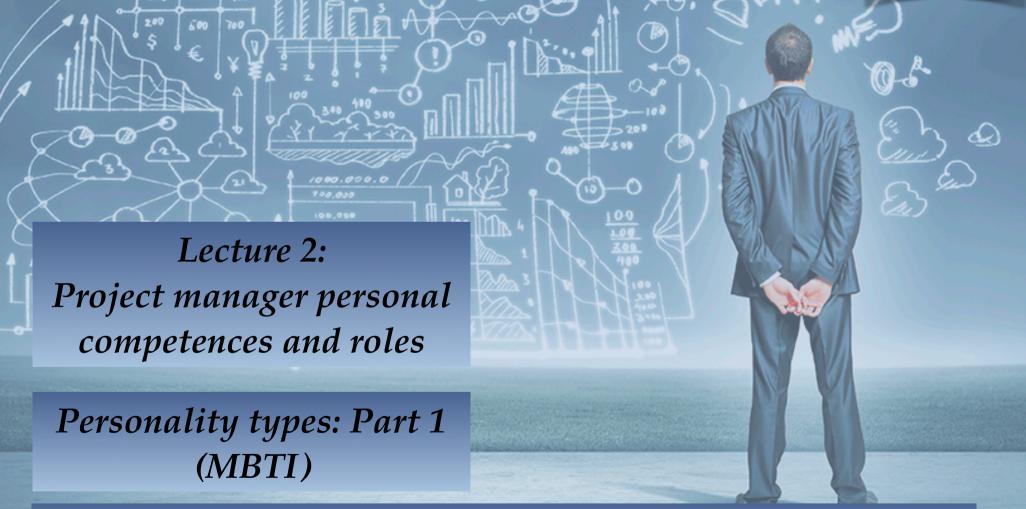
Project Management (PRO)

