intuition and Thinking (NT) preferences: ENTJ (2.56), INTJ (2.63), ENTP (2.68) and INTP (2.76)

- For the scale of Motivated and engaged, the clearest difference was between Thinking and Feeling. The types highest on this scale all had a Thinking preference: ENTJ (2.94), INTJ (2.83), INTP (2.83) and ISTJ (2.77. The lowest on this scale were INFP (2.43), ESFJ (2.44) and ISFJ (2.44).
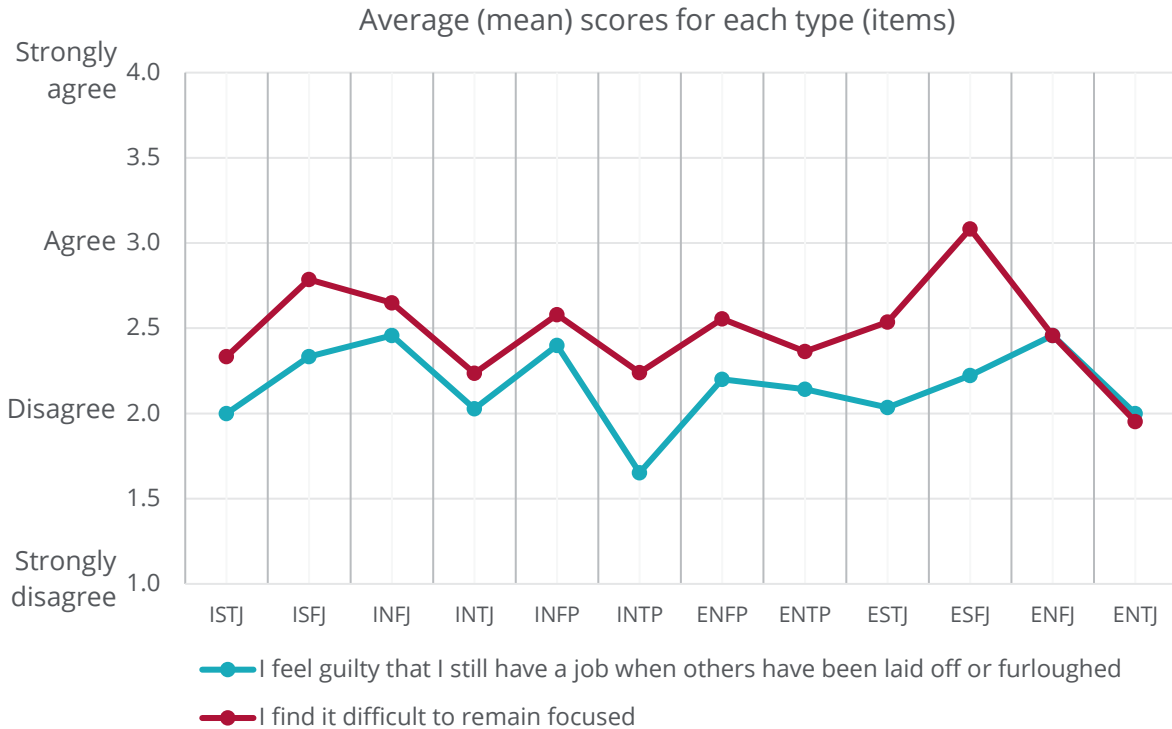
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[9] Based on a oneway analysis of variance.

Five individual questions showed a significant relationship; these are presented on two charts.

Average (mean) scores for each type (items)
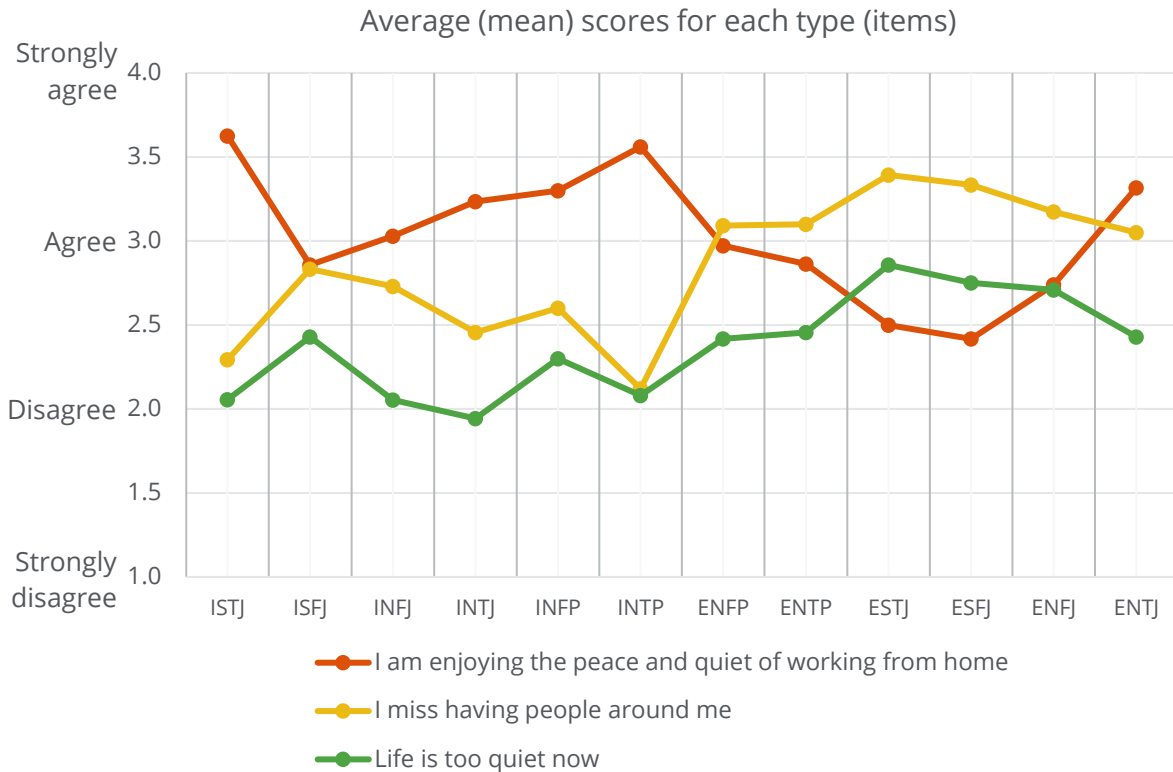
This first chart shows those questions where there was a clear Extraversion-Introversion difference:

- In general, those with a preference for Introversion were more likely to agree with the statement "I am enjoying the peace and quiet of working from home", especially ISTJ (3.62) and INTP (3.56) and to a slightly lesser extent INFP (3.30) and INTJ (3.24). However, those with ENTJ preferences did on average also agree (3.32). The least likely to agree were ESFJ (2.42) and ESTJ (2.50).

- There was a very clear difference on "I miss having people around me", with every Extraverted type more likely on average to agree than every Introverted type. The most likely to agree were ESTJ (3.39) and ESFJ (3.17), but even the lowest Extraverted type, ENTJ, had an average score (3.05) higher than the average score of the highest Introverted type (ISFJ, 2.83). Within Introverted types, there was a secondary Thinking-Feeling effect. The types least likely to agree are INTP (2.12) and ISTJ (2.29).

- "Life is too quiet now" also showed an Extraversion-Introversion difference. Those with ESTJ (2.86), ESFJ (2.75) and ENFJ (2.71) preferences were the most likely to agree, and those with INTJ (1.94), INFJ (2.05), ISTJ (2.06) and INTP (2.08) the least.

Average (mean) scores for each type (items)

- I feel guilty that I still have a job when others have been laid off or furloughed
- I find it difficult to remain focused

This chart shows items where there was a clear Thinking-Feeling difference:

- The statement "I feel guilty that I still have a job when others have been laid off or furloughed" showed a Thinking-Feeling difference. Those with ENFJ (2.56), INFJ (2.46), INFP (2.40) and ISFJ (2.33) were the most likely to agree, those with INTP (1.65), ISTJ (2.00) or ENTJ (2.00) the least.

- There was also a Thinking-Feeling difference in responses to "I find it difficult to remain focused". Feeling types were in general the most likely to agree, in particular ESFJ (3.08), but to a lesser extent also ISFJ (2.79), INFJ (2.65), INFP (2.59) and ENFP (2.56). Those with ENTJ preferences (1.95) were the least likely to agree.

Overall, there was a tendency for those with I, N and T preferences to be more positive about working from home and for those with E, S and F preferences to be less positive.

Relationship to words chosen to represent feelings about the crisis

Scores on the six scales were compared with the words they had chosen to express their feelings about the crisis. The following table shows the words that those scoring high on a scale were more likely than others to have chosen (denoted by a +) and less likely (denoted by a –).

Those with higher scores on:	Were more or less likely than other people to use words relating to:
Appreciates working from home	+ Caution, carefulness + Reflection, introspection, thoughtfulness + Relaxed, at ease + Quiet, peace, calm + Curiosity, fascination, interest – Sadness, depression, hopelessness – Uncertainty, confusion, chaos – Loneliness, isolation, disconnection
Worrying	+ Restriction, control, inhibition – Quiet, peace, calm – Curiosity, fascination, interest
Stressed	+ Stress, exhaustion, being overwhelmed – Curiosity, fascination, interest
Motivated and engaged	+ Opportunity, hopefulness, optimism + Quiet, peace, calm + Resilience, adapting, wellbeing + Curiosity, fascination, interest – Frustration, anger, annoyance – Loneliness, isolation, disconnection
Using virtual apps	+ Opportunity, hopefulness, optimism + Change, disruption + Contagion, pandemic, disease + Resilience, adapting, wellbeing – Loneliness, isolation, disconnection
Valued by and values organization	– Suspicion, conspiracy, deception

Responses to individual questions were also correlated with how often particular words were mentioned. There were too many results to tabulate here, but overall the words mentioned matched the ways in which respondents had answer individual questions. For example, those who

mentioned words around anxiety, worry or concern also tended to agree with the following questions (correlation shown in parentheses, all significant at the 1% level):

- I feel guilty that I still have a job when others have been laid off or furloughed (r = 0.296)
- I am worried about my friends and family (r = 0.246)
- I am more anxious than usual (r = 0.231)
- My life is stressful (r = 0.205)
- I think I am becoming too isolated (r=0.153)

Whereas those who mentioned words around opportunity, hopefulness or optimism tended to agree with:

- Working from home has given me the space and time to reflect and take stock (r = 0.156)

But tended to disagree with:

- I am finding it difficult to concentrate (r = -0.210)
- I find it difficult to remain focused (r = -0.150)
- I am more productive than before (r = -0.147)

Relationship with concerns about the crisis

Scores on the six scales were correlated with concerns. The following table shows areas that those scoring high on a scale were significantly more likely than others to be concerned about (denoted by a +) and less likely (denoted by a −). Correlations are shown in parentheses.

Those who scored higher on	Tended to be more (+) or less (-) concerned about:
Appreciates working from home	− Finding outlets to socialize (r=-0.529) − Managing motivation (r=-0.418) − Having kids at home for an extended period (r=-.328) − Being productive while working remotely (r=-0.321) − Managing stress (r=-0.290) − Maintaining my diet/exercise program (r=-0.225) − Managing conflict (r=-0.169)
Worrying	+ Managing stress (r=0.315) + The economy going into recession (r=0.307) + Maintaining my diet/exercise programme (r=0.263) + Having kids at home for an extended period (r=0.235) + Finding outlets to socialize (r=0.230)
Stressed	+ Managing motivation (r=0.318) + Having kids at home for an extended period (r=0.290) + Being productive while working remotely (r=0.280) + Finding outlets to socialize (r=0.245) + Managing stress (r=0.232)
Motivated and engaged	− Managing motivation (r=-0.585) − Being productive while working remotely (r=-0.442) − Finding outlets to socialize (r=-0.378) − Managing stress (r=-0.348) − Having kids at home for an extended period (r=-0.329) − Maintaining my diet/exercise program (r=-0.240) − Communicating with my co-workers (r=-0.231)
Using virtual apps	− Managing motivation (r=-0.156) − Managing conflict (r=-0.153)
Valued by and values organization	(No significant correlations)

In general, those who appreciated working from home and who were more motivated and engaged showed lower levels of concern, while those who were worried or stressed showed higher levels.

A similar pattern can be seen in responses to individual questions. For example, looking only at correlations above 0.4, those who are finding it difficult to concentrate were concerned about managing motivation (r=0.526), being productive while working remotely (r=0.464) and having kids at home for an extended period (r=0.423).

Demographic differences

There were no significant gender differences at scale level, but four individual questions did show a significant difference[10] between men and women.

Average (mean) scores by gender
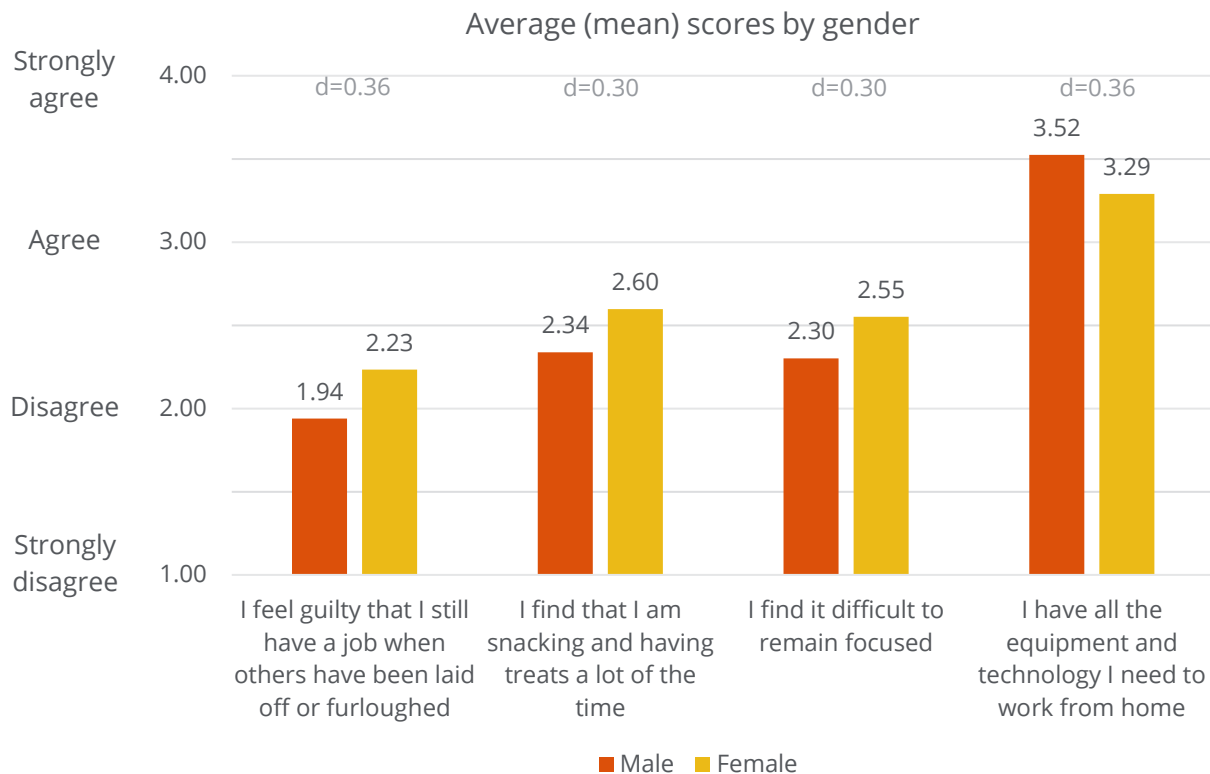
Several of these differences are explored in more detail later in this report under the headings of *maladaptive behaviors and feeli*ngs and *survivor guilt*.

