



SWINBURNE  
UNIVERSITY OF  
TECHNOLOGY

# **SWE20001**

## **Managing Software Projects**

Lecture 10b

Personality Types



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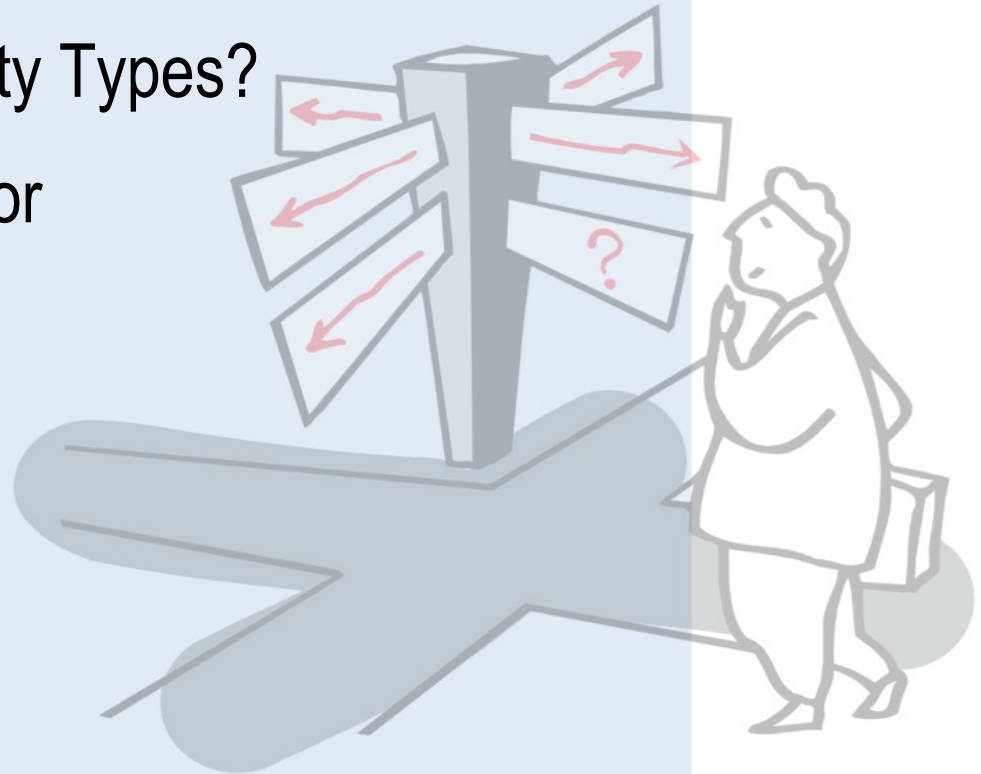
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# Lecture Overview

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- Why understand Personality Types?
- Myers-Briggs Type Indicator
- Mental Programming
- 9 Team Roles and Others



# Principal References

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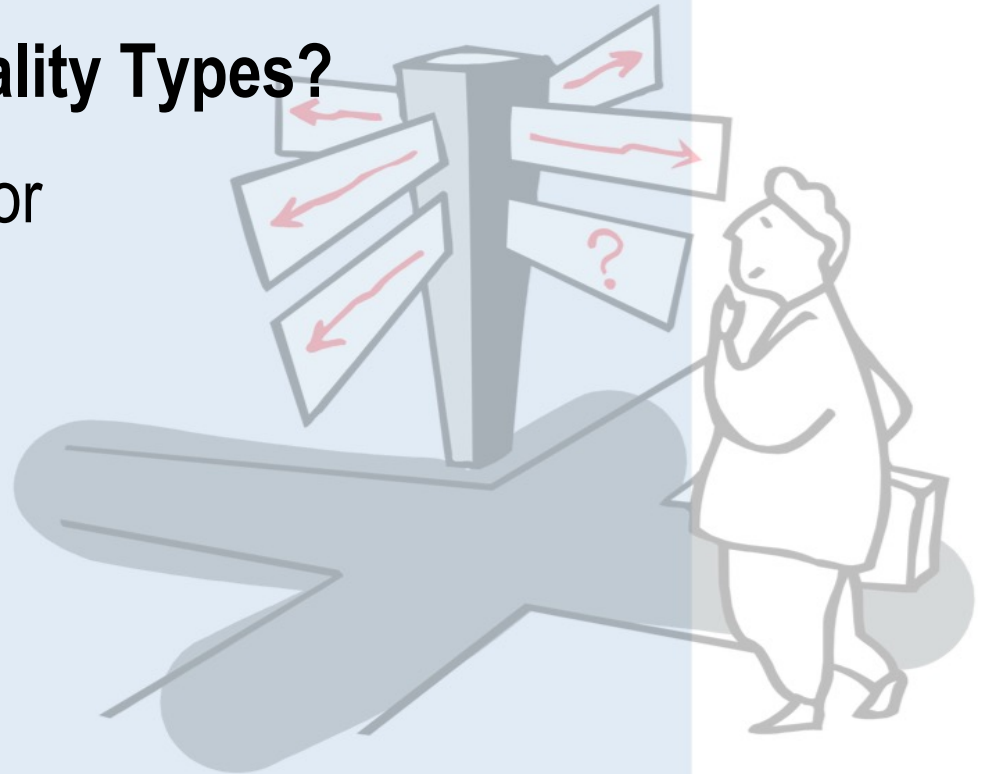
- Scott Berkun, *The Art of Project Management*, O' Reilly, 2005, Chapters 9 to 11.
- Bob Hughes, Mike Cotterell, *Software Project Management* (5<sup>th</sup> Edition), Addison-Wesley, 2009, Chapter 11.
- Robert K. Wysocki, *Effective Project Management* (5<sup>th</sup> Edition), Wiley, 2009, Chapter 9.
- Ian Sommerville, *Software Engineering* (8<sup>th</sup> Edition), Addison-Wesley, 2007, Chapter 25.