Kandidatekursus CS/INF

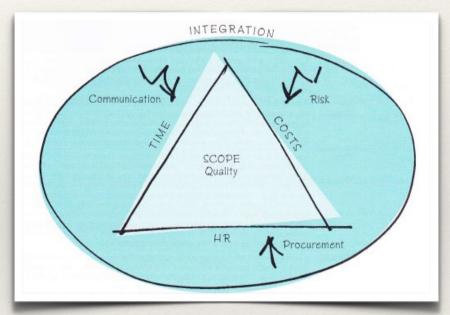


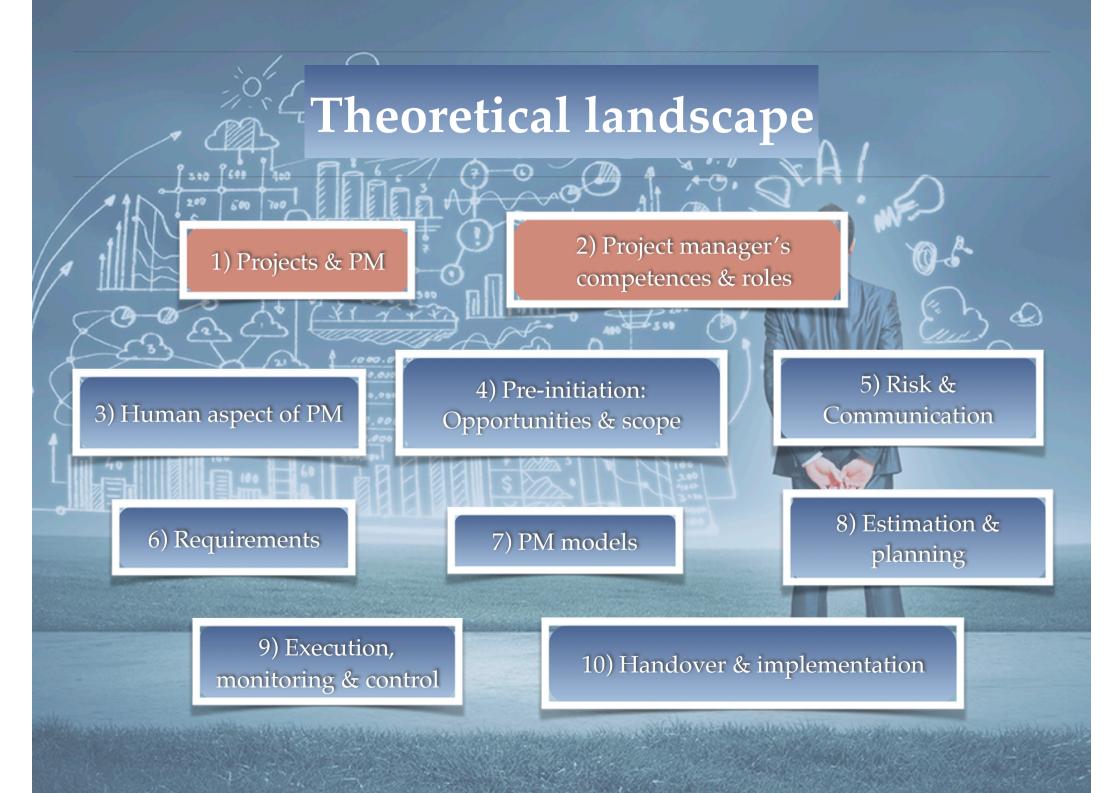


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Where were we?

- Unique (not routine work)
- Crosses organisational boundaries
- Achieves specific purpose/delivers product
- Unknown factors and risks
- Limited resources and budget
- Large/complex undertaking
- Produces new results and experiences
- Undertaking= Limited period
- PROJECTS END!







- * Know about different personality type tests, especially the Belbin and Myers-Briggs test
- Know and reflect over your own Myers-Briggs (MBTI) personality type
- Know what should be taken into account in order to create good working relations – based on your own and the others' Myers-Briggs profiles

Personality type tests



- Personality: the collection of emotional and behavioural traits that characterise a person
- Personality profiling: dates back over 5000 years
- Psychology (19th century): Sigmund Freud & Carl Jung: theory reperceptions & decision making
- * Contemporary personality type tests:
 - Used as input for group discussions during project initiation to clarify participants' different personal characteristics
 - Prepare for the teamwork ahead and deciding on how to encounter differences in personality

Personality type test models

Individual-oriented:

- * Myers-Briggs type indicator (MBTI) (Kousholt (2012: 100-102)
 - Provides 16 different combinations; 4 are summarised in temperaments
 - Focus on the individual's preferences and preferred job (situations)

* Individual- and interaction-oriented:

- * Adize's leadership roles (Kousholt, 2012: 102-104 & 369)
 - * 4 different roles: Producer, Administrator, Entrepreneur, Integrator
 - Focus: away from single king—> well functioning team w/all 4 roles

* Interaction-oriented:

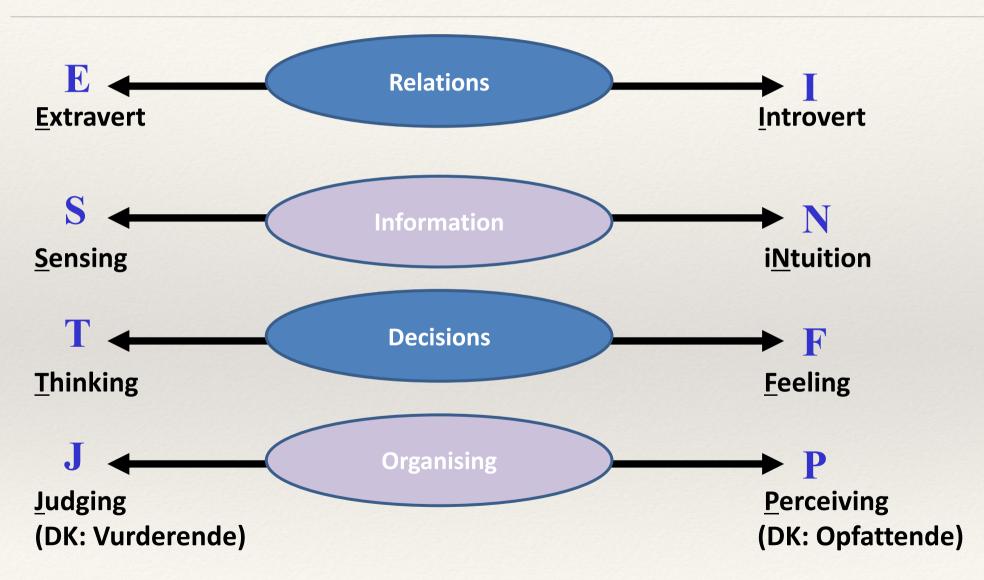
- Belbin's team roles (Kousholt (2012e: 102 & 366-368)
 - * 9 team roles; everyone has 2-3 favourite roles they can play in a team
 - Basic idea: the best team is achieved when the nine roles are evenly represented
- * In general: teams w/different personality types are preferable