Two scales showed a statistically significant correlation[11] with age. Older people tended to be more *Motivated and engaged* (r=0.212) and younger people more *Stressed* (r=-0.125). Looking at individual questions, then younger people were more likely to agree with the following statements:

- I find it difficult to remain focused (r=-0.258)
- I am finding it difficult to concentrate (r=-0.187)
- I am watching more TV or streaming services than before (r=-0.146)

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[10] Based on an independent-samples t-test
[11] Based on correlations significant at the 1% level or better

The results of a univariate analysis of variance suggest that there was an interaction between age and gender on these questions. For example, for *I find it difficult to remain focused*, women were more likely to agree than men, and younger people were more likely to agree than older, but the effect of age was stronger for women than it is for men:

Response	Mean age (men)	Mean age (women)	Mean age (total)
Strongly agree	48.63	37.93	40.24
Agree	46.40	42.55	43.19
Disagree	50.14	46.26	47.58
Strongly disagree	53.27	48.08	49.71

There were no statistically significant differences at scale level between respondents who were resident in different countries. At the level of individual questions, those resident in the US were more likely to agree with *I am watching more TV or streaming services than before* than those resident in the UK. Those resident in the UK were more likely than those resident in the US to agree that *Things are too predictable and routine right now*.

The number of adults that an individual was sharing lockdown with did not have any significant effect, but number of children did. Respondents who were sharing lockdown with one, two, or more children were significantly more likely to agree than were those not sharing with any children that *The other children or adults I live with make working from home difficult*.

Over time, two items have become more likely to be agreed with:

- I am annoyed or angry that I am still working, when others have been laid off or furloughed
- I enjoy having the flexibility to work when I want

The increase in endorsement of the first of these two items fits with the increase in the use of words like frustration, anger, annoyance and irritation over time.

Occupational differences[12]

Amongst this group of remote workers, those working full-time for an organization or business were significantly more likely than those working part-time or the self-employed to agree with three questions:
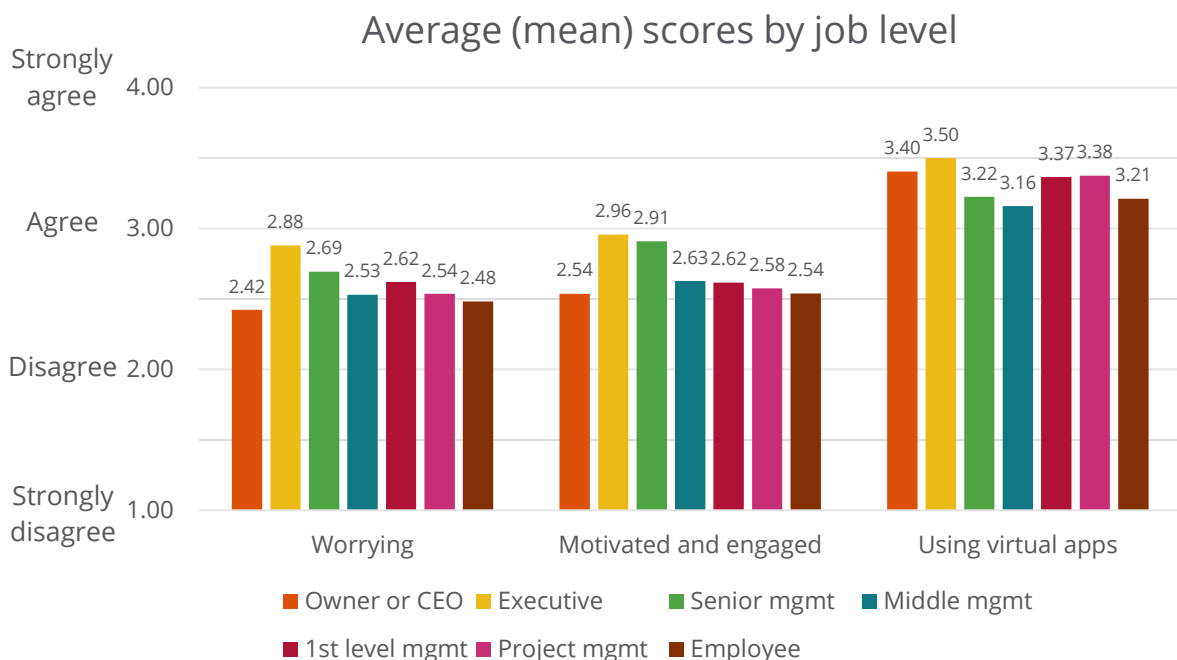
- I am working harder than ever
- I am worried about my friends and family
- Work is stressful

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[12] Unless otherwise stated, one-way analyses of variance were used to examine significant differences for these factors.

Average (mean) scores by employment status

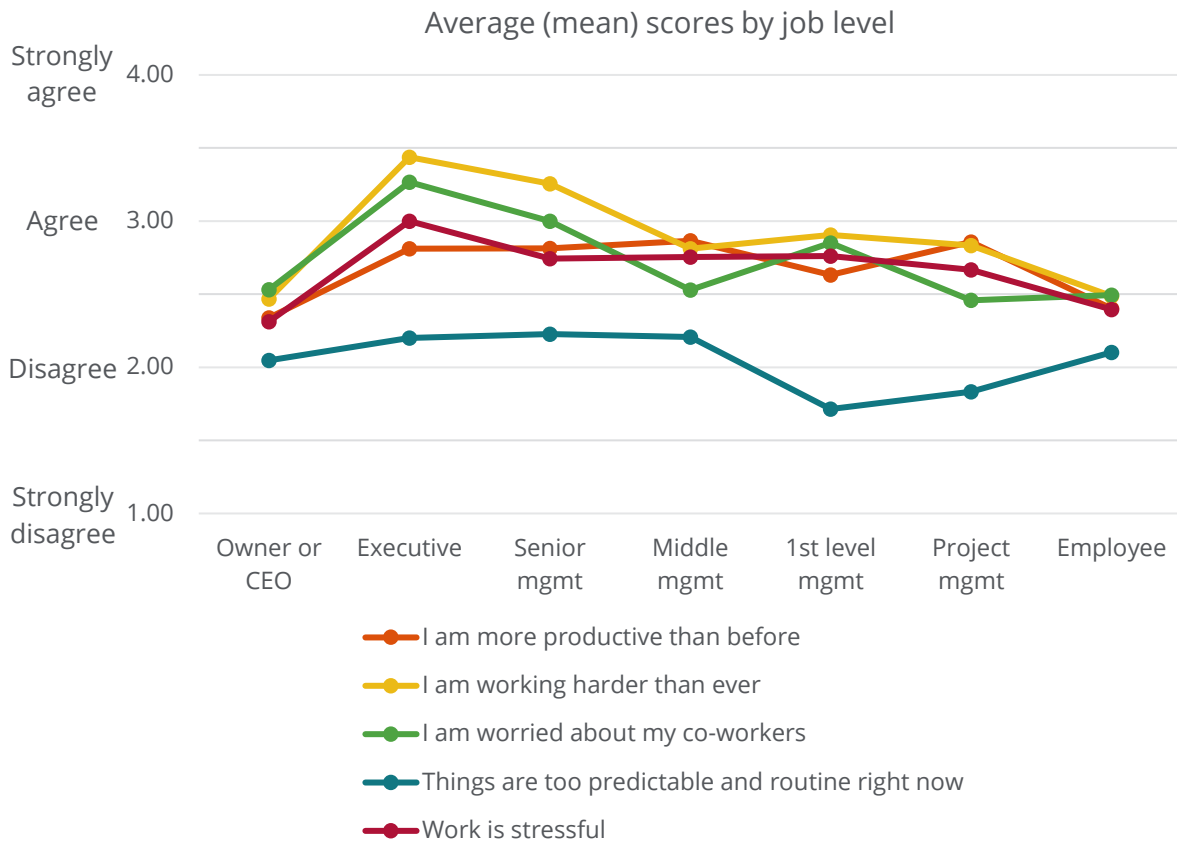Legend: Working full-time | Working part-time | Self-employed
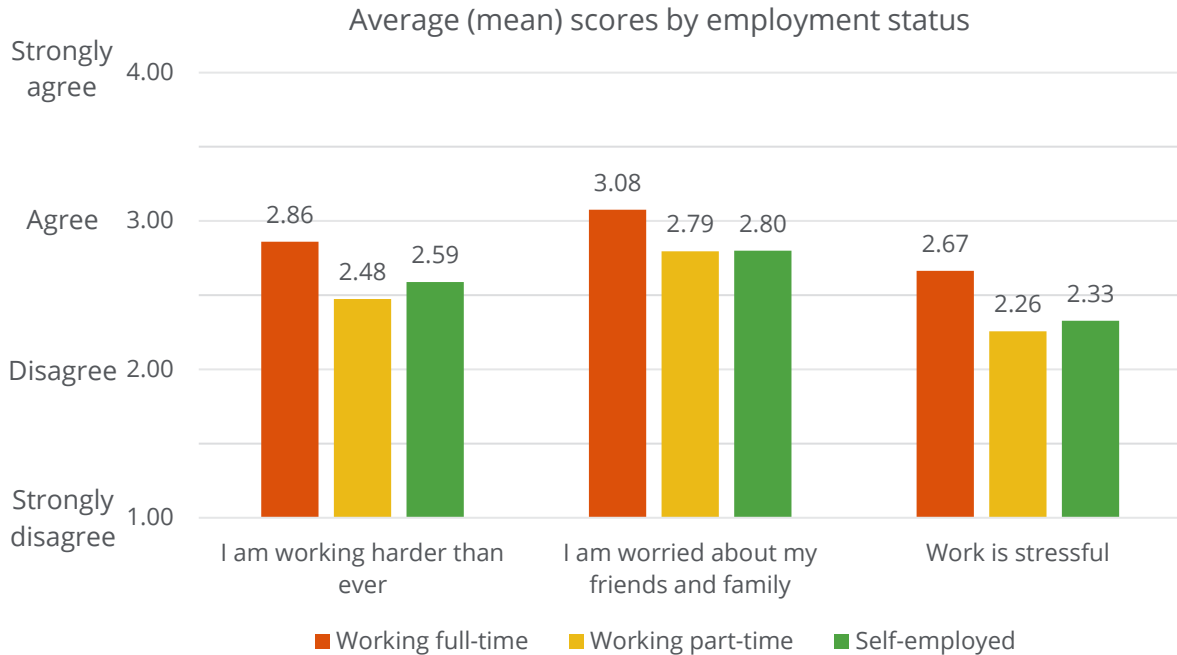
Occupations with 20 or more respondents were compared (education, training, and library occupations; management; business and financial operations; office and administrative support; sales and related; sciences). Those in managerial or sales and related roles were more likely than those in other jobs to agree that *Work is stressful*.

Three scales showed significant differences between job levels. Executives and senior managers worried more but were also more motivated and engaged. Executives were the most positive about the use of virtual apps.

Average (mean) scores by job level

Legend: Owner or CEO | Executive | Senior mgmt | Middle mgmt | 1st level mgmt | Project mgmt | Employee

A similar pattern was seen for several individual questions:

Average (mean) scores by job level

Legend:
- I am more productive than before
- I am working harder than ever
- I am worried about my co-workers
- Things are too predictable and routine right now
- Work is stressful

Respondents at executive and senior management level were the most likely to agree that they are more productive than before, are working harder than ever, that work is stressful and that they are worried about their co-workers. First level managers and project managers were particularly unlikely to agree that things are too predictable and routine.

Amongst this group of remote workers, there were several significant differences[13] between those who were already remote workers and those who had recently transitioned, with the former group tending to be more positive in their answers. At the scale level, those who were already remote workers scored significantly higher on *Appreciates working from home* and *Valued by and values organization*. This matches the earlier finding that this group were less concerned than others about being productive while working remotely. There were also a number of differences in answers to individual questions.

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[13] Based on an independent-samples t-test
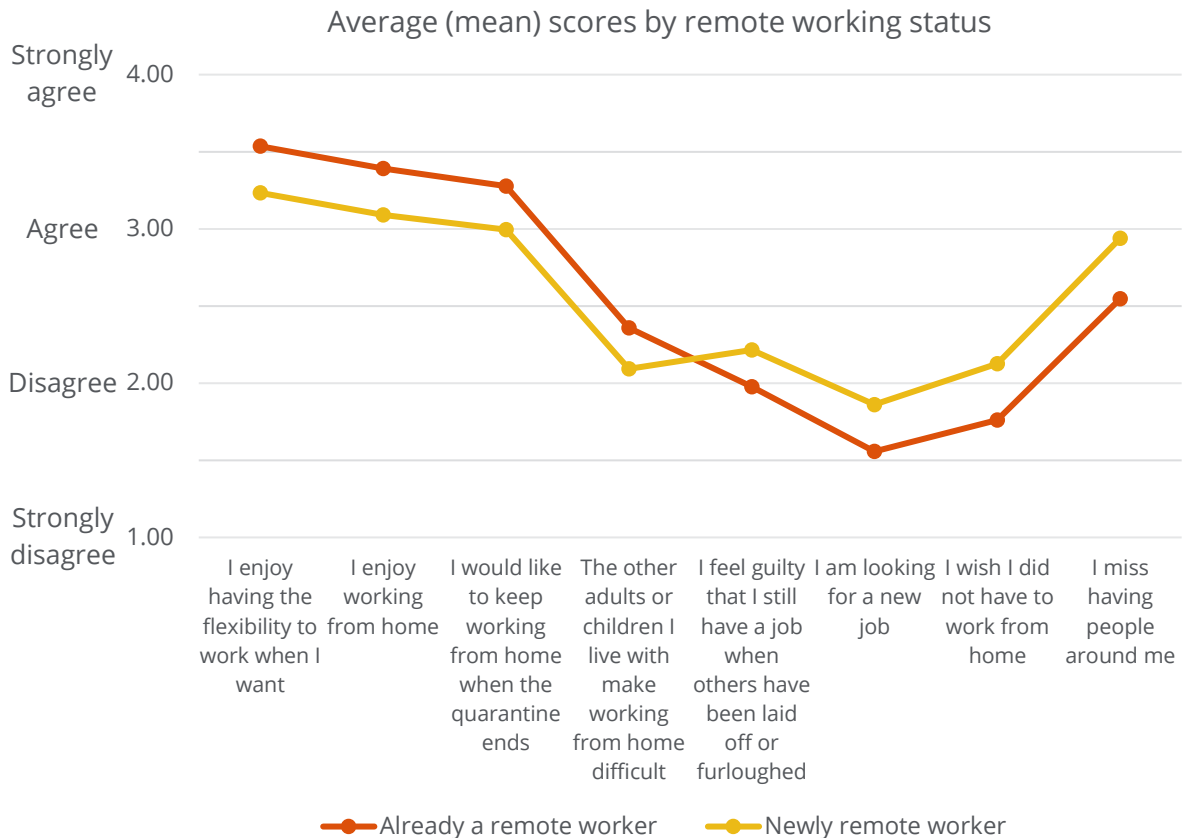
Average (mean) scores by remote working status

Those who were already remote workers tended to respond more positively than those who had recently transitioned. The one exception was for the item *The other adults or children I live with make working from home difficult*. It might be that some established home workers were accustomed to having peace and quiet and their own space, but then had to contend with partners, housemates or children suddenly also being around the house during working hours.