# Roadmap

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- **Why understand Personality Types?**
- Myers-Briggs Type Indicator
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# Project Success or Failure? (Recap)

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- Projects rarely fail due to purely technical issues
    - Often failure is due to non-technical, *human interaction* problems
  - Pressure to complete to a tight schedule often causes a team to
    - Take shortcuts
    - Use poor methods
    - Gamble on new languages, tools or techniques that promise “The World”!
  - Pressure from management can also have a detrimental effect
- ☞ *So - How do we organize and manage individuals and teams to get the “best” possible outcome?*

# Understanding People (Recap)

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- In order that human activities can be managed or directed, it is necessary to understand people!
- Far too often managers focus too much on the tasks to be done rather than the people who will do them
- As in most things, a balance is needed

# Understanding Personalities Types

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- Working with others can be difficult
  - But if you understand another person's behaviour, it helps you work towards common solutions
- Knowing something about personalities types can help you understand how other people act and think
  - Assists in planning, conflict resolution etc.
- For a team to function “best”, it is suggested that we need a *variety of personality types*, each contributing in their own way

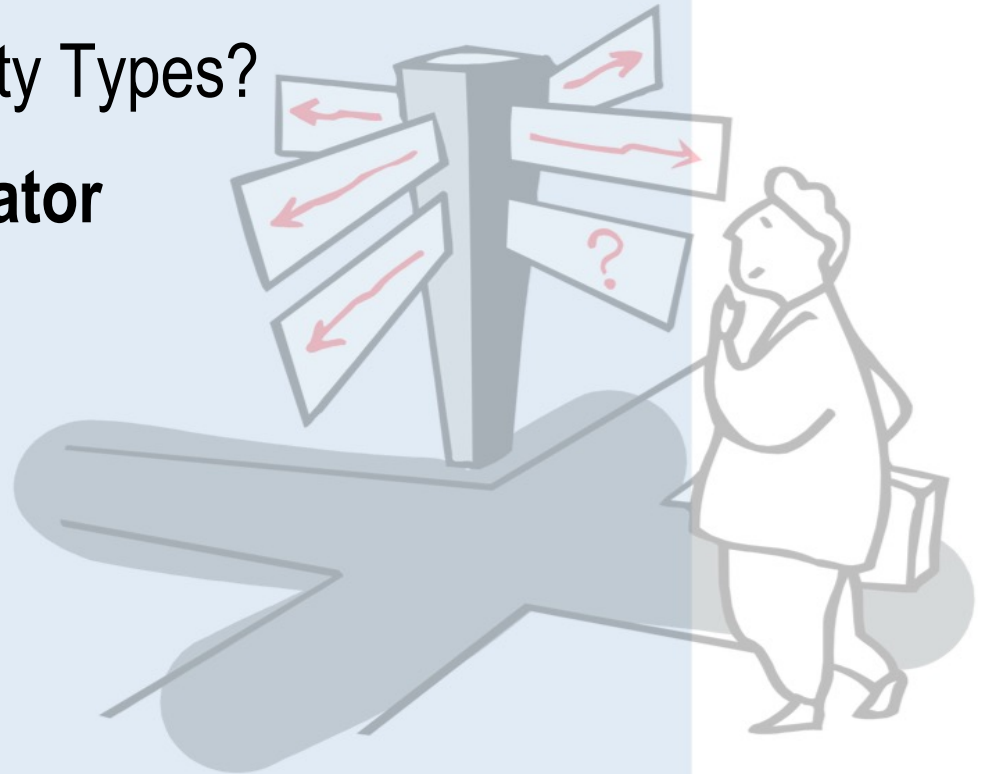


# Roadmap

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- Why understand Personality Types?
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# Myers and Briggs Personalities Types

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[http://en.wikipedia.org/wiki/Myers-Briggs\\_Type\\_Indicator](http://en.wikipedia.org/wiki/Myers-Briggs_Type_Indicator)

- A common psychological personal indicator
- 4 different temperaments
  - ☐ Extrovert / Introvert (E / I)
  - ☐ Sensing / iNtuition (S / N)
  - ☐ Thinking / Feeling (T / F)
  - ☐ Judgment / Perception (J / P)
- 16 personality types
- Want to try? Take the test: [www.humanmetrics.com/cgi-win/JTypes2.asp](http://www.humanmetrics.com/cgi-win/JTypes2.asp)