Myers-Briggs theory on personality types

- Briggs observed and read about people and tried to classify them using Jungian types
- Carl G. Jung was a psychologist who was interested in how people perceive and evaluate things differently
- * Jung found six different types of people:
 - Orientation: Extravert Introvert
 - Perception: Sensing Intuition
 - * Judgment: Thinking Feeling
- * Myers-Briggs added another dimension:
 - Organizing: Judging Perceiving



Myers-Briggs Types (MBTI)



Extravert & Introvert: Characteristics

Extravert	Introvert
 Get their energy from outside Need interaction with others Open and chatty Seeks breadth Acts first May consider introverts unsociable 	 Get their energy from within Need to be alone Quiet and difficult to get to know Seeking depth Deliberates first May consider extroverts to be superficial
 Preferred situation: to actively cooperate with others or perform activities out of the house or away from their desk 	 Preferred situation: being able to work alone part of the time and having the time to immerse themselves

Extravert & Introvert: Undesired situation

Extravert	Introvert
To work alone	Noisy environment and frequent interruptions
To participate in long meetings	Constantly being monitored
Unclear communication	To speak up in groups
No feedback or response	To participate in large gatherings or social events of some length
No action	Too little time for myself

Sensing & iNtuition: Characteristics

Sensing	Intuition
 Focusing on the Present Prefers practical and concrete work Sees all the individual parts Starts with A, then B Loves proven procedures Sees "N's" as lacking reality 	 Focusing on the Future Prefers the abstract and theoretical Sees patterns and the whole picture Starts anywhere Loves changes and variation Sees "S's" as materialistic
 Preferred situation: work with attention to details and careful observation 	 Preferred situation: work on solving new problems

Thinking & Feeling: Characteristics

Thinking	Feeling
 Takes decisions based on objective analysis+ logic Values truth and justice Assesses from the outside Wants to get an overview Sees "F´s" as emotional 	 Takes decisions based on subjective/personal values Values relations and harmony Assesses from the inside Strives for a personal point of view Often sees "T´s" as critical and negative
 Preferred situation: work that requires logical sequence or order, especially with ideas, numbers or physical objects 	 Preferred situation: providing service to people and a harmonious and happy working environment

Judging & Perceiving: Charactersitcs

Judging (DK: Vurderende)	Perceiving (DK: Opfattende)
 Prefers an organised & planned life style, a clear framework and fixed categories Likes to finish things Likes structure and being in control Thinks that "P´s" are messy and irresponsible 	 Prefers a flexible+ spontaneous life style and unlimited freedom Likes to leave options open Takes things as they come Thinks that "J's" are stiff and awkward
 Preferred situation: work requiring systems and order 	 Preferred situation: work where there is a need to adapt to change and where to understand situations is more important than being in control of them

THE INSPECTOR

Honor and duty are what define you. You take any task seriously and give it more than your best. You are somewhat reserved and prefer to work alone, but can make a great team member if need arises. You rely on logic and judge people based on how they present themselves to you. However, you tend to lose reason under enormous stress and act on your emotions.

THE PROTECTOR

You have a clear vision of how the world should be, and respect law and tradition because they exist for a reason. You tend to believe the best of others, and are sensitive to their needs and desires. People see you as considerate, generous, and very reliable. However, without positive feedback, you may become discouraged. You like to feel appreciated for your efforts.

TACK

System and strategy are your favorite words. You're insightful, ambitious, and dominating, but choose to remain quiet until the need for a leader arises. You see the big picture, and believe that details are useless unless they help achieve a goal. Your confidence makes you seem arrogant and elitist, but it's hard to argue with you because you're usually right.

THE CRAFTER

You are easily bored, and you enjoy thrill and action. You don't really care for anything without a practical use. You believe in being impartial when it comes to making judgments, and you tend to ignore your own feelings and emotions for this reason, which may become overwhelming. Tasks that require hand-eye coordination and logic help to keep your mind focused.