Views on being a remote worker: summary and implications

Overall, most remote workers had many positive views about their work situation. Most agreed that they had the equipment they needed to work from home and found communication apps useful, that they valued their organization and felt valued in return, and that they appreciated working from home. However, on balance they also tended to agree that they were stressed. There were more mixed views about the extent to which they were worried and anxious, and about the extent to which they were motivated and engaged.

Individual statements that they were particularly likely to agree with included:

- Virtual communication apps like Skype, Teams or Zoom are very useful for me
- I have all the equipment and technology I need to work from home
- I enjoy having the flexibility to work when I want
- I feel that my organization values my contribution

- I enjoy working from home

- I have settled into a routine

- I would like to keep working from home when the quarantine ends

The statements that they tended to disagree with were the following:

- I am annoyed or angry that I am still working, when others have been laid off or furloughed

- I am bored for much of the time

- I am looking for a new job

- I find virtual communication apps like Skype, Teams or Zoom frustrating and difficult to use

- I wish I did not have to work from home

Looking at personality differences:

- Respondents with a preference for Extraversion were more likely to endorse statements reflecting the downsides of a lack of contact with other people. Those with an Introversion preference were more likely to appreciate working from home and to agree with statements reflecting the positive aspects of working from home,

- Respondents with an Intuitive preference tended to see working from home in a more positive light than those with a Sensing preference.

- Those with a Feeling preference were significantly less positive about working from home than those with a Thinking preference. They saw themselves as more stressed, and as being less appreciative of working from home, less motivated and engaged, and less positive about using virtual apps. They were more likely to feel guilty that they still had a job and to wish that they did not have to work from home, found it more difficult to concentrate and remain focused, and were more likely to worry that they were becoming too isolated.

- Judging-Perceiving differences reflect the underlying nature of this preference pair. Those with a Judging preference were more likely than those with a Perceiving preference to say that they have settled into a routine, and while they did on average agree that they enjoyed having the flexibility to work when they want, they agreed less strongly than those with a Perceiving preference. Those with a Perceiving preference very much enjoyed having the flexibility to work when they wanted and, while many had settled into a routine, some were finding things too predictable and routine.

- These preference pair differences are reflected in whole type. Overall, there was a tendency for those with I, N and T preferences to be more positive about working from home and for those with E, S and F preferences to be less positive.

Comparing the responses to questions in this section with the words chosen by respondents to describe their feelings, there is a clear match. Those who used more positive words also tended to answer the questions in a more positive way, while those who used more negative, emotive words tended to answer the questions in a more negative way. Similarly, those who appreciated working from home and who were more motivated and engaged showed lower levels of concern, while those who were worried or stressed showed higher levels.

There were a small number of gender differences. Women were more likely than men to feel guilty that they still had a job when others had been laid off or furloughed, to find that they were snacking and having treats, and to find it difficult to remain focused. Older people tended to be more

motivated and engaged and younger people more stressed. There was also an interaction between age and gender on these questions. For example, women were more likely to agree than men with the question *I find it difficult to remain focused*, and younger people were more likely to agree than older. The effect of age was however stronger for women than it was for men.

Those working full-time for an organization or business were significantly more likely than those working part-time or the self-employed to agree with three questions: *I am working harder than ever*, *I am worried about my friends and family*, and *Work is stressful*.

Executives and senior managers worried more than others and were more likely to agree that work is stressful, but were also more motivated and engaged, more likely to agree they were more productive than before and that they were working harder than ever. Executives were the most positive about the use of virtual apps. First level managers and project managers were particularly unlikely to agree that things are too predictable and routine.

Those who were already remote workers were more likely to appreciate working from home and to value and feel valued by their organization compared with those who had transitioned to remote working due to COVID-19. This fits with the earlier finding that this group were less concerned than others about being productive while working remotely. There were also several differences in answers to individual questions. In general, pre-existing remote workers tended to respond more positively. The one exception was for the item *The other adults or children I live with make working from home difficult*. It might be that some established home workers were accustomed to having peace and quiet and their own space, but then had to contend with partners, housemates or children suddenly also being around the house during working hours.

Views on being a non-remote worker

Overview

Those respondents who were working, but not from home, were asked 19 questions about their views on their job, using a four-point scale from strongly disagree to strongly agree. The mean score for each question is shown in the chart below. Note some items have been abbreviated to fit.

Non-remote working questions: average (mean) score
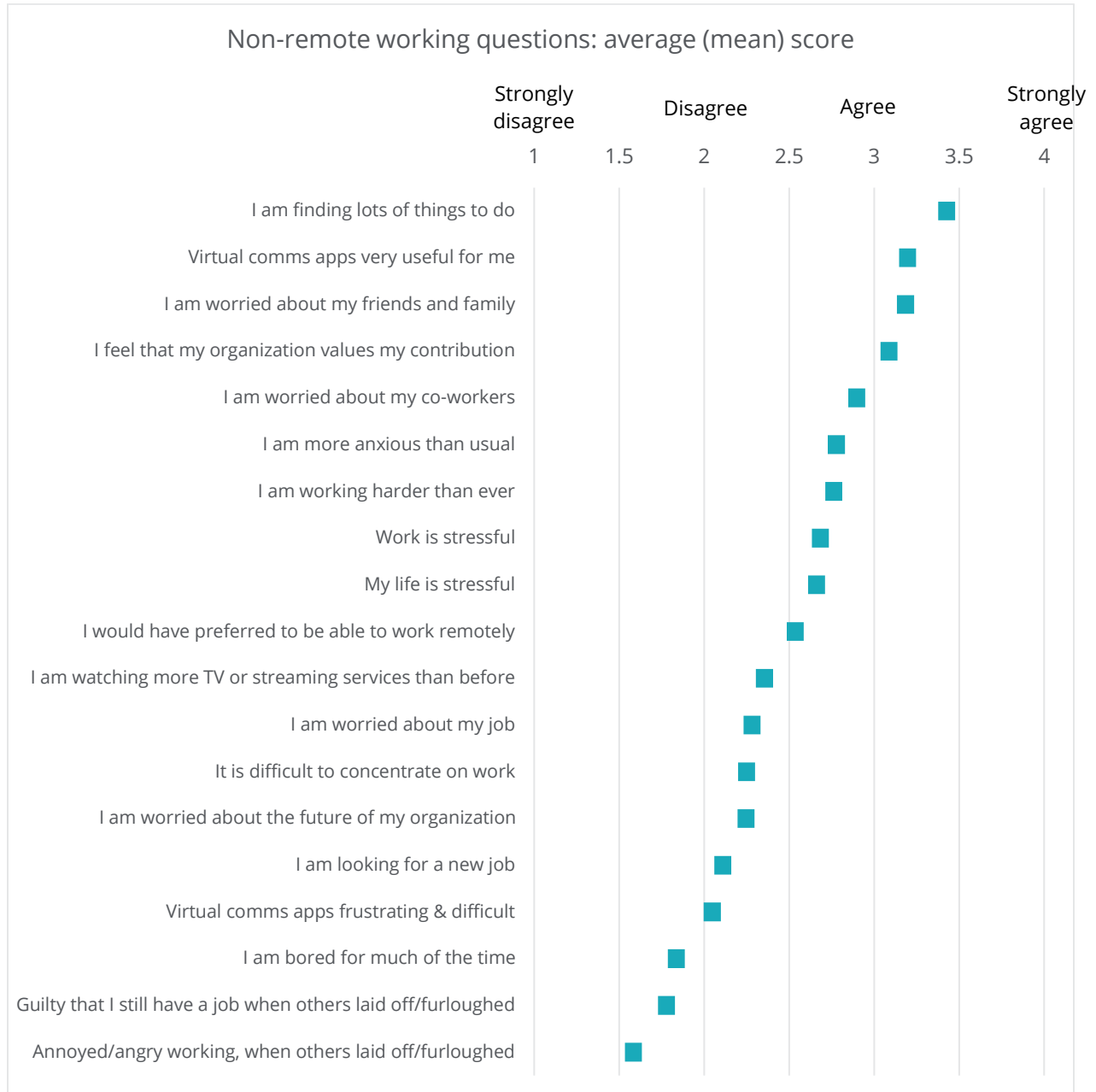
Although worried about friends and family, in general respondents tended to answer these questions in a positive way, agreeing with statements such as *I am finding lots of things to do, Virtual communications apps are very useful to me,* and *I feel that my organization values my contribution*, and disagreeing with statements like *I am bored for much of the time, I feel guilty about still having a job*

when others have been laid off or furloughed, and *I am annoyed or angry that I am still working when others have been laid off or furloughed*.

As there were fewer questions for non-remote workers, these have not been grouped into scales.

Personality differences

Based on an independent-samples t-test, a small number of significant differences[14] were seen between personality preference pairs:
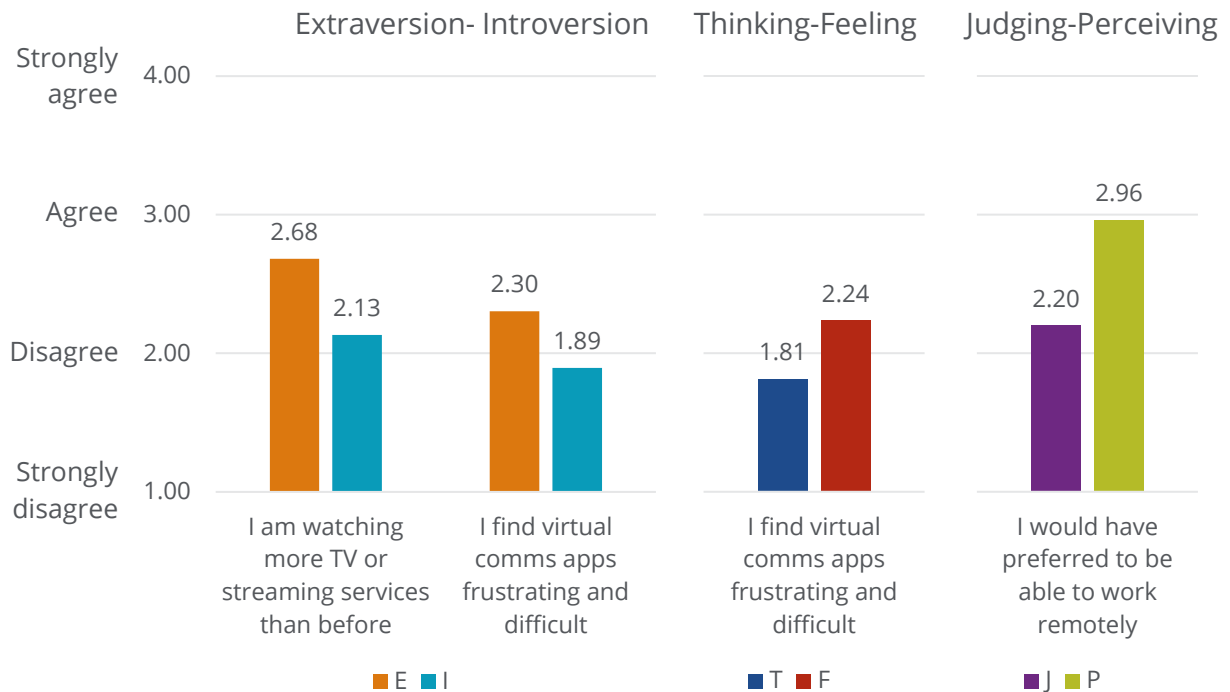
There were no statistically significant Sensing-Intuition differences, and no statistically significant differences by whole type. There were however two differences by favourite process (dominant function; see Appendix A for an explanation):

- Respondents with Introverted Thinking or Introverted Feeling as a favorite process were more likely than Introverted Sensing, Introverted Intuition, Extraverted Intuition and especially Extraverted Feeling to agree with *I would have preferred to be able to work remotely*.

- Those with Introverted Intuition as a favorite process were less likely than those with Extraverted Sensing, Introverted or Extraverted Thinking and Introverted or Extraverted Feeling to agree that *It is difficult to concentrate on work*.

[14] Based on an independent-samples t-test

Relationship to words chosen to represent feelings about the crisis

In general, respondents' answers to the 19 questions in this section tallied with the words chosen to represent their feelings about the crisis. For example, those who mentioned words such as anxiety, concern or worry were more likely than others to agree with the following questions:

- I am more anxious than usual
- I am watching more TV or streaming services than before
- I am worried about my friends and family

Whereas those who mentioned words like opportunity, hope or optimism were less likely than others to agree with these questions:

- I am more anxious than usual
- My life is stressful

Relationship with concerns about the crisis

Scores on each question were correlated with concerns. The following table shows questions that those scoring higher on each concern were significantly more likely than others to agree with (denoted by a +) or disagree with (denoted by a −). Correlations are shown in parentheses.

Those who were more concerned about:	Tended to agree (+) or disagree (-) with:
The economy going into recession	+ I am worried about my job (r=0.480) + I am worried about the future of my organization (r=0.405)
Overreactions of the general population	+ I find virtual comms apps difficult and frustrating to use (r=0.408)
Managing motivation	+ I am more anxious than usual (r=0.442) + It is difficult to concentrate on work (r=0.413) + My life is stressful (r=0.387) + I am bored for much of the time (r=0.371) + I am worried about my job (r=0.371)
Kids at home for an extended period	+ It is difficult to concentrate on work (r=0.549) + I am worried about the future of my organization (r=0.437)
Maintaining my diet/exercise program	+ I am more anxious than usual (r=0.411) + I am watching more TV or streaming services than before (r=0.360)

Managing stress	+ My life is stressful (r=0.526)
	+ I am worried about my job (r=0.462)
	+ I am more anxious than usual (r=0.435)
	+ Work is stressful (r=0.389)
Finding outlets to socialize	+ It is difficult to concentrate on work (r=0.431)
Being productive while working remotely	+ I find virtual comms apps difficult and frustrating to use (r=0.591)
	+ I am worried about the future of my organization (r=0.517))
Communicating with co-workers	(No significant correlations)
Managing conflict	+ I am more anxious than usual (r=0.502)
	+ I am worried about my job (r=0.451)
	+ My life is stressful (r=0.450)
	− I feel that my organization values my contribution (r=-0.550)
Relationship with my spouse/partner	+ I am bored for much of the time (r=0.568)
	+ It is difficult to concentrate on work (r=0.508)
	+ I am more anxious than usual (r=0.482)
	− I am finding lots of things to do (r=-0.447)

Demographic differences

There were two small gender differences[15]. Women were slightly more likely than men to say that they found virtual communications apps difficult and frustrating to use, and to be worried about their job.

