

Comp8081

Management Issues in Software Engineering

Donna Turner



Agenda

- ◆ Attendance
- ◆ Assignment 2 presentations: Groups 1, 2, 3
- ◆ Review: Customer Oriented Development (McConnell Ch.10)
- ◆ Introduction to Type
 - ◆ Myers-Briggs Type Indicator (MBTI) Assessment results
- ◆ Wrap-up, and Next Week

Assignment 2 Presentations

Groups 1, 2, 3



Assignment #3

In-Class, Thursday April 5th
Information is on D2L



Review

Customer Oriented Development
- McConnell, Chapter 10



McConnell's Definition

Customer's Importance to Rapid Development

Improved efficiency

- Tasks take less time

Dimension of Development Speed: Process

- Less rework
- Reduced risk
- Lack of friction
 - Eliminate this “Classic Mistake”

Customer-Oriented Practices

Planning

Requirements Analysis

Design

Construction

Plus, Manage Customer Expectations

Customer Oriented Practices

- Planning
 - Select an appropriate lifecycle model that provides signs of progress and allows changed requirements
 - Identify the “real” customer
 - Efficient interaction – single point of contact
 - Think “win-win”
 - Manage risks
- Requirements Analysis
 - Gather the “real” requirements (ask “why”)
 - Involve customers closely without them writing specs
 - Use requirements-elicitation practices that help customers determine what they want – e.g. JAD, prototypes, etc.
 - Use tools such as focus groups and surveys
 - Anthropology

Customer Oriented Practices

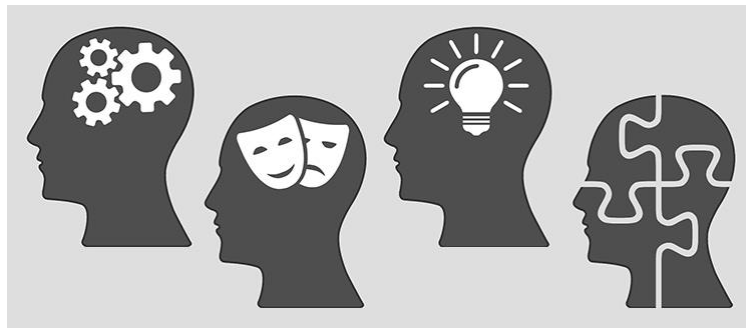
- Design
 - Employ design practices that enable customers to “change their minds”
- Construction
 - Use implementation practices that enable quick, efficient response to customer changes
 - Use progress-monitoring practices that increase visibility

Plus, Managing Expectations

There is LOTS of advice out there on how to do this

- ◆ From Forbes.com (Annie Scranton)
 - ◆ Be honest from the start
 - ◆ Under-promise, over-deliver
 - ◆ Anticipate customer needs
 - ◆ Constant communication
 - ◆ (Status) Reports
- ◆ Adapted from Entrepreneurs-Journey (Yaro Starak)
 - ◆ Expectations are based on what has come before (begin as you mean to go on)
 - ◆ Don't assume everyone knows what is going to happen next