ISE COMPOSER

You live for beauty and sensation, and have a strong appreciation for the arts. You have no desire to change or control, but you genuinely care for others, and reveal that through your respect and sympathy. To you, the world is simply the way it is, and it's all a matter of how we fit ourselves into it. However, you can be unnecessarily harsh with yourself if you fail to be your own vision.

THE HEALER

You are incredibly intuitive and

confident about how the world

functions, and you're usually right

You believe in progress, and are

constantly trying to improve yourself

and the world around you. With

others, you tend to be gentle and

forgiving, but you have little

tolerance for conflict, and you set

high stardards for yourself and

those closest to you.

Your sincerity and intuition make you a good listener, and people are quick to confide in you. You are an idealist, and you are constantly searching for a meaning in life. Because of this, you have high standards and may prefer to work alone. You would do almost anything to avoid conflict, but can be moved to act emotionally and irrationally if your ideals are violated.

INTP

You fit quite well into the stereotype of a mad scientist. To you, the world is about generating new theories, questioning those that already exist, and figuring out how things can be further improved. Your ability to see things objectively makes you very tolerant of new ideas. You are usually awkward, but confident and willing when asked to discuss a familiar topic.

THE SUPERVISOR

Everything around you needs to be working and in place to satisfy you. You're confident, critical, and often aggressive. You take your duties very seriously and value strict social order. When upset, you tend to feel alone and underappreciated, and although you usually like to make yourself heard, you have a hard time expressing your feelings and emotions in words.

THE PROVIDER

You're kind and understanding and you bring out the best in others. You enjoy making others happy, and have a hard time understanding indifference. Your morals and ethics are central to your person, and you would rather die than violate them. You also enjoy peace and structure, and often attempt to control your environment and the people around you to fit your idea of order.

THE TEACHER

You have a gift with people. They love to be around you because you're bright and inspirational, but also considerate and supportive. You know what upsets and pleases them. You enjoy being in the center of attention, and are a natural teacher and leader. You're also very good at developing and maintaining intimate relationships because your loved ones know they can trust you.

FIELDMARSHALL

Born to be a leader, you're tireless, strict, and infallible. You have little patience for those who don't share your goals and intimidate them into working for you. You're quick and decisive, and your intuition is usually right. You love to talk, especially if it's a good argument. Emotion is not something you reveal to just anyone, and you show very little empathy.

THE PROMOTER

A risk-taker, outgoing and fun-loving, you always live the moment. You easily pick up on the attitudes and motivations of others, and respond bluntly. Rules don't mean much to you—you'd prefer to do your own thing. You're excitable and your enthusiasm is often contagious to those around you. Because of this, you tend to start multiple projects, but never finish any of them.

THE PERFORM

You absolutely love attention, but at the same time, you're very sympathetic toward others. You're fun and lively, and are generally very accepting of everyone you meet and treat them all with equal kindness and generosity. You appreciate art and nature, and can connect well with animals and children. A great team member, you do your part willingly without complaints.

ENECHAMPION

Full of potential and always alert, you learn quickly and seem to be good at everything you do. You're warm and enthusiastic, and you have a strong desire to be liked by everyone. You are also easily distracted, and need the reminders of others to follow through with what you've started. You believe that you are constantly evolving and searching for inner peace.

ENTENTOR

You are constantly coming up with new ideas and possibilities, but sometimes unsure of how to carry them out. Quick and intuitive, you are good at making the right decision given a short amount of time. Your responses in debate are fast, but fluent and well spoken. However, you tend to dismiss the input of others, and can become harsh and aggressive if challenged.

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkstive, outgoing
- · Like to be in a first-paced
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

Extraversion

· Could be described as reserved, private Prefer a slower pace with

- time for contemplation Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

Introversion

analytical, sportane

Intellectual, Inginal practice, reserved, flexible, imaginative. Original trickens who enjoy speculation and

3. How do you prefer to make decisions? If you:

- Make electrisons in an impersonal way, using logical reasoning
- Value justice, fairness
- · Enjoy finding the flaws in
- manonable, level headed

then you prefer

Could be described as

Thinking

- Esse vox or decisions on personal values and how your actions affect others. Value harmony, forgiveness