Older people were more likely to agree that they were finding lots of things to do (r=0.301). Younger people were more likely to say that they would have preferred to be able to work remotely (r=-0.363) and that they were annoyed or angry to still be working when others had been laid off or furloughed (r=-0.278).

Respondents who had been sharing lockdown with two adults were the least likely to say that work was stressful.

There were no significant differences between individuals sharing lockdown with different numbers of children.

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[15] Based on an independent-samples t-test.

There were no significant differences by country of residence.

There were no consistent changes over time.

Occupational differences

There were no significant differences by occupational status or job level, and sample sizes were too small to look at differences between different types of occupation.

Views on being a non-remote worker: summary and implications

Although worried about friends and family, in general non-remote workers tended to see their jobs in a positive light, agreeing with statements such as *I am finding lots of things to do*, *Virtual communications apps are very useful to me,* and *I feel that my organization values my contribution*, and disagreeing with statements like *I am bored for much of the time*, *I feel guilty about still having a job when others have been laid off or furloughed*, and *I am annoyed or angry that I am still working when others have been laid off or furloughed*.

As with remote workers, those with a preference for Extraversion were more likely than those with a preference for Introversion to agree that they were watching more TV or streaming services than before. They were however also more likely to say that they found virtual communication apps frustrating and difficult to use. This may reflect differences in the types of occupation of the two groups, or it may be that non-remote workers have had less need to use and become proficient in such apps. Those with a Feeling preference were also more likely to find virtual communication apps frustrating and difficult, and this result was mirrored amongst remote workers.
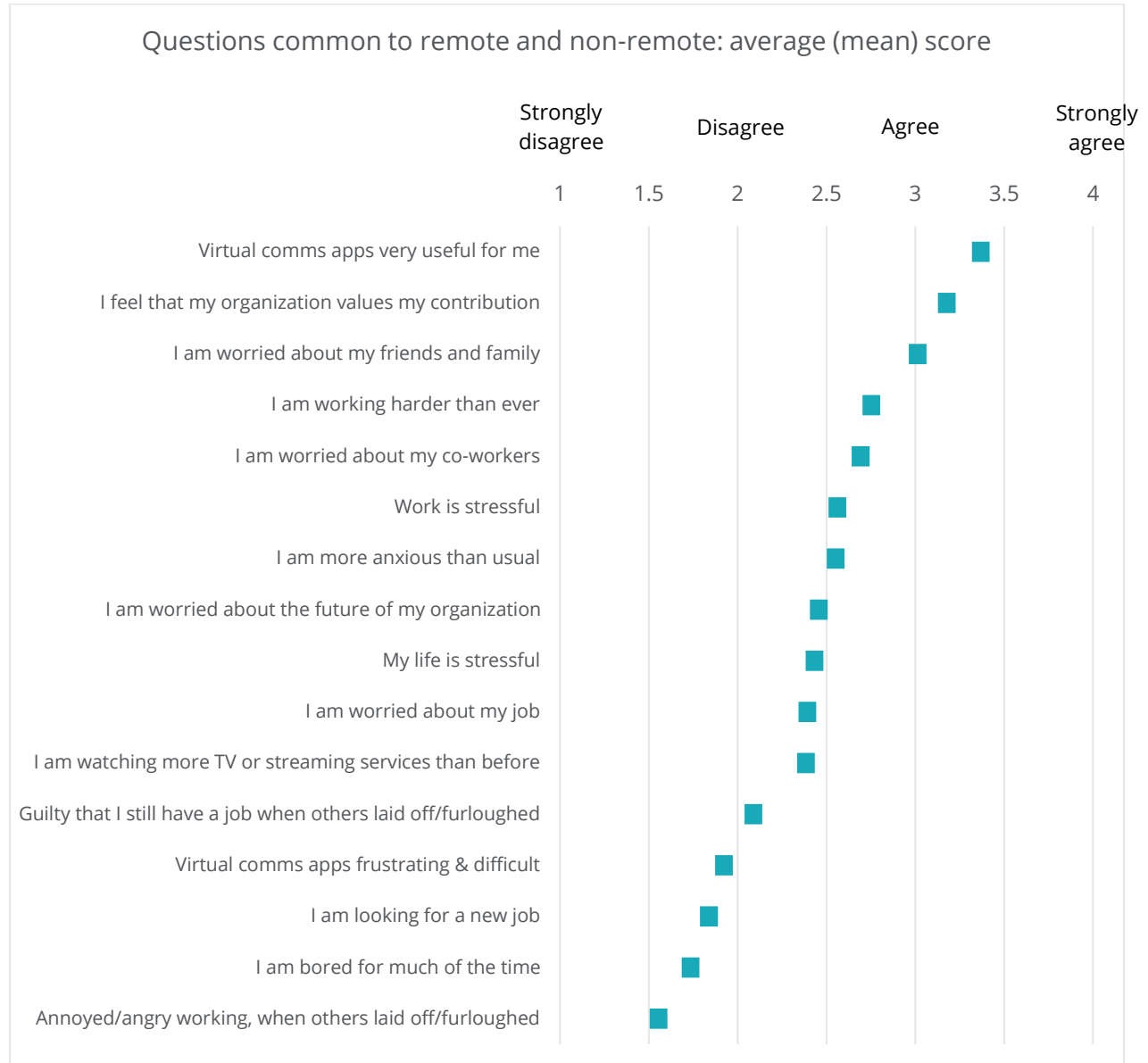
One of the largest personality differences related to the Judging-Perceiving preference pair, where those with a Perceiving preference were more likely to agree with the statement, *I would have preferred to be able to work remotely*. 67% of those with a Perceiving preference agreed or strongly agreed, but only 30% of those with a Judging preference. In terms of whole type, respondents with Introverted Thinking or Introverted Feeling as a favorite process were more likely than those with Introverted Sensing, Introverted Intuition, Extraverted Intuition and especially Extraverted Feeling to agree. This information could be of use when organizations are considering moving to remote working. Younger people were also more likely to say that they would have preferred to work remotely.

In general, respondents' answers tallied with the words chosen to represent their feelings about the crisis. Similarly, those who expressed higher levels of concern were more likely than others to give less positive answers to the questions in this section.

Comparing views on remote working and on non-remote working

Overview

The survey included different sets of questions for remote and non-remote workers, but there were 16 questions in common across the two sets.

Questions common to remote and non-remote: average (mean) score

	Strongly disagree	Disagree	Agree	Strongly agree
	1 — 1.5	2 — 2.5	3 — 3.5	4

Virtual comms apps very useful for me

I feel that my organization values my contribution

I am worried about my friends and family

I am working harder than ever

I am worried about my co-workers

Work is stressful

I am more anxious than usual

I am worried about the future of my organization

My life is stressful

I am worried about my job

I am watching more TV or streaming services than before

Guilty that I still have a job when others laid off/furloughed

Virtual comms apps frustrating & difficult

I am looking for a new job

I am bored for much of the time

Annoyed/angry working, when others laid off/furloughed

Four questions showed statistically significant differences between established remote workers, newly remote workers and non-remote workers.

Average (mean) scores by remote working status
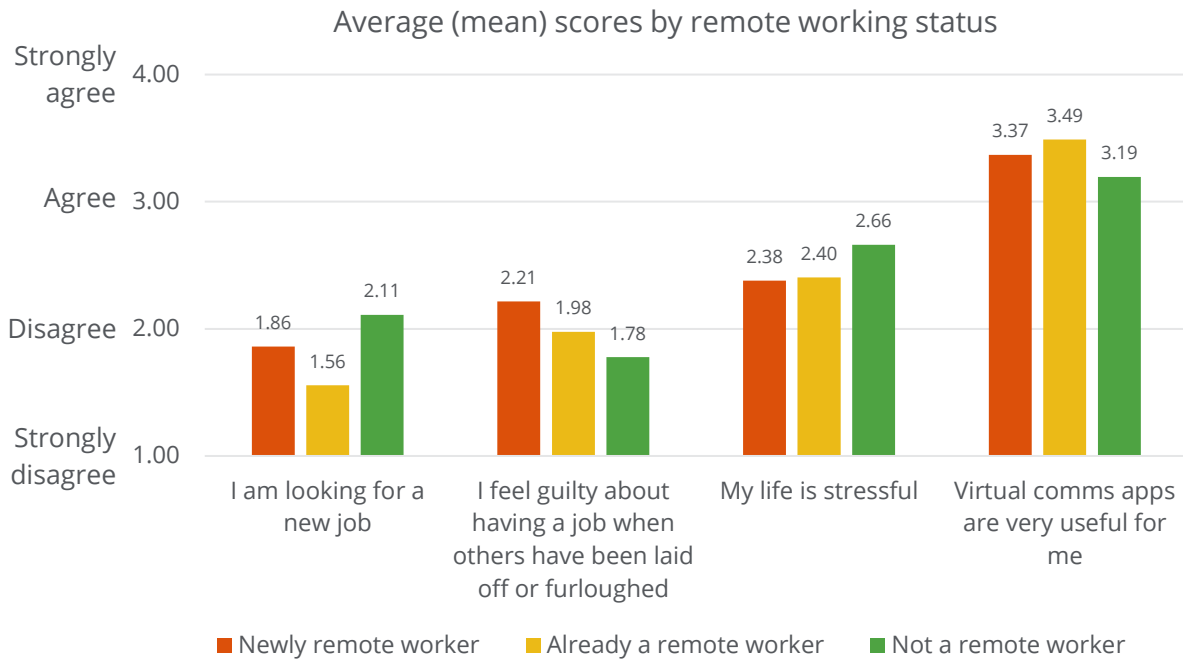
- Those who are working non-remotely were the most likely to be looking for a new job and the most likely to see their life as stressful. Established remote workers were the least likely to be looking for a new job

- Newly remote workers were the most likely to feel guilty about having a job

- Not surprisingly, established remote workers were the most likely to see virtual communication apps as useful, and non-remote workers the least.

Comparing remote and non-remote workers: summary and implications

These results fit with the higher levels of concern expressed about three areas (being productive while working remotely, overreactions of the general population and relationship with spouse/partner) by non-remote workers. They also imply that those who are not able to work remotely or who had chosen not to do so may be having a more negative working experience than remote workers were.

Views on being furloughed

Overview and summary

Respondents who had been furloughed were asked 22 questions about their views on their situation, using a four-point scale from strongly disagree to strongly agree. Unfortunately, data was only available for seven people. However, for completeness of reporting, the mean score for each question is shown in the chart below. Note some items have been abbreviated to fit.

Furloughed worker questions: average (mean) score

	Strongly disagree	Disagree	Agree	Strongly agree
	1 1.5	2 2.5	3 3.5	4

I am finding lots of things to do

I miss the routine of work

I miss having people around me

I am worried about my co-workers

I am worried about my friends and family

I enjoy being at home

Being furloughed given time, space to reflect, take stock

I have used this time to learn something new

I am worried about the future of my organization

I am looking for a new job

I feel guilty about not working when my colleagues still are

I am worried about my job

I am more anxious than usual

My life is stressful

Life is too quiet now

I have settled into a routine

I find that I am snacking and having treats a lot of the time

I am watching more TV or streaming services than before

I feel that my organization values my contribution

I am annoyed or angry that I was furloughed

Things are too predictable and routine right now

I am bored for much of the time

Maladaptive behaviors and feelings

Overview

One purpose of this research was to investigate the extent to which people are adapting well to remote working during the pandemic. For example, other research has shown an increase in snacking behavior during COVID (Carroll, et al., 2020; Guy and St Thomas Charity and Bite Back 2030, 2020; Robinson, Gillespie, & Jones, 2020; Sidor & Rzymski, 2020).

Seven of the questions completed by remote workers were combined to produce an overall measure of maladaptive behaviors and feelings:

- I am bored for much of the time
- I am more anxious than usual
- I am watching more TV or streaming services than before
- I feel guilty that I still have a job when others have been laid off or furloughed
- I find it difficult to remain focused
- I find that I am snacking and having treats a lot of the time
- I think I am becoming too isolated.

These items held together well as a scale, with an internal consistency reliability (coefficient alpha) of 0.710 and an average (mean) score of 2.31. 8% of remote workers had a score between 1 and 1.5, corresponding to "strongly disagree", 57% a score between 1.5 and 2.5, corresponding to "disagree". However, 33%, had a score between 2.5 and 3.5, corresponding to "agree", and 2% had a score corresponding to "strongly agree", suggesting that a third may not be adapting well to COVID.

Relationship with personality

Individuals with preferences for Extraversion and for Feeling scored significantly higher on the overall maladaptive scale.

Mean maladaptive behaviors and feelings: E-I and T-F

The **Myers-Briggs** Company
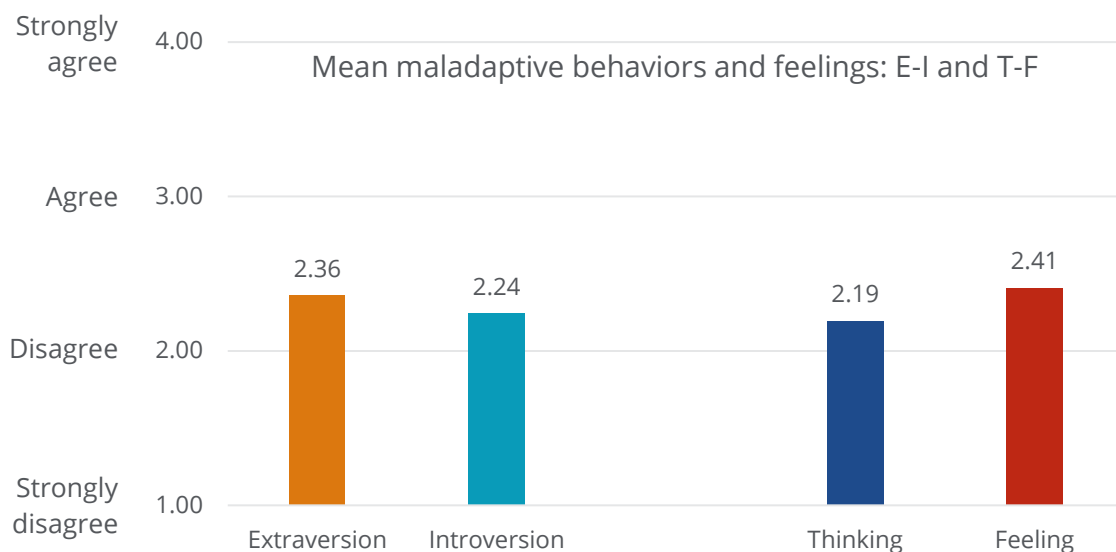
In terms of responses to individual questions:

- Respondents with an Extraversion preference were more likely to endorse "I am watching more TV or streaming services than before" and "I think I am becoming too isolated"

- Respondents with a Sensing preference were more likely to endorse "I find it difficult to remain focused"

- Respondents with a Feeling preference were more likely to endorse "I feel guilty that I still have a job when others have been laid off or furloughed", "I find it difficult to remain focused" and "I think I am becoming too isolated"

- There were no statistically significant Judging-Perceiving differences.

