

Personalities and Teamwork

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Core Ideas in this Module

- ***Individual differences*** are the ways in which people differ from each other, which influence our thinking and behavior, our lives and careers.
- ***Personality*** = the unique and relatively stable pattern of behavior, thoughts, and emotions shown by an individual
- ***Interactionist perspective*** ⇒ how we behave is based on both who we are (i.e., individual influences) and the contexts in which we operate (i.e., situational influences).

How to classify?

- Several classifications systems (MBTI, The Big 5) have been developed to systematically describe this variability in personalities and understand (a) personality types and disorders, (b) typical behaviors and competences, and (c) communication styles
- Teamwork is complex: Individual and combinations of personalities impact teamwork ⇒ team structure/organization/processes are very important

The Myers-Briggs Type Indicator

<http://www.myersbriggs.org/>

Favorite world: Do you prefer to focus on the outer world or on your own inner world?

Extraversion (E) or Introversion (I)

Information: Do you prefer to focus on the basic information you take in, or to interpret and add meaning?

Sensing (S) or Intuition (N)

Decisions: When making decisions, do you look at logic and consistency, or at people and circumstances?

Thinking (T) or Feeling (F)

Structure: In dealing with the outside world, do you prefer to get things decided or to stay open to new information and options?

Judging (J) or Perceiving (P).

Canada

Population (est.): 35,099,836

Respondents: 2,133,181

Respondents from Canada are likely to be:

...slightly more **Introverted** than **Extraverted** (+2.47%)

...more **Intuitive** than **Observant** (+9.25%)

...significantly more **Feeling** than **Thinking** (+15.56%)

...slightly more **Prospecting** than **Judging** (+2.48%)

...more **Turbulent** than **Assertive** (+9.09%)

Is Myers-Briggs up to the job?

The ***reliability*** and ***validity*** of these tests are still the subject of much research and debate. They are definitely NOT generally accepted theories. <https://www.ft.com/content/8790ef0a-d040-11e5-831d-09f7778e7377>

How to use types:

- recognize your natural strengths
- identify your blind spots
- manage your weaker areas
- notice that others have different perspectives/needs
- find ways to make constructive use of the differences

How NOT to use types:

- limit yourself to a box
- assign people into specific jobs
- measure skill levels
- excuse inexcusable behavior
- check mental health

MBTI vs Socionics

- Socionics is built upon Jung's concepts (ideas by Aušra Augustinavičiūtė)
- Extroverts vs Introverts - Socionics is very different (and more accurate)
- A nice math models are built upon Socionics, MBTI is pretty simple
- Basis of the math model is called Model A



Socionics math

- Base-16 set
- Group theory, set theory can be applied
- Hexadecimal and Base-2 bitwise operations
- More dichotomies can be derived using the four base dichotomies

Base 16	Base 10	Base 2	Type
0	0	0000	ENTp
1	1	0001	ENTj
2	2	0010	ENFp
3	3	0011	ENFj
4	4	0100	ESTp
5	5	0101	ESTj
6	6	0110	ESFp
7	7	0111	ESFj
8	8	1000	INTp
9	9	1001	INTj
A	10	1010	INFp
B	11	1011	INFj
C	12	1100	ISTp
D	13	1101	ISTj
E	14	1110	ISFp
F	15	1111	ISFj

Source: <https://en.wikipedia.org/wiki/Socionics#Mathematics>

16 MBTI /

Socionics

Types

MBTI:

- Extraversion / Introversion
- Sensing / INTuition
- Thinking / Feeling
- Judging / Perceiving

Socionics:

- Extraversion / Introversion
- Sensation / Intuition
- Logic / Ethics

ESTj	LSE	Administrator / Director
ENTj	LIE	Enterpriser / Pioneer
ESFj	ESE	Bonvivant / Enthusiast
ENFj	EIE	Mentor / Actor
ESTp	SLE	Legionnaire / Conqueror
ESFp	SEE	Politician / Ambassador
ENTp	ILE	Seeker / Inventor
ENFp	IEE	Psychologist / Reporter
ISTp	SLI	Craftsman / Mechanic
ISTp	ILI	Critic / Mastermind
ISFp	SEI	Mediator / Peacemaker
INFp	IEI	Lyricist / Romantic
ISTj	LSI	Inspector / Pragmatist
ISFj	ESI	Guardian / Conservator
INTj	LII	Analyst / Scientist
INFj	EII	Humanist / Empath