# MBTI – Extrovert / Introvert (E / I)

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Qn: Where do you direct your energy to?

- **Extrovert**: people who direct their energy to other people and outer world of activities
- **Introvert**: people who direct their energy to their inner world of ideas and thoughts
- It determines if a person is generally extroverted or introverted



# MBTI – Sensing / iNtuition (S / N)

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Qn: How do you gather information?

- Characteristics of **Sensing** type people
  - ☐ They rely on **facts**, familiarities, **details**, and reality
  - ☐ They consider themselves as practical
- Characteristics of **iNtuition** type people:
  - ☐ **Imaginative**
  - ☐ Ingenious
  - ☐ Attentive to hunches or **intuitions**
- It determines how a person gathers information

# MBTI – Thinking / Feeling (T / F)

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Qn: How do you make your decisions?

- People belonging to **Thinking** category are **objective** and logical
- People belonging to **Feeling** category are **subjective** and personal
- It represents the way people make their decisions



# MBTI – Judgment / Perception (J / P)

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Qn: What is your attitude towards structure?

- Characteristics of **judging** type people
  - ☐ They like closure and **task completion**
  - ☐ They will **establish deadlines** and take the deadlines **seriously**, expecting other people to do the same
- Characteristics of **perceiving** type people
  - ☐ They prefer to keep things **open and flexible**
  - ☐ They regard **deadlines** more as **a signal to start** rather than complete a project
  - ☐ They do not feel that work must be done before play or rest begins
- It concerns people's attitude towards structure

# So What?

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Is the use of the Myer-Briggs indicator worthwhile?

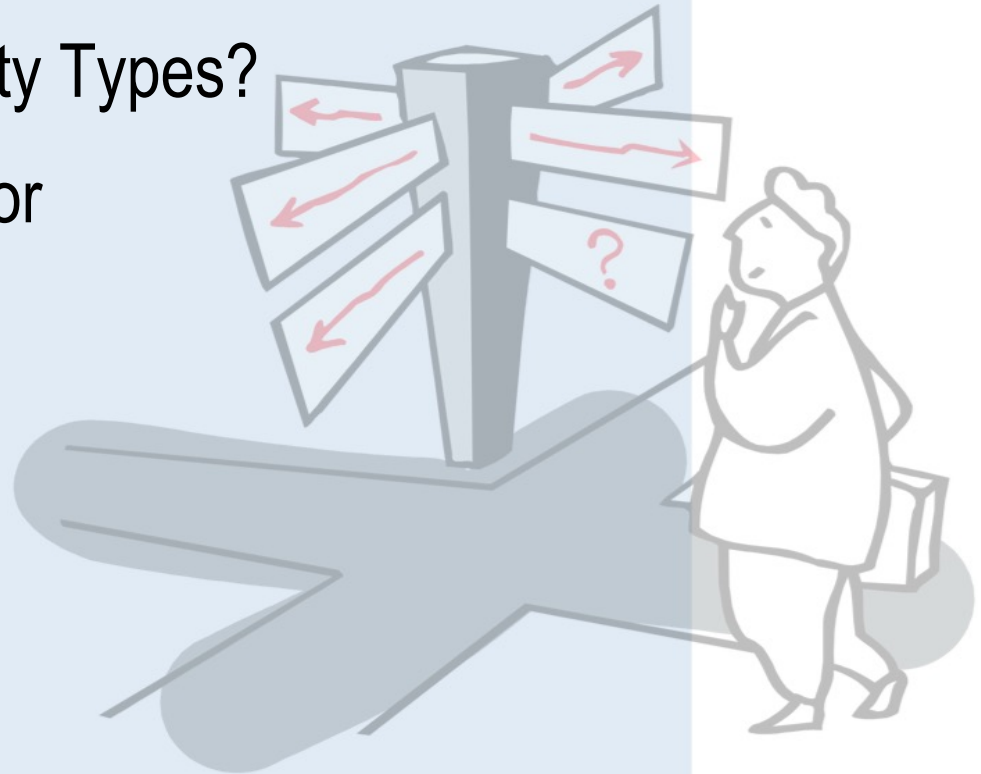
- Studies have been done to assess its utility – read the wikipedia article
- It is not universally accepted that MBTI is of use for predicting job performance, or suitability for inclusion in a team
- Nevertheless, many organisations use MBTI as a tool when hiring or promoting, so it is useful for you to know about it
- The theory is that when putting a team together, it is useful to have a balance across MBTI categories