Looking at whole type, it is clear that it was those with a Feeling preference who were most affected by these factors, especially ISFJ, INFP, ESFP, ENFP, ESFJ and ENFJ. Note however that even for these types, the average score was midway between "disagree" and "agree".

Mean maladaptive behaviors and feelings for each type
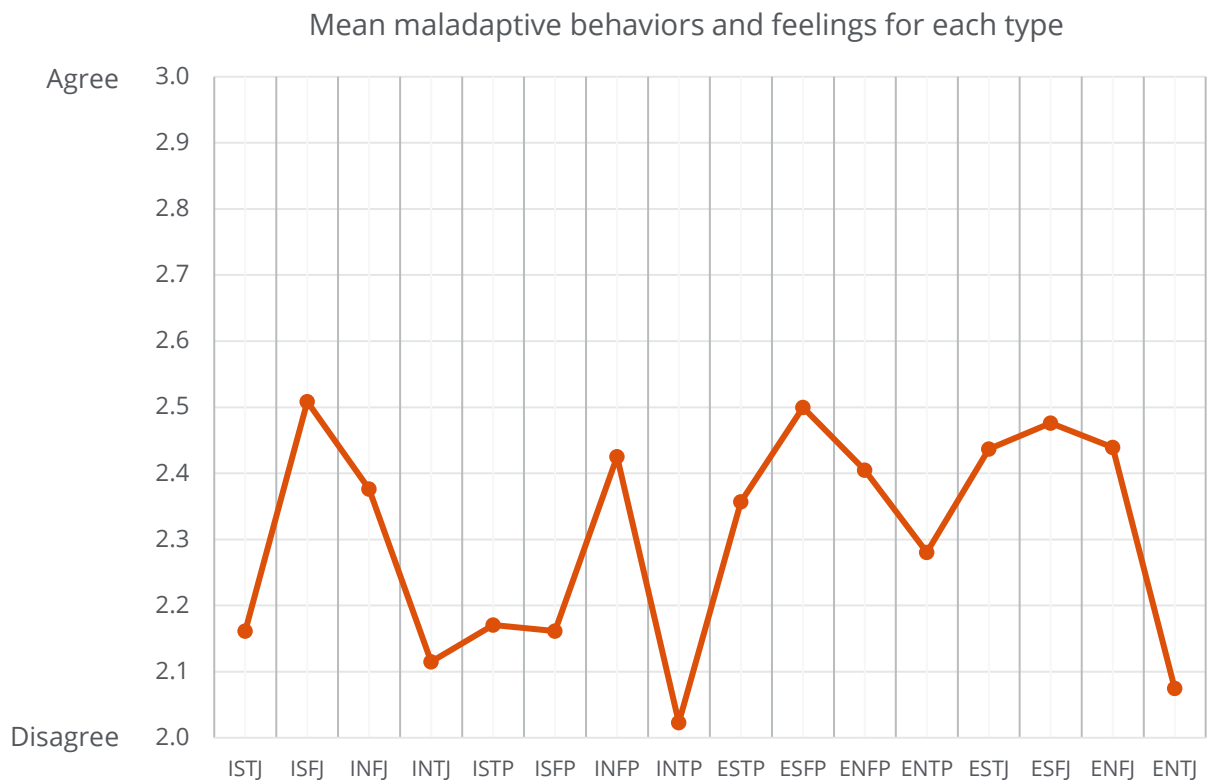
These results are consistent with findings elsewhere in this report.

Relationship to words chosen to represent feelings about the crisis

Not surprisingly, those with higher scores on this scale were more likely than others to mention words around being anxious, worried or concerned or about being lonely or isolated, and less likely to mention words like calm, peaceful or quiet.

Relationship with concerns about the crisis

Those with higher overall scores showed significantly higher levels of concern in all but one area.

Area of concern	Correlation	Significance
Managing motivation	0.529	P=0.000
Managing stress	0.500	P=0.000
Finding outlets to socialize	0.470	P=0.000
Having kids at home for an extended period	0.398	p=0.000
Being productive while working remotely	0.393	P=0.000
Maintaining my diet/exercise program	0.364	P=0.000
Managing conflict	0.223	P=0.000
My relationship with my spouse/partner	0.187	P=0.003
The economy going into recession	0.124	P=0.027
Overreactions of the general population	0.099	Not sig

Demographic differences

On average, women and younger people scored higher on the scale. Those resident in the United States score higher on average than those resident in the United Kingdom.

Conclusions and implications

On average, remote workers were more likely to express positive feelings and exhibit positive behaviours than to experience negative emotions or to show negative behaviors. This corresponds with other research showing that in general many people are responding to COVID in an adaptive rather than maladaptive way (van Mulukom, Muzzulini, Rutjens, van Lissa, & Farrias, 2020). However, around a third responded in a less adaptive way and there were some individual differences. Women, younger people, and those with a preference for Feeling and (to some extent) for Extraversion were the most affected, especially those with preferences for ISFJ, INFP, ESFP, ENFP, ESFJ and ENFJ. Those scoring highly on this scale were more likely than others to mention words around being anxious, worried or concerned or about being lonely or isolated, and less likely to mention words like calm, peaceful or quiet, and they showed significantly higher levels of concern in all but one area.

These results suggest that those with some personality preferences may cope better with remote working during COVID-19 than others. To help with this, type-based guidelines are included in the final section of this report.

Survivor guilt

Overview: what is survivor guilt?

Survivor guilt, or survivor syndrome, was first noted in people who had survived traumatic events when others had not. Such survivors often feel guilty about still being alive when others have died, or may think that they did not do enough to help others (and so are in some way responsible for their deaths). Similar (though less intense) guilt is also often seen when workers are made redundant or laid off (Qureshi, 2014). Those who remain behind may feel guilty that they still have a job when others have lost theirs. Survivors may see those who have left as being more skilled or more worthy than themselves, adding to the burden of guilt. This is one reason why employees who survive downsizing rarely perform as well as organizations expect them to (van Dick, Drzensky, & Heinz, 2016).

In the current climate, survivor guilt may be having a negative impact on many people. Data from the US Bureau of Labor statistics shows that the unemployment rate has more than doubled since last year (US Department of Labor, Bureau of Labor Statistics, 2020). Figures from the UK show a large increase in the unemployment rate and a record number of redundancies (Office for National Statistics, 2020). Workers who remain employed are often asked to carry out additional tasks, sometimes accompanied by phrases like "you should feel grateful to still have a job".

The survey included two question to investigate survivor guilt and survivor resentment:

- I am annoyed or angry that I am still working, when others have been laid off or furloughed
- I feel guilty about having a job, when others have been laid off or furloughed

Overall results

The overall results showed that respondents were more likely to feel guilty than to be annoyed.

Survivor annoyance or guilt?

I am annoyed or angry that I am still working, when others have been laid off or furloughed

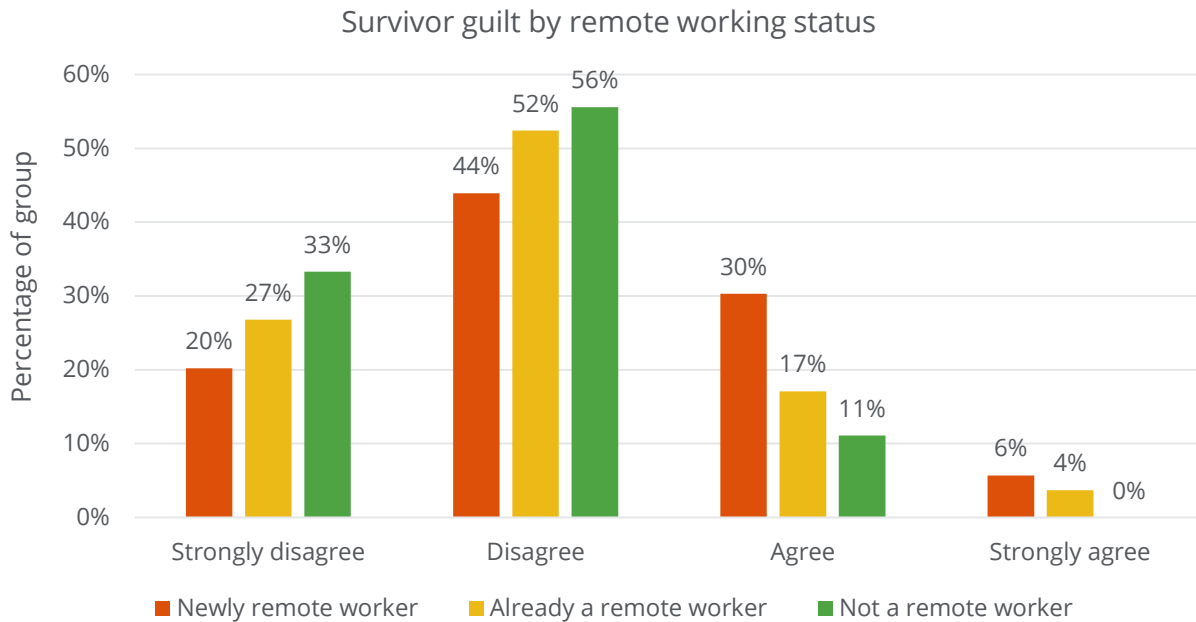I feel guilty about having a job when others have been laid off or furloughed

28% agreed or strongly agreed that they felt guilty, but only 7% that they felt annoyed or angry.

There were no differences between remote and non-remote workers on the first question, but there were differences in terms of survivor guilt.

Survivor guilt by remote working status

36% of newly remote workers agreed or strongly agreed that they felt guilty, but only 21% of existing remote workers and only 11% of non-remote workers.

Amongst newly remote workers (but not other groups) guilt has slightly increased over time (the dotted line shows the trend over time):

Percentage agreeing on feeling guilt over time (newly remote workers)
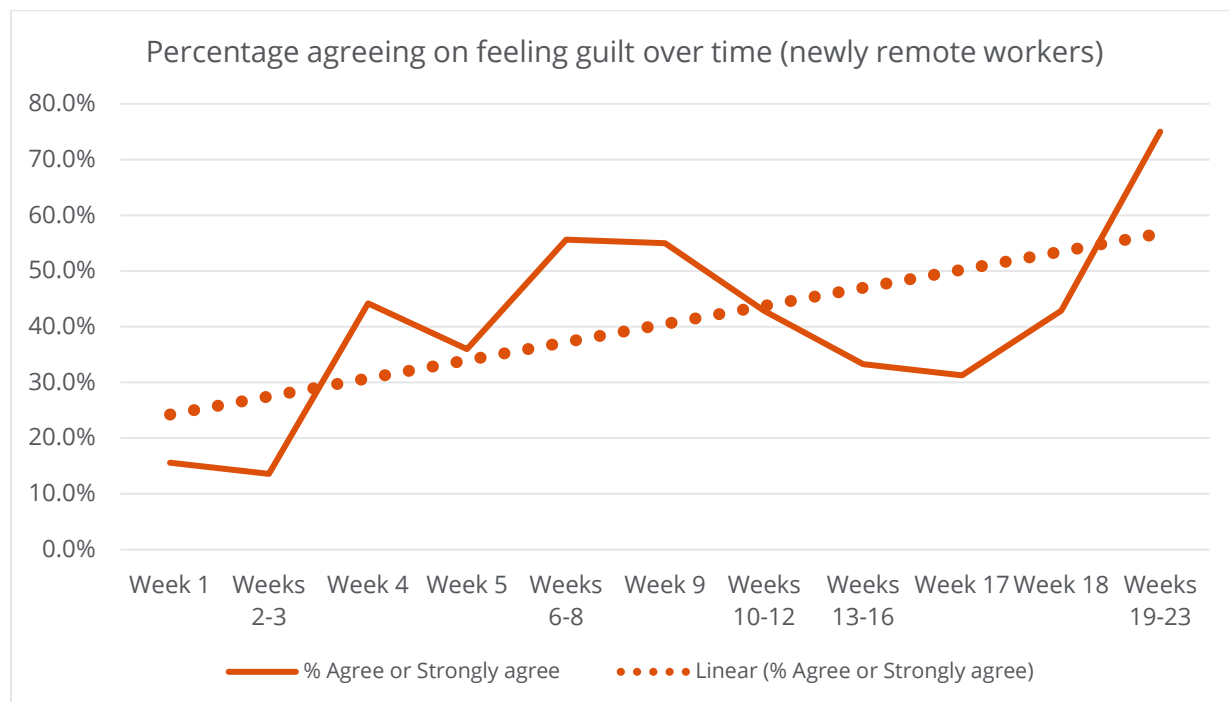
Factors affecting survivor guilt

In addition to remote working status, the two other factors that had a significant effect on survivor guilt were gender and the Thinking-Feeling MBTI preference pair. Across the whole group, but particularly amongst newly remote workers, women and those with a Feeling preference were more likely to express feelings of guilt than men or those with a Thinking preference.

Remote working status	Percentage answering Agree or Strongly agree			
	Men	**Women**	**Thinking**	**Feeling**
Total group	22%	31%	19%	38%
Newly remote	27%	39%	24%	50%
Previously remote	20%	21%	15%	27%
Not remote	5%	14%	7%	12%

A univariate analysis of variance showed that remote working status, gender and Thinking-Feeling all had independent significant effects on responses to the survivor guilt question.

Those experiencing survivor guilt were also more likely to agree that they were worried about their co-workers and more anxious in general, and that they were finding it more difficult to concentrate and to remain focused.

Implications of the results

Previous research has shown that managers and executives are far more likely to have a Thinking than a Feeling personality preference (Hackston, 2017); combined with these new results, this suggests that managers may therefore be less prone to survivor guilt themselves. This could imply that they are less likely to take it seriously. However, survivor guilt affects how an individual feels and therefore how well they carry out their job, so it is important that managers take notice. There are several steps that a manager can take to mitigate the worst effects of survivor guilt, including:

- Let those who remain with the organization know that those who were laid off were treated as well as possible and as much like an individual as possible; Feeling employees will very much appreciate this information. It is also important to actually treat those laid off in this way; people with a Feeling preference have a knack for smelling out inauthenticity and when managers lie, that will be worse than saying nothing at all.

