RESEARCH:

* Make short survey for course, present data in graphs? Ask for top 2/3 personality types and then ask questions about their feelings/interactions with agile and methods, if any, used to adjust to areas of agile they find difficult.

BENEFIT OF DIVERSITY IN AGILE TEAMS:

* Multiplicity of personalities beneficial: “Several aspects of the solution were studied with the result that "The degree of homogeneity of personality of the members of the groups used in this study was seen to have a direct bearing on the effectiveness of the groups in producing solutions to problems," and "The results imply that a multiplicity of perceptions of a problem are productive of creative solutions."; Homogeneity of member personality and its effect on group problem-solving. Hoffman, L. Richard The Journal of Abnormal and Social Psychology, Vol 58(1), Jan 1959, 27-32. <http://dx.doi.org/10.1037/h0043499>
* “the inability for certain individuals or personality styles to properly integrate into agile teams” “tendency for agile teams to become overly homogeneous over time.” “Finally, data in this study also revealed a strong inclination for agile software development teams to revolve solely around developer activity.” “Constant immersion and engagement with the team as a whole, for example, and the development of rituals surrounding team activity, were seen to support the development and prevalence of a shared identity.” <http://www.ewhitworth.com/documents/thesis/agile2007_WhitworthBiddle_social.pdf>

PERSONALITY TYPES AND AGILE PHLISOPHY:

* Personality Theory as a Predictor for Agile Preference <http://aisel.aisnet.org/cgi/viewcontent.cgi?article=1005&context=mwais2013&sei-redir=1&referer=http%3A%2F%2Fscholar.google.co.uk%2Fscholar%3Fq%3Dpersonality%2Band%2Bagile%2B%26btnG%3D%26hl%3Den%26as_sdt%3D0%252C5#search=%22personality%20agile%22>
* Myers Briggs <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
* Five Factor Model <http://www.oxfordbibliographies.com/view/document/obo-9780199828340/obo-9780199828340-0120.xml>

STRUGGLES FACED BY INTROVERTS/NEUTORICISM TYPES IN AGILE:

* Check out: “Quiet: The Power of Introverts in a World That Can’t Stop Talking” [1], Susan Cain
* Questioning our assumptions about introverts and computing <http://dl.acm.org.ezproxy.falmouth.ac.uk/citation.cfm?id=2537763>
* Key struggles faced by introvert/neuroticism types in Agile Development:
  + Accountability/Fear of Failure/Demand Avoidance
  + Face-to-Face communication
  + Online communication
  + Sensitivity/Difficulty in hearing constructive criticism
  + Negative or Unstable concept of self/negative comparisons to others “The theory of social comparison holds that positive self-concept is fundamental to psychological functioning, and is established through evaluation of self as compared to similar others.” “Members of cohesive agile teams noted positive feelings in association with recognition of their abilities within the team, and pride in project group membership.” “By providing focus for teams in the form of working software and optimal agile process, agile methodologies can therefore be seen to support prestige-based identification with the project group, and to mediate common social occurrences such as inter-group comparison.” E. Whitworth
  + Desire for privacy
  + Lack of confidence socially and/or in competence
  + Less likely to speak up about issues faced
  + Misunderstanding social-cues, team dynamics and/or professional environment
  + Difficulty in developing trust
  + Difficulty with boundaries
  + Feeling burnt-out from a days-worth of social interaction “to feel stressed or exhausted after spending the whole day being ‘on’ or socially active” E. Whitworth
  + Sensitivity to noises/disruptions
  + Adapting to changes/being put-on-spot
* Understanding "watchers" on GitHub. “Contributors who were first watchers account for a significant portion of contributors on GitHub projects. “ <http://dl.acm.org.ezproxy.falmouth.ac.uk/citation.cfm?id=2597114&CFID=863609878&CFTOKEN=78477515>
* Proposed methods for individuals struggling with agile to adapt:
  + Ensure adequate ‘alone’ time. Make use of breaks.
  + Stay organised, know what is expected, what jobs you have taken on, deadlines etc.: prevent sudden ‘surprises’ or being ‘put-on-spot’

RECOMMENDATIONS:

* Giving individuals the autonomy to align their working style with agile, may help ensure diversity within teams
* Perhaps, it is important to remember, that in adopting Agile Development, a team does not need to follow it as verbatim. Instead learn from both the positive and negative experiences in using Agile to better adapt Agile to your team.