- Like to please others and point out the best in people

 Could be described as warm, empathetic

then you prefer

Feeling

2. How do you prefer to take in information? If you:

- Focus on the reality of how | Imagine the possibilities of
- Pay attention to concrete facts and details
- Profer ideas that have practical applications
- Like to describe things in a Like to describe things in a specific, literal way

then you prefer

Sensing

- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- figurative, poetic way

then you prefer

Intuition

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Profer to have detailed.
- step-by-step instructions - Make plans, want to know

what you've getting into then you prefer

Judging

- Prefer to leave your options
- See rules and deadlines as Southin
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

Perceiving

The Keirsey Temperament Sorter (KTS)

Temperament definitions

Iknow

you can

ets see...

IDEALIST

- value meaning, integrity & involvem
- have <u>diplomatic</u> talents, <u>resolving</u> of improving communication
- seek harmony, self & others-improve
- express themselves enthusiastically.
- champion causes, inspire others to their potential
- need meaningful work, imaginative environment
- See the best in people

GUARDIAN

- value experience, security, authority & responsibility
- have logistical talents
- seek higher levels of responsibility
- express themselves earnestly, observing traditions & rules, take part in social activities
- need stable & familiar patterns for best work
- reliable, responsible, hard working
- •"mind the store"

RATIONAL

- value knowledge, competence, rea Now, achievement
- have <u>strategic</u> talents planning, desystems
- seek roles investigating and improving systems
- express themselves <u>calmly</u>, <u>following logical</u> thought processes
- need to be able to work independently
- think outside the box

ARTISAN

- value potency, generosity, <u>creativity &</u> adaptability
- ·have tactical talents, inc crisis management
- •<u>seek</u> stimulation, adventure, <u>variety, skill-</u> <u>honing</u>
- express themselves excitedly, make deals, take risks, play games & entertain others
- need flexible working place, freedom to <u>act</u> on impulse
- Just do it <u>improvising</u>, <u>seizing</u> opportunities, forging a path.

lust do it

Mind the

shop



(d) Making Teams Work 2012. Reproduction or distribution subject to written approval.

NT- the visionary (rational)

- * Driving force: Success!
- * Asks: Why?
- Direct and to the point
- The big picture doesn't care about details
- Competences (impress the others)
- * Don't ask them to define procedures!

NF- the catalyst (idealist)

- * Driving force: Sense making!
- * Asks: Who?
- Integrity, meaning and involvement
- * Personal growth
- Relations and personal contacts

SJ- the organiser (guardian)

- * Driving force: **Duty!**
- * Asks: What and how?
- * Structure
- Concrete, detailed
- Practical and useful
- Loves to define procedures! (logistical talents)

SP- the problem solver (artisan)

- * Driving force: **Joy!**
- * Asks: When and how?
- * Fun and active involvement
- Immediate response, great focus on action
- Cannot see the point in having procedures
- Would never dream of reading a user's manual

How can groups use the MBTI?

- * Each type will see the world differently, which would often lead to difficulties in communication
- * Ways of working and long-term objectives are different
- But all types are needed to make a sensible balanced solution

Exercise: Your own type

- Find a person that you will be willing to share your personality type with
- Describe your personality type to each other
 - Does it match your own experiences?
 - * Does it match the theory? (e.g., Kousholt, 2012: 100-102)
- * Imagine how a cooperation with you would be
 - Similarities/Differences
 - Strengths, opportunities (1+1>2)
 - Areas of conflict
- Summary in the plenary

Additional readings

- * Lukas, J. F. & Lukas, J. A. (2009). Pardon me—your personality is showing! Paper presented at PMI® Global Congress 2009—North America, Orlando, FL. Newtown Square, PA: Project Management Institute. https://www.pmi.org/learning/ library/personality-influences-way-address-challenges-6674%20
 - * Provide tips on how to identify the styles of project stakeholders and explain how project managers can learn to flex their own styles to effectively communicate with other people based on their personality types.
- * Cohen, Y., Ornoy, H., & Keren, B. (2013). MBTI personality types of project managers and their success: a field survey. *Project Management Journal*, 44(3), 78–87. doi: https://www.pmi.org/learning/library/project-management-relationship-analysis-3803
 - * This article argues that project managers have a unique personality-type distribution that distinguishes them from the general population.

Let's have a break