- Reassure people (and again this needs to be a true statement) that even if they had been prepared to make sacrifices themselves, this would not have changed the outcome.

- Try not to congratulate people on still having a job; this may just add to any guilty feelings.

- Be aware that newly remote workers are particularly open to survivor guilt and may in general be feeling less secure and more unsure of themselves.

In all of this, it is important to consider the psychological contract that an organization has with its employees. Everyone has a regular contract, dealing with things like salary and working conditions, but there is also a psychological contract, the intangible agreement on values and "the way we do things round here" that is held implicitly between an employee and their employer. In making any decision on layoffs, it is important to think about how (if at all) this contract may have been violated, and to explain to staff this needs to be done. Individuals with a Feeling preference might walk away from their jobs and the organization without explanation or warning if they think their values have been compromised.

Summary and conclusions

The influence of personality

Overview

Differences between individuals with different personality type preferences have been reported in the words that respondents chose, in what most concerned them, and in their views about their jobs as either remote or non-remote workers. This section draws together those results, looking first at the four preference pairs separately and then at whole type. This data, together with previous research, is then used to draw together guidelines for each type.

Extraversion-Introversion

People with a preference for Extraversion are focused on and energized by the external world and are likely to feel de-energized when they cannot get this contact. It is not surprising, then, that they were more concerned than those with an Introversion preference about finding outlets to socialize, and more likely to mention words like restricted, confined, and constrained when asked to describe their feelings about COVID. People with an Introversion preference were significantly more likely than those with an Extraversion preference to use words around anxiety, concern, worry, or fear and around being cautious and careful, though the latter difference was quite small in absolute terms.

As remote workers, Extraverts did in general agree that they enjoyed working from home, enjoyed the peace and quiet of doing so, and felt that working from home had given them the space and time to take stock. However, those with an Introversion preference agreed significantly more emphatically with all these statements. Extraverts were more likely than Introverts to say that they were working harder than ever (possibly because, when working remotely, there were not so many things to distract them). They missed having people around, saw life as now being too quiet, worried that they were becoming too isolated, and were watching more TV or streaming services than before. In the absence of social interaction, accessing TV or other media may be one way to interact with and get stimulation from the outside world.

In general, remote workers with a preference for Extraversion were more likely to endorse statements reflecting the downside of a lack of contact with other people. Those with an Introversion preference were more likely to appreciate working from home and to agree with statements reflecting the positive aspects of working from home. To some extent, this implies that some of those with an Extraversion preference had adapted less successfully to remote work.

As with remote workers, respondents with a preference for Extraversion who were in non-remote work were more likely than those with a preference for Introversion to agree that they were watching more TV or streaming services than before. They were however also more likely to say that they found virtual communication apps frustrating and difficult to use. This may reflect differences in the types of occupation of the two groups, or it may be that non-remote workers have had less need to use and become proficient in such apps and therefore find them more difficult when they do need to use them.

Sensing-Intuition

Respondents with a preference for Intuition tended to take a less negative view of the COVID-19 pandemic and/or to take it less seriously than those with a Sensing preference. When asked to choose words to describe their feelings about the crisis, they were significantly more likely to mention being curious, interested, fascinated and to see the situation as overhyped and overblown than were those with a Sensing preference. Respondents with a Sensing preference were significantly more concerned than those with an Intuitive preference about managing motivation, having the children at home for an extended period, and managing stress. The latter finding is consistent with previous research showing that those with a Sensing preference are more concerned than those with an Intuitive preference by the stress of the 'always on' culture, by needing to always be connected and contactable.

Remote workers with an Intuitive preference tended to see working from home in a more positive light. They were significantly more likely than those with a Sensing preference to say that they were enjoying the peace and quiet of working from home, and that they were more motivated than before, whereas those with a Sensing preference were more likely to be finding it difficult to remain focused.

Thinking-Feeling

In general, individuals with a Feeling preference had more negative views of the COVID pandemic, and were finding the situation harder to cope with, compared with those with a Thinking preference. In choosing words to describe their feelings, they were more likely to use negative, emotive words, in particular around being anxious, worried or concerned, about being stressed or overwhelmed, and about being lonely or isolated. In contrast, those with a Thinking preference were more likely than those with a Feeling preference to use words like overreaction or overhyped, and to mention change and disruption (not necessarily in a negative way).

Respondents with a Feeling preference expressed significantly more concern than those with a Thinking preference about several areas, including managing motivation, managing stress, being productive while working remotely, managing conflict, and their relationship with their spouse or partner. There was no area where people with a Thinking preference were more concerned on average.

Those with a Feeling preference were also significantly less positive about working from home than those with a Thinking preference. They saw themselves as more stressed, and as being less appreciative of working from home, less motivated and engaged, and less positive about using virtual apps (this last difference was also seen in non-remote workers). They were more likely to feel guilty that they still had a job and to wish that they did not have to work from home, found it more difficult to concentrate and remain focused, and were more likely to worry that they were becoming too isolated. Overall, remote workers with a Feeling preference were less likely to have adapted well to remote working over COVID and were more likely to be affected by survivor guilt.

Survivor guilt was most acute amongst newly remote workers with a Feeling preference. However, within each group of employees (newly remote workers, established remote workers and non-remote workers) a greater degree of survivor guilt was expressed by those with a Feeling preference.

Overall, these results suggest that many of those with a Feeling preference may be finding the pandemic especially difficult and could benefit from using a knowledge of their type to mitigate the effects of stress and anxiety. Ways of doing this are discussed later in this section.

Judging-Perceiving

Respondents with a Perceiving preference were significantly more likely than those with a Judging preference to use words relating to reflection and introspection. They also expressed more concern about being productive while working remotely.

Amongst remote workers, Judging-Perceiving differences reflected the underlying nature of this preference pair. Those with a Judging preference are were more likely than those with a Perceiving preference to say that they had settled into a routine, and while they did on average agree that they enjoyed having the flexibility to work when they wanted, they agreed less strongly than those with a Perceiving preference. Those with a Perceiving preference very much enjoyed having the flexibility to work when they wanted and, while many had settled into a routine, some were finding things too predictable and routine.

Amongst non-remote workers, those with a Perceiving preference were more likely to agree with the statement, *I would have preferred to be able to work remotely*. This information could be of use when organizations are considering moving to remote working.

Whole type

The MBTI model does not just look at whether an individual has preferences for Extraversion or Introversion, Sensing or Intuition, Thinking or Feeling, Judging or Perceiving as four separate scales. These preference pairs combine dynamically to give 16 possible types. This section of the report gives detailed results for each type.

ISTJ

Individuals with ISTJ preferences were more likely than others to choose words like anxious, worried, and scared and they showed a greater degree of concern than most about their ability to manage the stress of the COVID crisis. However, they were not prone to binge-watch TV or streaming services and were unlikely to experience survivor guilt. Those who were remote workers very much appreciated and enjoyed working from home, and very much enjoyed the peace and quiet they gained from this. They were not missing having people around them at work and did not see their working lives as too quiet. As remote workers, they were more motivated and engaged than many.

ISFJ

Respondents with preferences for ISFJ were more concerned than most other people both about managing stress and about managing their levels of motivation. Some were finding it difficult to remain focused at work and, unlike some respondents, they were unlikely to say that they were working harder than ever. As a remote worker, they were less motivated and engaged, and somewhat stressed. They did not however agree that "life is too quiet now".

INFJ

INFJ respondents were more likely than many others to choose words like anxious, worried, and scared. Some were finding it difficult to remain focused at work and some were subject to survivor guilt. Those who were remote workers enjoyed working at home and the peace and quiet that this gave them and did not see their working lives as too quiet. However, they found work somewhat more stressful than many others. Those who were not remote workers were finding it easier than many others to concentrate on their work.

INTJ

Those with INTJ preferences were less concerned about managing their motivation than most others, and less concerned about finding outlets to socialise. Whatever their working situation, they were very unlikely to find virtual communications apps frustrating or difficult to use. As a remote worker they appreciated and enjoyed working from home and were enjoying the peace and quiet. Indeed, they were the type least likely to agree that "life is too quiet now". On average they were less stressed and more motivated and engaged than other remote workers. Those who were not remote workers were finding it easier than many others to concentrate on their work.

ISTP

Respondents with ISTP preferences tended to choose words relating to being careful or cautious, and they were less concerned than many others about finding ways to socialize. They were unlikely to experience survivor guilt, and unlikely to see themselves as working harder than ever. Many of those who were not already doing so would prefer to be working remotely. Those who already were remote workers said that they were enjoying the peace and quiet of working from home and were unlikely to miss having people around them or to see life as too quiet now. However, some were finding it difficult to remain focused.

ISFP

Individuals who had preferences for ISFP were more likely than others to choose words like anxious, worried, and scared. Some were feeling survivor guilt. They were unlikely to be spending more time watching TV or streaming services than before, and very unlikely to find virtual communications apps frustrating or difficult to use. Many of those who were not already doing so would prefer to be working remotely. Those who were already remote workers were very much enjoying working at home, and greatly appreciated the peace and quiet that came with this. They did not miss having people around them or see life as too quiet now.

INFP

INFP respondents were more likely than others to choose words like anxious, worried, and scared, and were more concerned than most others about managing stress and managing motivation. Amongst both remote and non-remote workers, some were finding it difficult to remain focused. Many of those who were not already doing so would prefer to be working remotely. Those who already were doing so greatly enjoyed the peace and quiet of working from home and did not see their lives as too quiet. However, they tended to be less motivated and engaged than many others. One manifestation of this may be that they were typically watching more TV or streaming services than before.

INTP

Those with INTP preferences were not particularly concerned about finding outlets to socialize and were very unlikely to feel survivor guilt. Many of those who were not already doing so would prefer to be working remotely. Those who already were remote workers appreciated working from home and were enjoying the peace and quiet. They did not typically see their lives as too quiet and did not miss having people around them. On average they were less stressed and more motivated and engaged than many remote workers, and typically were not finding it difficult to remain focused.

ESTP

Some of those with ESTP preferences were watching more TV or streaming services than before; many were making full use of virtual communications apps and were very unlikely to find using these frustrating. They were unlikely to say that they were working harder than ever and were unlikely to be experiencing survivor guilt. Those who were remote workers were likely to be missing having people around them and many were be finding it difficult to remain focused. However, unlike many with an Extraversion preference, they were unlikely to see their lives during COVID as too quiet.

ESFP

Respondents with preferences for ESFP were more likely than others to choose words like bored, indifferent, or apathetic, and they had a greater degree of concern than most around managing their motivation, managing stress, and finding outlets to socialize. Many found virtual communication apps difficult and frustrating to use. Despite their choice of words, many agreed that they were working harder than ever. As remote workers, they mostly missed having people around them.

ENFP

ENFP respondents presented two apparently contradictory views on their working lives. They were more likely than those with other preferences to say that they were working harder than ever, but many also said that they were finding it difficult to remain focused. Those who were remote workers were missing having people around them.

ENTP

Individuals who had preferences for ENTP were less likely than others to choose words like anxious, worried, and scared. Some were watching more TV or streaming services before. As remote workers, they were less stressed than many other types, but they did tend to miss having people around them.

ESTJ

Those with ESTJ preferences typically did not appreciate or enjoy working from home. They were very much missing having people around them, saw life as now being too quiet, and often did not enjoy the peace and quiet. Many, both remote workers and others, were watching more TV or streaming services than before.

ESFJ

Respondents with preferences for ESFJ showed higher levels of concern than many others about managing motivation and managing stress. Many were finding it difficult to remain focused. Of those who had the choice, many did not want to work remotely. ESFJs who were already remote workers were typically not enjoying working from home and did not enjoy the peace and quiet. They were very much missing having people around them and saw life as being too quiet. They were more stressed and less motivated and engaged than most other remote workers.

ENFJ

ENFJ respondents were a little more likely than others to choose words like anxious, worried, and scared. Some expressed survivor guilt, and they were very likely to see themselves as working harder than ever. Most of those who were not already doing so did not wish to work remotely. Those who already were remote workers typically did not enjoy working from home, missed having people around them and were likely to see life as too quiet.

ENTJ

Individuals who had preferences for ENTJ were less concerned than others about managing motivation and did not feel they had any problem in remaining focused at work. They were unlikely to experience survivor guilt. Those who were working from home were more motivated and engaged and less stressed than many other remote workers and said that that were enjoying the peace and quiet of working from home. However, they were missing having people around them.

Personality-based guidelines for remote working

The results of this research have been combined with those of previous studies into personality type and the use of email (Hackston & Dost, 2016), personality type and the always-on culture (Blackburn & Rayner, 2019), and well-being in the workplace (Boult, Thompson, & Schaubhut, 2019), in order to produce personality-based guidelines for remote working. These are listed below.

ISTJ

- Use your experience to design a practical home working routine.
- Establish a dedicated home office space or working area that you can keep quiet and free from interruption.
- Create a daily schedule that balances work tasks with household chores.
- Make sure you have all the tools and systems you need to work remotely. Ask for training if you need it.
- If you don't get a response to an important email or IM, follow it up. Not everyone checks notifications as thoroughly as you do.

ISFJ

- If you're new to working from home, take some time to develop a routine that works for you and your family (or anyone else who is important to you).

- Set realistic expectations for yourself and others. Create a structure that allows you to meet your own practical needs and the needs of others.

- Check in with family members and colleagues to find out what support they need from you.

- Create a dedicated home office or working area where you won't be interrupted by pets, family, or housemates.

- Use working at home as an opportunity to reflect and take stock of what's important to you.

INFJ

- Give yourself time and space to think through the implications of your ideas for yourself and others.

- Don't forget to share your ideas with others. It's easy to forget when you're working remotely!

- Create a dedicated working area. Make sure it can be kept quiet and free from interruptions when you need it to be.

- Use video and other virtual communication apps to keep in touch with others. Schedule time to connect with people into your working day.

- If you feel you can't respond quickly to what seems like an urgent email or IM, send a holding response and explain that you need more time.

INTJ

- Develop a daily routine that gives you time to reflect throughout the day.

- Allow yourself time to think through the implications of your ideas.

- When you think up a new way of doing something, don't forget to share the idea with others.

- In many situations, a video meeting or phone conversation may help you get your message across more easily than an email or IM.

- Pay attention to deadlines. Give yourself enough time to consider all the possibilities before you commit to a decision.

ISTP

- Allow yourself to enjoy the peace and quiet of working from home.

- Share your thought process with others to help them understand your decisions.

- Remember to ask for support from others when you need it.

- Try to avoid becoming so engrossed by your work that you forget everything else.

- Keep in touch with your colleagues. They may appreciate it, even if you don't always see the need to catch up.

ISFP

- Stay connected with the people you know and trust. Set up a regular online meeting (or join a meeting they've already set up).

- Find a quiet space to work. Let your family or housemates know if they're distracting you.

- Make full use of the added flexibility you get from remote working—but remember that others might not appreciate a late-night email or video call!