Example of an intertype relationship



ENTj (MBTI)
LIE (Socionics)



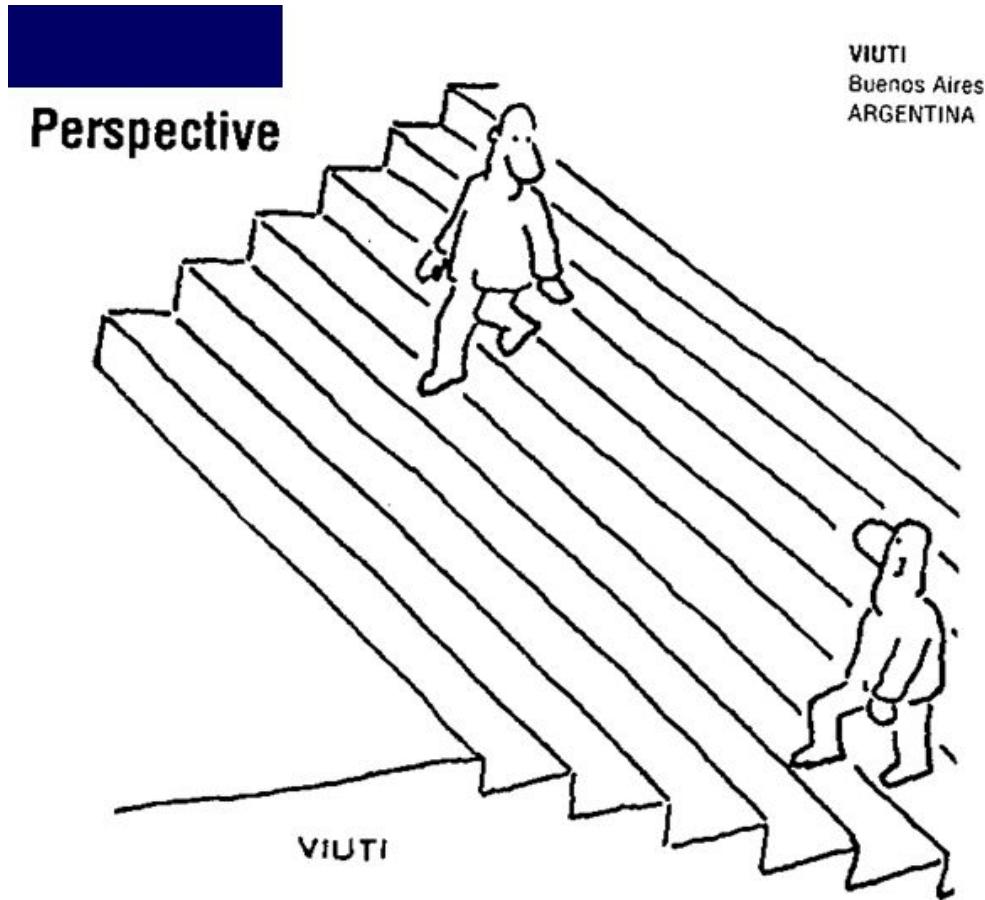
[Intertype Relations.pdf](#)
[MBTI Socionics in Teamwork.pdf](#)

