MGMT 6064-(03) – 24W Assignment 1

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Project Leadership & Management

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## Task 1: Determine Your Personality Type

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|  | **INTJ** | The description perfectly captures my self-perception as an INTJ. The emphasis on specialized knowledge, decisiveness, and a pragmatic approach resonates deeply with how I navigate the world. The mention of typical career choices in sciences and engineering, along with the potential for management positions, accurately reflects my professional inclinations as a software engineer. The description of personal relationships being an Achilles heel is spot-on. The struggle with social rituals, impatience for small talk, and the desire for relationships rooted in reasonability and directness resonate deeply with my experiences. |
| **Description Statement** | **Do you agree or disagree with the Description Statement? Why or why not?** |
| 1 | “INTJs know what they know, and perhaps still more importantly, they know what they don't know” | I agree with this statement because self-awareness is a key aspect of my personality. Knowing my strengths and limitations allows me to navigate challenges more effectively and seek help when needed. |
| 2 | “INTJs are perfectionists, with a seemingly endless capacity for improving upon anything that takes their interest” | This resonates with me as I often find myself striving for excellence in tasks that capture my interest. The pursuit of perfection is a driving force in my work and personal endeavors. |
| 3 | “INTJs are known as the 'Systems Builders' of the types, perhaps in part because they possess the unusual trait combination of imagination and reliability” | I agree with this statement as I often find joy in creating and optimizing systems. The combination of imagination for envisioning structures and reliability for implementing them aligns with my approach to various projects. |
| 4 | “Personal relationships, particularly romantic ones, can be the INTJ's Achilles heel” | This statement reflects a reality in my life. While I invest time and effort in relationships, the challenges in grasping social rituals and expressing emotions can make personal connections more complex. |
| 5 | “Probably the strongest INTJ assets in the interpersonal area are their intuitive abilities and their willingness to 'work at' a relationship” | I agree with this statement as it highlights the importance of leveraging my intuitive abilities to understand others. The commitment to working on relationships aligns with my belief in continuous improvement and growth in personal connections. |

* What aspects of my personality will help me succeed as a project manager or team leader? What aspects of my personality will be a challenge or disadvantage in my role as a project manager or team leader?

As an INTJ, several aspects of my personality align well with success in a project manager or team leader role. My decisive nature and specialized knowledge systems enable quick and informed decision-making, crucial for effective leadership. The perfectionist trait contributes to a high standard of work and a relentless pursuit of improvement in project outcomes. The ability to build and optimize systems, coupled with a pragmatic approach, positions me to efficiently manage tasks and resources.

However, challenges may arise from my inherent independence and occasional disregard for authority. While this independence fosters innovative thinking, it might lead to potential conflicts within hierarchical structures. Furthermore, the difficulty in grasping social rituals and the inclination towards directness may pose challenges in fostering team morale and interpersonal relationships. Balancing the need for autonomy with effective collaboration and incorporating more empathetic communication styles will be essential for overcoming these potential disadvantages in a leadership role.

## Task 2: Determine Your Emotional Intelligence

* Self-awareness: 15
* Self-management: 17
* Motivation: 16
* Empathy: 16
* Relationship Management: 9
* After reading the description of emotional intelligence (from Step 1) and reviewing my self-assessment score, what do I believe is my greatest strength and my greatest weakness when it comes to my emotional intelligence?

My greatest strength in emotional intelligence lies in self-awareness and self-management, as reflected in my high scores of 15 and 17, respectively. I excel in understanding my emotions, acknowledging strengths and weaknesses, and effectively controlling impulses. This self-awareness contributes to my ability to remain composed in challenging situations.

However, my greatest weakness appears to be in relationship management, with a score of 9. While I score well in the other components, there seems to be room for improvement in understanding and navigating the emotions of others. Enhancing my empathy and social skills, as outlined in the characteristics of emotional intelligence, could be beneficial. By actively working on recognizing and responding to the feelings and needs of those around me, I can strengthen my overall emotional intelligence, fostering more effective relationships in both personal and professional spheres.

## Task 3: Determine Your Leadership Potential

Providing direction: 12

Leading courageously: 15

Fostering teamwork: 12

Championing change: 14

Coaching people: 9

Motivating others: 14

Building relationships: 13

Acting with integrity: 14

* How will my strengths make me a better project manager or team leader? Which areas of weakness do I have the most interest in developing, and why?

My strengths, particularly in leading courageously and motivating others (with scores of 15 and 14, respectively), position me to excel as a project manager or team leader. These strengths enable me to provide clear direction, champion change, and act with integrity, fostering an environment conducive to success.

However, my interest lies in developing the area of coaching people, where I scored a 9. Recognizing the importance of this skill in team development, I am eager to enhance my ability to guide and mentor team members effectively. By investing in coaching skills, I aim to bridge any gaps in fostering teamwork and building relationships. Developing this area will contribute to a more collaborative and supportive team dynamic, ultimately enhancing the overall success of projects under my leadership.

## Task 4: Sources of Power and Project Management

* **Coercive Power**: The ability to influence others through punishment, threat, or negative consequences, often involving the use of fear or intimidation.
* **Relational Power**: Power derived from one's interpersonal connections, relationships, and alliances. It involves influencing others through social and emotional connections.
* **Guilt-Based Power**: A form of power where individuals manipulate others by instilling a sense of guilt or obligation, often using emotional leverage to achieve compliance.
* **Expert Power**: The influence that comes from possessing specialized knowledge, skills, or expertise in a particular subject or domain. Others defer to individuals with expert power due to their competence.
* **Information Power**: Power derived from controlling and sharing valuable information. Individuals with information power have an advantage in decision-making and influence.
* **Avoiding Power**: The ability to influence by withholding or avoiding interaction. It involves creating a sense of dependency, where others seek approval or engagement, making avoidance a strategic tool.
* **Coercive Power**: In a project environment, a project manager may use coercive power by implementing consequences for team members who fail to meet deadlines or deliver subpar work. This approach, while potentially effective in the short term, may harm team morale and creativity in the long run.
* **Relational Power**: Relational power can be demonstrated by a project manager who has strong interpersonal relationships within the team. By fostering a positive team culture, the manager gains influence through trust and mutual respect. Team members are more likely to go the extra mile when they value their relationship with the leader.
* **Guilt-Based Power**: A project manager might use guilt-based power by emphasizing the importance of the project to the overall success of the organization. By highlighting the potential consequences of failure and the impact on team members and stakeholders, the manager may create a sense of obligation to meet project goals.
* **Expert Power**: In a project environment, a team lead with expert power may guide decision-making by leveraging their in-depth knowledge in a specific area. Team members are likely to follow their guidance and recommendations due to a demonstrated mastery of the subject matter.
* **Information Power**: A project manager holding information power controls critical project details. By selectively sharing information with team members, the manager can shape perceptions, influence decision-making, and guide the team's focus. This approach requires transparency to maintain trust.
* **Avoiding Power**: Avoiding power may be employed by a project manager who strategically withholds involvement or decisions, compelling team members to seek approval or clarification. By creating a dependency on the manager's input, this approach can be used to guide the project direction according to the manager's vision.

# References

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