# Roadmap

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- Why understand Personality Types?
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- **Mental Programming**
- 9 Team Roles and Others

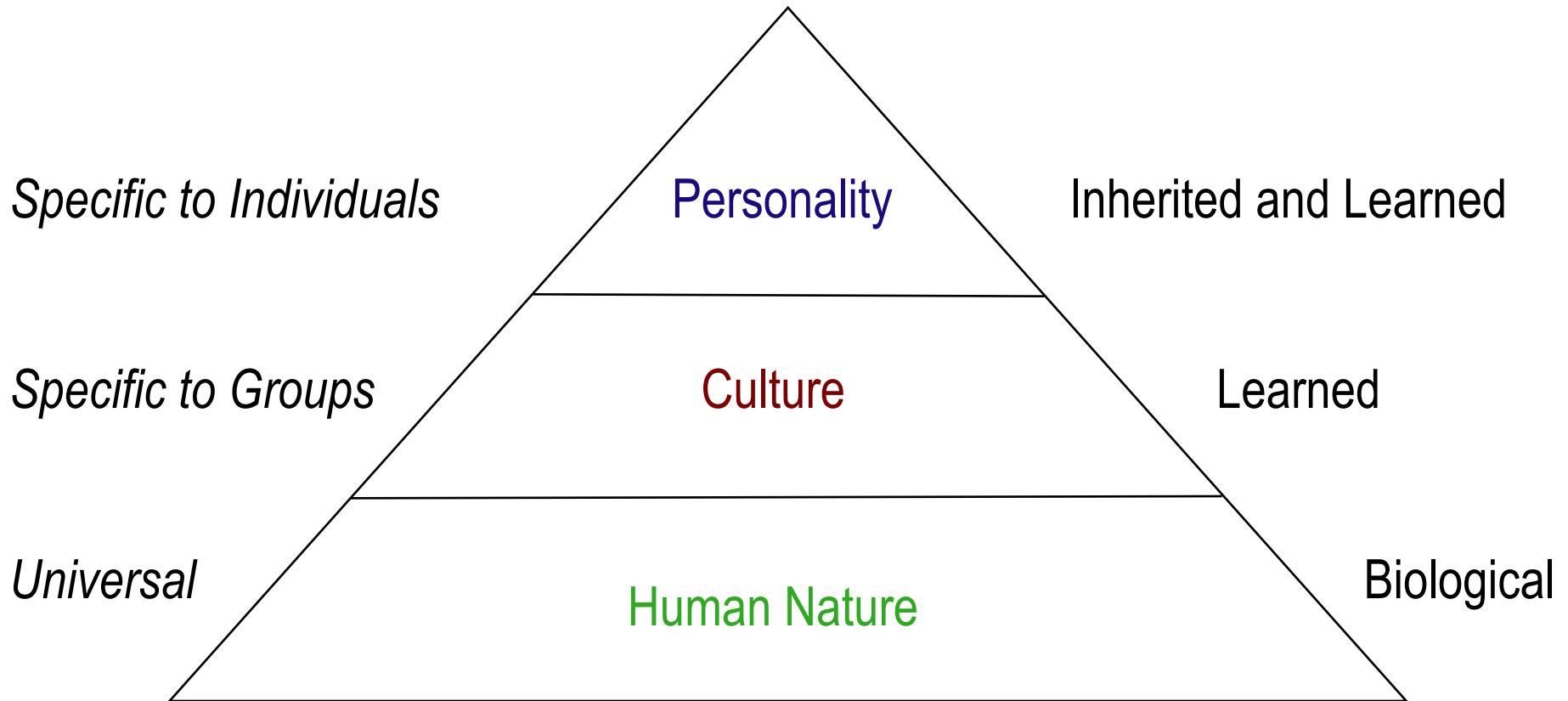




# Hofstede's Theory on Mental Programming



Issues to be Considered with People

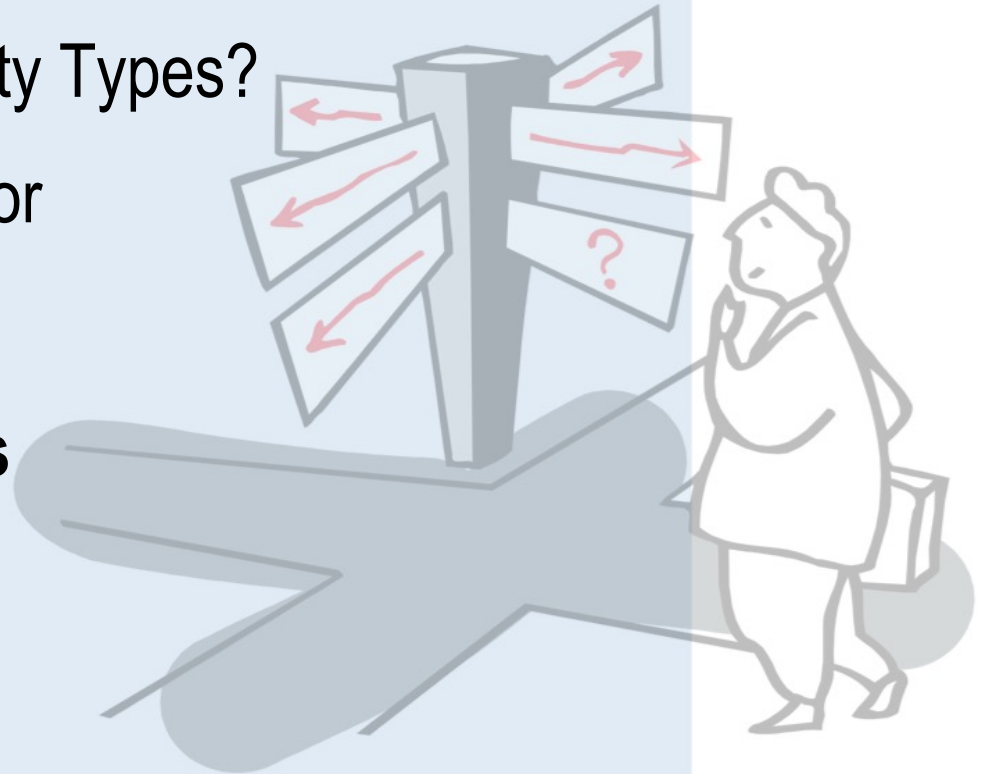


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# Personalities and Teams

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- R. Meredith Belbin identified 9 team roles
  - ☐ Coordinator
  - ☐ Shaper (“worrier”, helps to focus on important issues)
  - ☐ Plant (generates ideas and potential solutions)
  - ☐ Monitor Evaluator
  - ☐ Resource Investigator
  - ☐ Team Worker
  - ☐ Implementer
  - ☐ Completer/Finisher (a perfectionist)
  - ☐ Specialist (aka “techie”)

# Personalities and Teams (cont.)

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- Successful teams need a *good mix* of people who fill all these typical roles
- Often, unsuccessful teams have too many of the same type of person
  - ☐ be wary of groups of “techies”!
  - ☐ Consider working apart from your best friends!
- Test can be found on Web by searching for “Belbin test for assessing team roles”

But .. Let's be careful about this .... Is it true? How can we be sure?  
Are political motives behind such suggestions? We need EVIDENCE!!

# Varieties of “Difficult” People

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- The know-it-all
- The think-they-know-it-all
- The do-it-all-myself
- The YES person
- The maybe person
- The nothing person
- The NO person
- The whiner