Activity #1: Discuss your types

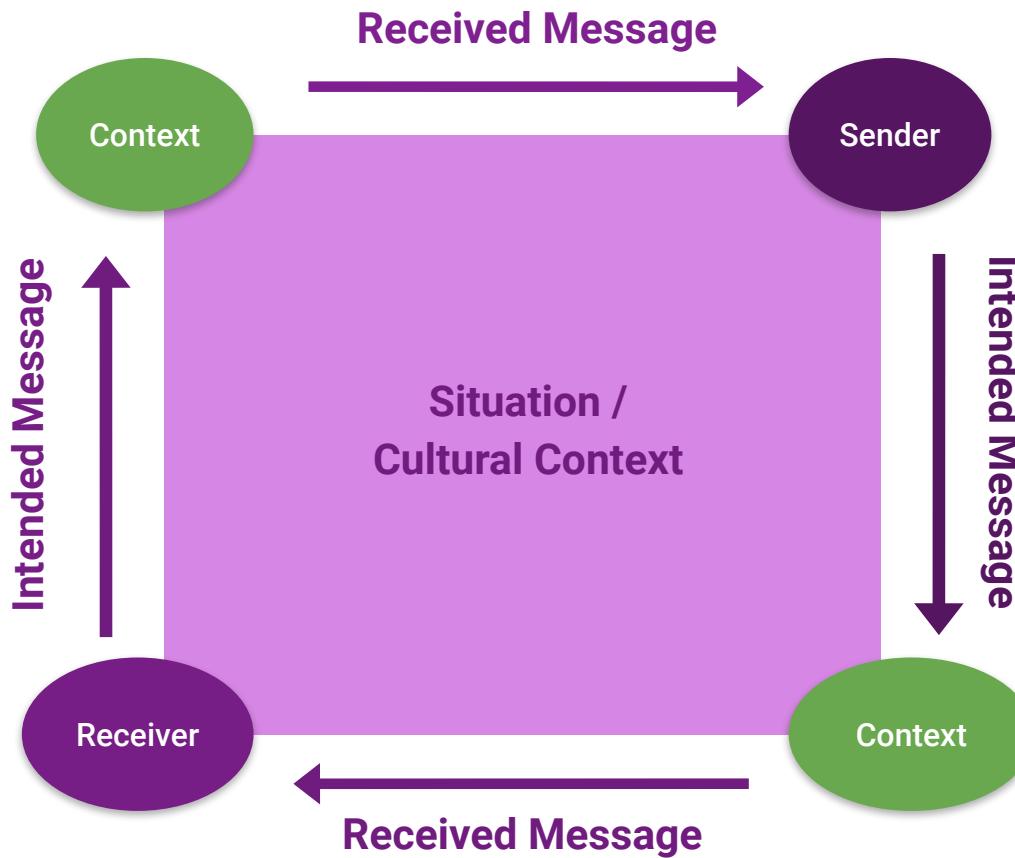
1. I will assign you to breakout rooms
2. Introduce yourself and share your MBTI/Socionics type
3. Write down the types of all your group members
4. Using the intertype relations table, find the relations between the types of each of you (see eClass: Intertype Relations.pdf)
5. Look how you can work together (ee eClass: MBTI Socionics in Teamwork.pdf)
6. Having this information, discuss how ALL of you could work together in different situations
7. Come back in 20 minutes!

Teams and Communication

Frame of Reference: bias / preconception



The communication process



Communication barriers

1. Language
2. Assumptions
3. Hasty judgements
4. Time and place
5. Gestures
6. Status
7. Topic
8. Style

Effectiveness of delivery modes

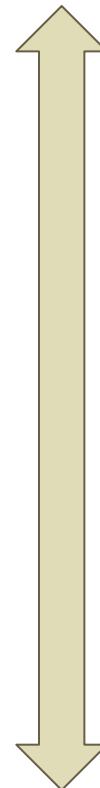
E-mail

Phone

Chat / Discussion Forum

Video conference

Face-to-Face Meeting

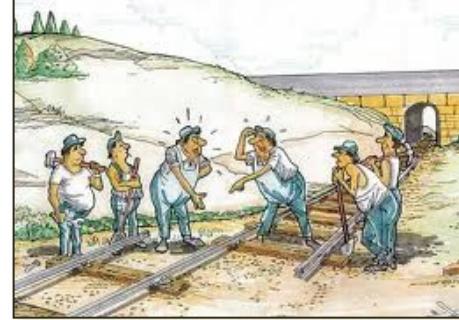
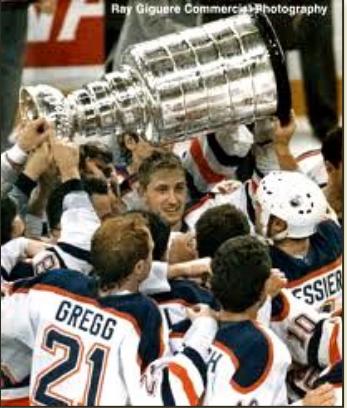


If the relationship is
STRONG

If the relationship is
WEAK

Which format to choose?