- Take some time to reflect and consider what's important to you.

- Check emails or other written communications before you send them. Making sure your points are clear and easy to read will help prevent confusion or misunderstandings.

INFP

- Give yourself space to enjoy the peace and quiet of working from home.

- Try out different ways of keeping in touch with friends and colleagues. Set calendar alerts so you don't forget to contact them.

- Develop new ways to add meaning to your work. What are your values? How can you mould your role to reflect them?

- Let others know if they've offended you in an email or online conversation. Keeping your frustration to yourself might make the situation worse.

- Check emails or other written communications before you send them. Clear, concise messages are more likely to be read properly and receive the attention they deserve.

INTP

- 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.

ESTP

- Break up your day with a variety of different tasks.

- Between each task, do something to stimulate your senses. Look out the window, go outdoors, or talk to someone online.

- Make full use of the added flexibility you get from remote working—but remember that others may not appreciate a late-night email or video call!

- Plan to have some time free of interesting distractions each day. Use this time for focused work.

- In your leisure time, do something physically active and energetic.

ESFP

- Make the job interesting by involving and working with others.

- Fill your day with a variety of people and tasks.

- Set time aside each week when you won't allow yourself to be distracted by people or conversation. Use this time to concentrate on the tasks you need to get done.

- Try not to snack too much, overindulge in treats, or spend too long binge-watching TV streaming services.

- In your leisure time, go dancing, play a team sport, or take part in other physically energetic activities involving people if you can.

ENFP

- Find some trusted colleagues you can share possibilities and ideas with online.

- Immerse yourself in a creative work project.

- Take a break from routine tasks to connect with people. You might also find it helpful to try mindfulness training or meditation.

- Working from home means you can be flexible about where, when, and how you work—but remember to consider the working patterns of others before you contact them!

- You might not always respond quickly to emails or messages from others (and that's fine). Remember that some people or situations may require a quicker response than usual.

ENTP

- Seek out colleagues you can share ideas and possibilities with online.

- Develop several communication channels and use them to put forward your ideas to others.

- Take frequent breaks when you're working on routine tasks.

- Working from home means you can be flexible about where, when, and how you work—but remember to consider the working patterns of others before you contact them!

- Some situations may require a quick response to an email or IM. Don't forget to reply and don't spend too long deliberating.

ESTJ

- Start your day by planning and prioritizing the tasks ahead.

- Use video in online meetings. Try to be aware of how people react to what you're saying.

- Be tactful in your online communications, and try to avoid being too directive. Remember to check emails or messages before you send them—this is particularly important if you're stressed or in a hurry.

- Have a dedicated home office or working area. If it becomes too quiet, take a break, go for a walk, or connect with family and friends. Working from home means you're allowed to be flexible!

- Remember that your family, friends, and colleagues may sometimes need emotional support. They might not want you to go straight into problem-solving mode.

ESFJ

- Create a dedicated home office or working area where you can concentrate and focus away from family or friends.
- Find ways to keep in contact with the people you know. Schedule regular informal meetings and virtual 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.

ENFJ

- Keep in touch with people and keep track of what's going on by having regular informal meetings or virtual meetups with friends and colleagues (old and new).
- Build consensus by collecting and bringing together everyone's ideas.
- Remember that other people might skip the pleasantries in an email or IM—particularly if they're busy or distracted. Try not to assume you're being criticized where no offence is intended.
- If your working day is too quiet, take a moment to connect with family or friends. Working from home means you're allowed to be flexible.
- You can't support everyone all the time. Don't forget your own needs!

ENTJ

- Pay attention to specific details when making and implementing plans.
- Working from home can help you be more productive, but take care not to push decisions through without seeking the views and opinions of others.
- It can be difficult to pick up on social cues in online meetings. Give everyone a chance to speak and use video if possible.
- Try not to be too directive online. Maintain a balance between directing and listening.
- Check emails or other written communications before you send them. This is especially important if you're stressed or in a hurry.

Demographic and occupational differences

Overview

The results chapter of this report described differences relating to demographic factors like gender or age, and to occupational factors like job type and level, as they applied to each section of the survey. This section of the report draws together and summarises the findings for each demographic and occupational factor.

Changes over time

Over time, survey respondents have become more likely to describe their feeling with words like frustrated, angry, or annoyed, and like lonely or isolated, and less likely to use words like opportunity or hope. There no consistent changes in average levels of concern over time, but amongst remote workers, two items became more likely to be agreed with: "I am annoyed or angry that I am still working, when others have been laid off or furloughed" and "I enjoy having the flexibility to work when I want". The increase in endorsement of the first of these fits with the increase in the use of words like frustration, anger, annoyance, and irritation over time.

Gender

Women were more likely than men to use words like frustration, anger, and annoyance to describe their feelings about the COVID pandemic, and less likely to use words like conspiracy, suspicion, or deception.

Amongst remote workers, women were more likely than men to feel guilty that they still had a job when others had been laid off or furloughed, to find that they were snacking and having treats, and to find it difficult to remain focused. On average, they tended to show slightly more maladaptive behaviors and views than men. Amongst non-remote workers, women were slightly more likely than men to say that they found virtual communications apps difficult and frustrating to use, and to be worried about their job.

Women were significantly more likely than men to feel survivor guilt, agreeing with the statement "I feel guilty that I still have a job when others have been laid off or furloughed". This difference was most marked amongst those who had recently transitioned to remote work because of the COVID pandemic but was also seen in established remote workers and in non-remote workers.

Age

Older people were slightly more likely to see the COVID pandemic as a challenge to be worked with or overcome. Younger people tended to express more concern in areas relating to self-management and relationships (managing motivation, managing stress, managing conflict, being productive when working remotely, relationship with spouse or partner). Older respondents expressed more concern about the economy going into recession. These findings are in line with other research showing more concerns about the threat of COVID-19 in younger people (Klaiber, Wen, DeLongis, & Sin, 2020).

As remote workers, older people tended to be more motivated and engaged and less likely to find it difficult to concentrate or remain focused. Younger remote workers were, on average, more stressed and tended to display less adaptive behaviors. Amongst non-remote workers, older people were more likely to agree that they were finding lots of things to do. Younger people were more likely to say that they would have preferred to be able to work remotely and that they were annoyed or angry to still be working when others had been laid off or furloughed.

Country of residence

In describing their feelings, UK residents were more likely than those living in the US to use words like chaotic, confused, and uncertain; change and disruption; and challenging, difficult and demanding. US residents were more likely than UK to mention contagion, disease, and death, and to see the situation as overhyped and overblown.

Remote workers living in the US were more likely to agree that they were watching more TV or streaming services than before than those living in the UK. Those resident in the UK were more likely than those living in the US to agree that things were too predictable and routine.

Who lockdown is shared with

Those sharing lockdown with three or more children were significantly less likely than other groups to see the situation and overhyped and overblown. Not surprisingly, the level of concern about having children at home for an extended period was related to the number of children that a respondent was sharing lockdown with. Respondents sharing lockdown with more children felt higher levels of concern.

Amongst remote workers. the number of adults that an individual was sharing lockdown with did not have any significant effect, but number of children did. Respondents who were sharing lockdown with one, two or more children were significantly more likely to agree than those who were not sharing with any children that "the other children or adults I live with make working from home difficult".

Amongst non-remote workers, those who had been sharing lockdown with two adults were the least likely to say that work is stressful.

Employment status

Furloughed staff were significantly more likely to describe their feelings using words like family, home, connection or belonging than any other group. Given the small number of furloughed staff, just 9 people, this finding needs to be treated with caution, but the result was statistically significant. In the light of the (at the time of writing) continued existence of government-sponsored furlough schemes in the UK and other countries, this may be important information and could be the basis of useful future research.

Individuals who were already remote workers before the outbreak were significantly more likely to mention words like "suspicious", "deceitful", or "conspiracy" than other groups.

Concerns about managing motivation and stress, and about relationships with one's spouse or partner, were significantly higher for respondents who were already seeking employment or who had been recently laid off or furloughed. A similar effect was seen in the questions answered by remote workers. Those working full-time for an organization or business were significantly more likely than those working part-time or the self-employed to say that work was stressful, that they were working harder than ever, and that they were worried about their friends and family.

Type of job

Respondents working in the sciences were less concerned about managing conflict than those working in management, sales or office and administrative support. Those working in management were more concerned with managing stress than respondents working in education and training or in business and financial operations

A similar effect was seen in the questions completed by remote workers. Those in managerial or in sales and related roles were more likely than those in other jobs to agree that work was stressful.

Job level

Those at executive level or senior management level expressed the greatest degree of concern about managing conflict, significantly higher than all other occupational levels. Executive level respondents also expressed the greatest degree of concern about managing stress, significantly more so than all other occupational levels. They also expressed the greatest degree of concern about the economy going into recession, significantly more so than middle managers, project managers, and those at employee level. The latter showed the lowest degree of concern on average, significantly less so than owner/CEO, executive level, and senior management.

Senior managers on average expressed the most concern about having children at home for an extended period, significantly more so than middle management or employee level. Those at employee level on average expressed the least amount of concern.

Amongst remote workers, executives and senior managers worried more than others, particularly about their co-workers, and were the most likely group to say that work was stressful. However, they were also more motivated and engaged and were the most likely group to say that they were more productive than before and that they were working harder than ever. Executives were the most positive about the use of virtual apps. First level managers and project managers were particularly unlikely to agree that things were too predictable and routine.

Remote working status

Remote workers showed lower levels of concern about overreactions of the general population and their relationship with their spouse or partner than non-remote workers did. The data suggest that newly remote workers mostly do not think that working at home will affect this relationship. Not surprisingly, those who were already remote workers before the pandemic were the least concerned about being productive while working remotely.

Those who were already remote workers tended to respond more positively than those who had recently transitioned. Although both groups in general appreciated and enjoyed working from home, would like to keep working from home when the pandemic was over, and enjoyed having the flexibility to work when they wanted, established remote workers agreed more strongly with these statements. They were very unlikely to be looking for a new job, to feel guilty that they still had a job or to say that they wished that they did not have to work from home, and were less likely to say that they missed having people around. The one exception was for the question, "The other adults or children I live with make working from home difficult", which established remote workers were slightly more likely to agree to. It might be that some were accustomed to having peace and quiet and their own space, but then had to contend with partners, housemates or children suddenly also being around the house during working hours.

There were also differences between the groups in terms of survivor guilt. 36% of newly remote workers agreed or strongly agreed that they felt guilty to still have a job when others had been laid off or furloughed, but only 21% of existing remote workers and only 11% of non-remote workers.

Conclusions and implications

Overall results

The results of this survey present something of a contradiction. When asked to describe their feelings about the COVID pandemic, most people tend to use negative words, most especially around being anxious, worried, concerned, fearful or scared. Also fairly common were words around uncertainty, confusion, chaos and the unknown, around being frustrated, angry, annoyed, or irritated, being stressed, overwhelmed, tired or exhausted, and around being sad, depressed, emotional or heartbroken. Similarly, most (81%) were somewhat or very concerned about the economy going into recession, more than half (62%) about people overreacting, 47% about managing their motivation, and so on. Yet when asked specific questions about their working lives, many tended to give rather more positive answers. This suggests that for many of those in work, their expectations and worries about the COVID pandemic may be more negative than their day to day lived experience. People were worried about the bigger picture and about how COVID was affecting others, and were somewhat more stressed than usual, but were generally more positive about their jobs and working lives.

Having said this, the results of the different parts of the survey were consistent. Those who chose the greatest proportion of negative words also expressed higher levels of concern and answered work-related questions in a more negative way.

At least for people who are working, their day to day working experience seems not to be as negative as one might expect from their wider concerns and worries. However, those who do see their working lives in a more negative way will also have greater worries and concerns about the wider picture.

Factors contributing to more positive or negative views

In general, those seeing the COVID pandemic and their working lives in a more negative and less adaptive way tended to:

- Be female rather than male.
- Be younger.
- Have personality preferences for Feeling rather than for Thinking.
- To a lesser extent, have personality preferences for Sensing rather than Intuition and, amongst remote workers, Extraversion rather than Introversion.
- Have been laid off or furloughed, rather than still being in work.
- Be working non-remotely rather than remotely. Non-remote workers tended to have the most negative views, then newly remote workers, with established remote workers having the least negative answers.
- Be working full-time rather than working part-time or being self-employed.
- Be in more senior roles, especially at executive or senior managerial levels.

These results are in general consistent with other research, which has for example shown women to be more concerned than men about COVID-19 (Brooks & Saad, 2020; Galasso, et al., 2020).

The findings should be of practical use in at least two ways. First as an indication to HR professionals, managers, and individual workers as to who may be more at psychological risk while working during the COVID pandemic. And secondly, and with reference to personality differences, as the basis for creating guidelines to help people to adapt better to the situation. Personality type-based guidelines are shown earlier in this chapter.

Redundancies, layoffs, and survivor guilt

Around the world, many economies are heading into recession and many people have lost their jobs. The results of this survey suggest that a proportion of those who remain in work may be feeling guilty that they still have a job when others have lost theirs, that this 'survivor guilt' is felt most keenly by women with a Feeling personality preference who have recently transitioned to become remote workers because of the pandemic, and that amongst these newly remote workers the degree of survivor guilt has been increasing over time.

Many managers have a Thinking preference and may therefore be less prone themselves to survivor guilt, so it is important for them to appreciate that this could be a factor in an employee's well-being and performance. Treating those who were laid off in a humane way, and letting remaining staff know this, reassuring survivors that even if they had been prepared to give up their own jobs this would not have made a difference, and avoiding over-emphatic congratulations on still having a job can all be of help. When individuals feel that their psychological contract with an organization has been broken they may start looking for another job, and those with a Feeling preference might walk away from their jobs and the organization without explanation or warning if they think their values have been compromised.

Attitudes to working from home and the future organization

The data suggests that those who are not able to work remotely, or who have chosen not to do so, may be having a more negative working experience than remote workers. Indeed, almost half (46%) of non-remote workers agreed or strongly agreed with the statement "I would have preferred to be able to work remotely". Conversely, only 23% of remote workers agreed or strongly agreed with "I wish I did not have to work from home". Younger people, and those with a Perceiving preference, especially liked the idea of home working.

Realistically, many organizations will be looking to have employees working from home for some time to come. Even after the pandemic has subsided and lockdowns and social distancing are no longer being enforced, remote working is likely to be attractive to organizations for financial reasons, and to employees who are seeking to reduce commuting and increase the time available to spend with family and friends. The results of this research can help guide organizations as to the features of working from home employees that enjoy, those that they do not, and how people with different personality preferences may react to these in different ways.