ESSAY DRAFT:

Abstract

A variety of personalities and skill-sets in individuals within a team tends to enhance performance \cite{Paper3}, therefore it is important not to disregard those who struggle with agile principles. Finding methods that give individuals the autonomy to align their working style with agile, may help ensure diversity within teams. This paper explores how individuals, with personality types that have been found to have a negative relationship with agile preference \cite{Paper1}, can best adapt to the agile philosophy.

Introduction

Write your introduction here. A brief introduction is recommended, which should outline key details of the chosen topic and the reviewed papers, motivate the work, and provide a roadmap of key points to the reader. The motivation is quite important here, as essays should have a contribution (i.e., what is the point of the essay, and what does the reader take away from the essay) and the link between the motivation (in the introduction) and the contribution (in the conclusion) should be made clear.

Your section title here

1. LITERATURE REVIEW
2. PERSONALITY TYPES AND AGILE
3. STRUGGLES FACED BY NON-EXTROVERT/OPEN INDIVIDUALS
4. RESEARCH METHOD, RESULTS AND GRAPHS, ANALYSIS
5. RECOMMENDATIONS

Write the main body of your essay here. Add more sections if appropriate. You may choose to write about each of your three papers in its own section, or you may choose a different structure. Either way, remember that you are being assessed on technical insight and analysis: it is not enough to merely summarise the contents of the three papers. You must demonstrate the ability to make inferences beyond what is written in the papers, and to draw the three papers together into a single coherent narrative.

Your essay must make a clear recommendation, in terms of which of the three techniques you have reviewed is the best according to whichever metric or metrics you feel is most appropriate. You must justify your choice, backing it up with empirical evidence. However, remember that an academic essay is not a murder mystery: you should already have briefly discussed your recommendation in the introduction and in other parts of the essay. Do not save it for a grand reveal at the end.

Conclusion

Write your conclusion here. The conclusion should do more than summarise the essay, making clear the contribution of the work and highlighting key points, limitations, and outstanding questions. It should not introduce any new content or information.

"The data supports a positive relationship between extraversion and agile preference as well as openness and agile preference." [1] "The results from the quantitative data collected from the survey study indicate that three out of the five personality factors from the Five Factor Model show a correlation with above average preference for agile methods. These factors are extra version, openness and neuroticism. The first two have a positive relationship with agile preference while neuroticism (emotional instability) has a negative relationship with agile methodology preference." [1]

"a cohesive team of members who collaborate and trust each other can be difficult for developers who are accustomed to working predominantly on their own." [2] "We found that agile methods increased trust by increasing transparency, accountability, communication, and knowledge sharing and feedback." [2] "The accountability and collective responsibility in agile methods nurture trust by facilitating vigilance, aligning members' perceptions realistically with individual competences and abilities"[2] "Using agile practices also helped alleviate the distrust that distributed team members from different cultures can experience"[2] "A failure to deliver tasks might also demonstrate a lack of competence and thereby diminish trust between team members."[2]

"team structures tend to be rather more fluid in agile projects, forming, growing, shrinking and disbanding as particular skill needs arise or are dealt with. The higher number and greater diversity of individuals involved, combined with the less rigid nature of their involvement, may increase the incidence of personnel incompatibilities and, therefore, the potential for conflict." [3] "Among his findings he also reported that individuals who possess premium quality in one respect are often lacking in others, and that combining individuals with similar personality traits reduces performance." [3]

"They observed that effective communication, comfort working with others, self confidence, and ability to compromise are the four essential traits for effective pair programming." [4] "They found that students' perception of their partner's skill level has a significant influence on their compatibility" [4] "found that students with more confidence in their programming skills like pair programming the least." [4]