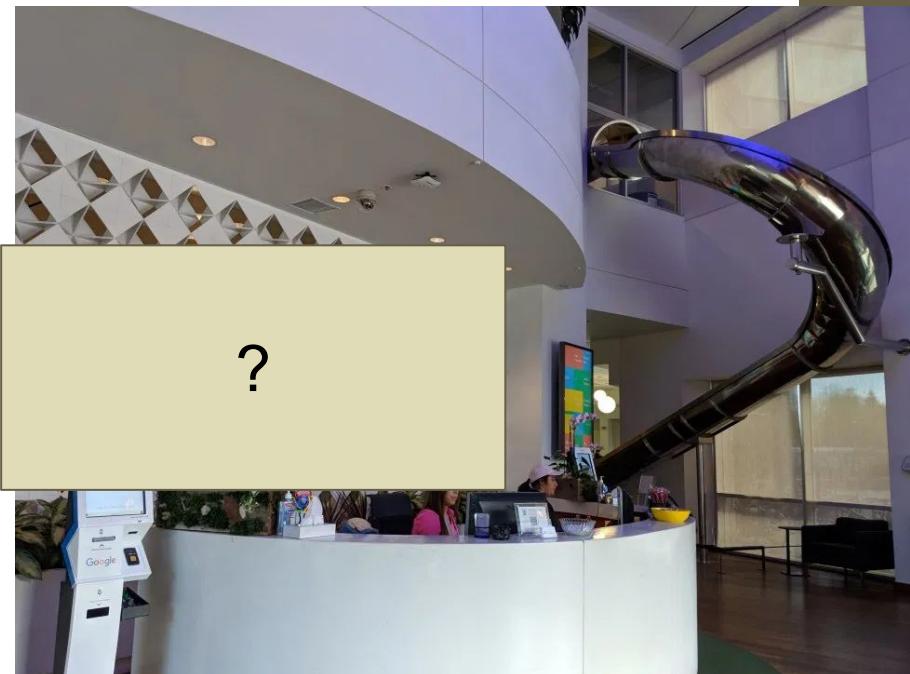
	Words	Format	Voice tone	Immediate feedback	Nonverbal	Environment	Physical exchange
E-mail							
Voicemail							
Phone call							
Chat							
Video conference							
Face-to-face							



Good teams
and effective teamwork

Three rules of an effective team

1. Equality in speaking
2. Sensitive to each other's feelings
3. Team members have more decision making authority



Evidence for a Collective Intelligence Factor in the Performance of Human Groups

[http://www.cs.cmu.edu/~ab/Salon/research/Woolley et al Science 2010-2.pdf](http://www.cs.cmu.edu/~ab/Salon/research/Woolley_et_al_Science_2010-2.pdf)

In two studies with 699 people, working in groups of two to five, we find converging evidence of ***a general collective intelligence factor*** that explains a group's performance on a wide variety of tasks.

This “c factor” is not strongly correlated with the average or maximum individual intelligence of group members but is correlated with

1. the average social sensitivity of group members,
2. the equality in distribution of conversational turn-taking, and
3. the proportion of females in the group.

What Google Learned From Its Quest to Build the Perfect Team

<https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>

“.... it made sense that **psychological safety** and emotional conversations were related. The behaviors that create psychological safety — conversational turn-taking and empathy — are part of the same unwritten rules we often turn to, as individuals, when we need to establish a bond.”

“By putting things like empathy and sensitivity into charts and data reports, it makes them easier to talk about,” Sakaguchi told me. “It’s easier to talk about our feelings when we can point to a number.”

How to Build a Strong Team

- **Have well-defined objectives** (know the mission)
- **Assemble the right people:** with complementary, and balanced, skills and experience ... considering MBTI types
- Make sure that **everyone is “in the flow”** exploiting their skills, feeling “a bit” challenged, learning something new
- **Build trust and respect**
- **Manage disagreement:** they are inevitable; setup procedures to resolve them
- **Reflect:** assess your own performance; do not be the weak link