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Appendices

Appendix A: Psychological type and the MBTI® assessment

The Myers-Briggs Type Indicator® (MBTI®) assessment is probably the most widely used personality questionnaire in the world. It does not measure our ability or skill, or how much of a particular personality trait we have. It looks at whether we have an in-built preference to do things in one way or in another way. It looks at four pairs of preferences:

Opposite ways to direct and receive energy	
Extraversion (E)	**Introversion (I)**
Gets energy from the outer world of people and experiences	Gets energy from the inner world of reflections and thoughts
Focuses energy and attention outwards in action	Focuses energy and attention inwards in reflection

Opposite ways to take in information	
Sensing (S)	**Intuition (N)**
Prefers real information coming from five senses	Prefers information coming from associations
Focuses on what is real	Focuses on possibilities and what might be

Opposite ways to decide and come to conclusions	
Thinking (T)	**Feeling (F)**
Steps out of situations to analyze them dispassionately	Steps into situations to weigh human values and motives
Prefers to make decisions on the basis of objective logic	Prefers to make decisions on the basis of values

Opposite ways to approach the outside world	
Judging (J)	**Perceiving (P)**
Prefers to live life in a planned and organized manner	Prefers to live life in a spontaneous and adaptable way
Enjoys coming to closure and making a decision	Enjoys keeping options open

For convenience, these pairs of preferences, or pairs of opposites, are often called type preference pairs. So, we might talk about the E–I preference pair, the S–N preference pair, the T–F preference pair or the J–P preference pair.

In each pair, we will have a preference for one type. So, for example, we might prefer E rather than I, and spend much more of our time and energy doing things typical of Extraverts, and little of our time or attention on activities and ways of doing things typical of Introverts. Or we might prefer I rather than E. Whatever our preference, however, we will spend some time and carry out some activities associated with the other side. The same applies to S–N, T–F and J–P – in each case we will have a preference, but we will visit the other side from time to time. We will use all eight modes at least some of the time.

The MBTI assessment is a method for helping individuals to work out what their type preferences are, so you may hear people say things like "I'm an ESTJ" or "I've got preferences for INFP" or "I'm definitely a Perceiving type". They can then use this knowledge to help them with their development as human beings. The four letters can be combined to give 16 different types, but this four-letter type formula should not be used to 'put people in a box'. The MBTI instrument is used to open up possibilities, not to limit individuals.

The 16 types are often illustrated using a *type table*, as shown here. Each of these 16 types has a particular characteristic taking the lead in directing their personality – what's often called their favorite process.

So, for ISTJ and ISFJ for example, Introverted Sensing (S^i) leads. Central to their personality is the importance of lived experience and drawing on their rich store of memories.

For ESTP and ESFP, it is Extraverted Sensing (S^e) – experiencing the moment and the here and now with all their senses – that leads, and so on for all 16 types. See the table below.
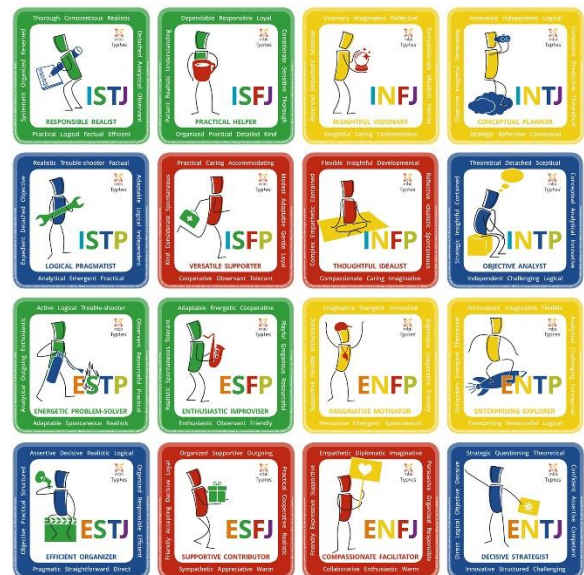
Types	Favorite process
ISTJ, ISFJ	Introverted Sensing (S^i)
ESTP, ESFP	Extraverted Sensing (S^e)
INFJ, INTJ	Introverted Intuition (N^i)
ENTP, ENFP	Extraverted Intuition (N^e)
ISTP, INTP	Introverted Thinking (T^i)
ESTJ, ENTJ	Extraverted Thinking (T^e)
ISFP, INFP	Introverted Feeling (F^i)
ESFJ, ENFJ	Extraverted Feeling (F^e)

Appendix B: List of words

Word or phrase	Total number of mentions
Acceptance/Accepting	8
Action/Activeness	2
Adaptive/Adaptation/Adaptability	7
Afraid	5
Aggressive	1
Air	1
Alarm/Alarming	2
Alcohol	1
Alert	1
Alienating	1
All consuming	1
Alone	2
Alternatives	1
Amazed	1
Ambiguous	1
Anchor	1
Anger/angry	21
Anguish	1
Annoyance/Annoyed/Annoying	16
Anxiety/Anxious	68
Apathy/apathetic	2
Apocalypse	1
Appeasement	1
Apprehensive	4
Asinine	1
Astonishment	1
At ease	1
Avoidable	2
Awareness	2
Awful	1
Back to basic	1
Badly managed	1
Balance	1
Be careful	1
Belonging	1
Big pharma	1
Birds/Birdsong	2
Bizarre	1
Blending	1
Blocked	1
Blown out of proportion	1
Bond	1
Bored/Boredom/Boring	20
Boy	1
Break	4
Bullshit	1

Busy	3
Caged	1
Calm/Calmness	9
Careful	4
Catalyst	1
Catastrophic	1
Caution/Cautious	21
Challenge/Challenging	20
Chance	1
Change/Changing	23
Chaos/Chaotic	8
Charitable	1
Cheap	1
China	1
Chronic inflammation should be addressed now	1
Claustrophobic	2
Cleanup	2
Closed	1
Comfortable	2
Common sense	1
Community	1
Compassion	1
Complex/Complexity/Complicated	3
Composed	1
Concern/Concerned/Concerning	39
Confident	1
Confined/Confinement	5
Confused/Confusing/Confusion	11
Connected/Connection/Connections	3
Conspiracy	2
Constraining	1
Contact	1
Contagion/Contagious	3
Content/Contented	4
Continue	1
Contradictories	1
Control/Controlling	
Conversations	1
Cosy	1
Courage	1
Coward	1
Creative/Creativity	3
Crisis	6
Critical	2
Crushing	1
Curable	1
Curious/Curiosity	14
Cut off	1
Cynical	1
Dangerous	3
Daunted	1
De-energized	1

Deadly	5
Death	4
Debilitating	1
Deceitful	1
Deception	1
Demanding	1
Depressed/Depressing/Depression	9
Despairing	1
Despondent	1
Detached	1
Determined	1
Devastating	2
Different	1
Difficult	2
Digital	1
Disappointed/Disappointment	7
Disassociated	1
Disaster	2
Disconnected/Disconnection	3
Discovery	2
Disease	2
Disgust/Disgusted	2
Disheartening	1
Dismayed	1
Disorientating	1
Disrupted/Disruption/Disruptive	18
Distressed/Distressing	2
Disturbed	1
Dividing	1
Do what is best	1
Done	1
Doom	1
Doubt	1
Downtime	1
Draining	2
Drastic change	1
Dreams	1
Dumbasses	1
Dysfunctional	1
Easygoing	1
Economy/Economic crisis	3
Educational	2
Emotional	3
Empathetic/Empathy	6
Empty	1
End	1
Enduring	1
Energizing	1
Enjoyable	1
Enlightened/Enlightening	2
Enough	1
Ephemeral	1

Ever-changing	1
Evolution	1
Exasperated	1
Excessive	1
Excited/Exciting	3
Exhausted/Exhausting	8
Expected	1
Experience	1
Experts	1
Extraordinary	1
Fabricated	1
Family/Family orientated	5
Fascinated/Fascinating	6
Fatigue/Fatigued	2
Fear/Fearful	22
Finances	1
Finally working without distractions	1
Flexibility	2
Focus	2
Forced change	1
Fortunate	1
Free/Free time/Freedom/Freeing	6
Friends	1
Frightened/Frightening	7
Frustrated/Frustrating/Frustration	53
Fun	1
Future	3
Gamechanger	2
Generous	1
Global	5
Gloves	1
Good	1
Grateful/Gratitude	10
Great	1
Grief	3
Grounding	1
Growth	1
Hard	1
Happiness/Happy	2
Hassle	1
Health/Healthcare/Healthy	7
Heartbreaking/Heartbroken	3
Hectic	1
Helplessness	1
Hermit	1
Hiding	1
Historic/Historical/History	3
Home	5
Homeschooling	1
Horrible	1
Hope/Hopeful	15
Hopeless/Hopelessness	6

Horrible/Horrific/Horror	5
Humanity	1
Humble/Humbling	2
Hype	1
Illness	1
Illogical	1
Imaginative	1
Immune	1
Impact/Impactful	2
Impatient	3
Inconvenient	2
Incredible	1
Incredulous	1
Independence	1
Indifferent	7
Individuality	1
Inescapable	1
Inevitable	1
Infection	1
Information	1
Inhibited/Inhibiting	2
Initial anxiety	1
Innovation/Innovative	2
Insecure/Insecurity	4
Integrity	1
Intense	2
Interaction	1
Interested/Interesting	9
Intrigued/Intriguing	3
Introspection	3
Introversion	1
Intrusive	1
Irresponsible	1
Irritated/Irritating	4
Isolated/Isolating/Isolation	17
Joblessness/Job security	2
Justified	1
Kind/Kindness	2
Lack of autonomy	1
Leadership	1
Learning	2
Legitimate	1
Lemons	1
Lethargic	1
Liberating	2
Life	1
Life-changing	3
Life threatening	1
Limited/Limiting	3
Line-ups	1
Local	2
Locked/Locked up/Lockdown	3

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Loneliness/Lonely	18
Long-lasting	1
Longing	2
Loss/Lost/Losing	5
Love	1
Management	1
Manageable	1
Manipulative	1
Mask	3
Meditative	1
Melodrama	1
Messy	1
Misguided	1
Mishandled/Mismanaged	2
Misunderstood	1
Moody	1
Morons	1
Multitasking	1
Necessary	1
Need/Needed	2
Negligence	1
Neighbours	1
Nervous	5
Neverending	2
New/New options/New thing	4
No consensus	1
No control	1
No FOMO	1
No structure	1
Non-proven rules	1
Normal	2
Not knowing	1
Not me	1
Not worried	1
Novelty	1
Numb	1
Observant	1
Oh	1
OK	1
Omnipotent	1
Opportunity	42
Opportunistic	2
Oppression/Oppressive	2
Optimistic/Optimism	7
Organized/Organization	3
Out of control	1
Over It - time to get things rolling again; need to apply practical and meaningful strategies personally and politically to get people and economy going again; the longer the wait the longer the recovery as it is this is going to take decades to recover from based on the $ spent (necessary though it maybe) people don't think about what this will do long term.	1
Over-governed	1
Overblown	4

Overdone	1
Overhyped	1
Overrated	1
Overreacted/Overreaction	8
Overwhelm/Overwhelmed/Overwhelming	11
Pandemic	4
Panic	3
Paradigm-shifting	1
Paradoxical	1
Paralyzing	1
Paranoid	1
Patient	4
Pause	1
Peace/Peaceful	11
Pensive	1
Perplexed	1
Perspective	2
Planned	2
Polarizing	1
Political/Politicized	6
Political abuse	1
Poorly led	1
Positive	2
Potential	1
Powerful	1
Pragmatic	1
Predictable	1
Preoccupation	1
Preparative/Prepared	3
Prevented/Prevention	2
Privileged	1
Productive	4
Profitable	1
Prolonged quarantine is a bad strategy for the poor	1
Protection/Protective	3
Pulled	1
Purpose	1
Puzzled	1
Quarantine	1
Questioning	1
Quiet	9
Quizzical	1
Reactionary	1
Real	2
Realistic	1
Reality check	1
Reclusive	1
Reconnecting	1
Recreation	1
Redundancies	1
Reevaluation	2
Reflect/Reflecting/Reflection/Reflective/Reflectivity	16

Reframing	2
Reinvention	1
Rejuvenating	1
Relax/Relaxed/Relaxing	14
Relentless	2
Relief/Relieved	4
Reluctant	1
Renewal	2
Repeatable	1
Repositioning	1
Research	2
Reset	4
Resigned	2
Resilience/Resilient	8
Resolve	1
Responsibility	2
Rest	2
Restless	3
Restrained	1
Restricted/Restricting/Restrictions	12
Revealing	1
Ridiculous	2
Sad/Sadness	37
Safe/Safety	4
Sanguine	2
Scare/Scared/Scary	32
Scattered	1
Science	1
Security	1
Self-care	1
Self-focus	1
Self-improvement	1
Self-reflection	2
Self-sabotaging	1
Sensationalized	1
Separated	1
Serious	5
Shake up	1
Shaken	1
Shocked/Shocking	3
Sick	2
Silence	2
Simpler/Simplicity	2
Skeptical	1
Slowed	1
Sociability	1
Social distancing	2
Solidarity	1
Solitary/Solitude	2
Solution	1
Solvable	1
Sorrow/Sorrowful	2

Space/Spacious	2
Special time	1
Standstill	1
Stir crazy	1
Strange	3
Stress/Stressed/Stressful	23
Strong	1
Struggle	1
Stuck	1
Stupefied	1
Stupidity	1
Suffering	2
Suffocating	3
Supporting	1
Surprised/Surprising	4
Surreal	5
Survive	1
Suspension	1
Suspicion/Suspicious	2
Take in stride	1
Team	1
Tense	1
Terrible	1
Terrifying/Terror	3
Thankful	2
Thoughtful	2
Threat/Threatened/Threatening	4
Time of reflection	1
Time to prepare for the future	1
Timid	1
Tired/Tiring	12
Tiresome	2
Togetherness	1
Too much fuss	1
Totalitarianism	1
Tragedy/Tragic	6
Trainwreck	1
Tranquil/Tranquillity	2
Transformation/Transformational/Transformative	6
Trapped	2
Troubling	2
Unaffected	1
Unbelievable	2
Uncertain/Uncertainty	41
Uncomfortable	2
Unconcerned	1
Uncontrollable	1
Undeniable	1
Uneasy	3
Unefficient	1
Unexpected	2
Unfair	1

Unfocused	1
Unfortunate	2
Unimpressed	1
Uninformed	1
United/Uniting	3
Unknown	6
Unnecessary	1
Unnerving	1
Unprecedented	4
Unpredictable	4
Unprepared	1
Unreal	2
Unscientific	1
Unsettled/Unsettling	3
Unstable	1
Unsure	1
Unsurprised	1
Unusual	2
Unwanted	1
Up and down	2
Upset/Upsetting	5
Useless	1
Vaccine so we can move forward	1
Vigilant	1
VUCA	1
Vulnerable	2
Wait	1
Wake up call	2
War	1
Warning	1
Wary	1
Watch the news	1
Watchful	1
Weary	3
Weird	1
Why	1
With the family	1
Work	2
Work life balance game changer for the good	1
Working from home	1
Workless	1
World chaos/World Crisis/Worldwide disruption	4
Worried/Worries/Worrisome/Worry/Worrying	47