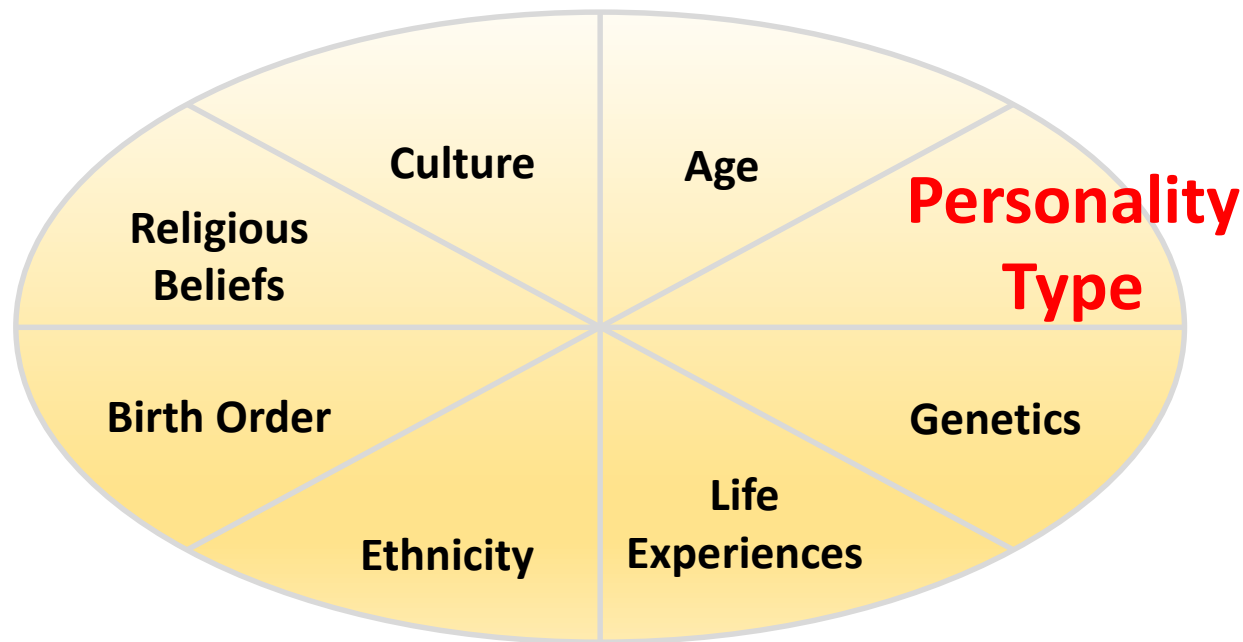
Myers-Briggs Type Indicator Workshop



Show of Hands

- Have you done an MBTI assessment before this class?
 - Yes
 - No
 - Can't Remember
 - Several times and I always get a different response
- Distribute class handout

What Shapes Our Personality?



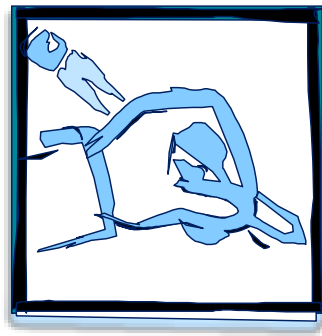
"We cannot safely assume that other people's minds work on the same principles as our own. All too often, others with whom we come in contact do not reason as we reason, or do not value the things we value, or are not interested in what interests us." Isabel Briggs Myers

Important Assumptions of Type Theory

- The MBTI questionnaire assesses preferences across the four dimensions of type
- Preferences are not absolutes: everyone uses all eight
- Preferences are not abilities: the MBTI tool does not tell you what you can and can't do
- There are no better types; all types have potential
- People are the best judges of their own 'Best-Fit' type

*The MBTI questionnaire generates a four letter code (i.e., ISTJ, ENTP) that represents your **Preferences** within each of the **Four Dimensions of Type**.*

The Concept of Preference



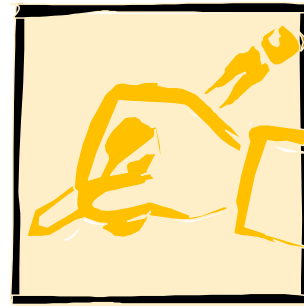
“Natural”

“Easy”

“Flowing”

“Comfortable”

“Took less Energy”



“Unnatural”

“Difficult”

“Jerky”

“Awkward”

“Took more Energy”

The Four Dimensions of Type: Preference Pairs

Extroversion

and

Introversion

Energy

Where you prefer to get and focus your 'energy' or attention

Sensing

and

iNtuition

Perceiving

What kind of information you prefer to gather and trust

Thinking

and

Feeling

Decisions

What process you prefer to use in coming to decisions

Judging

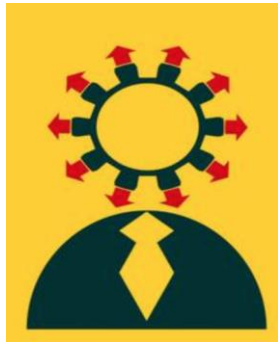
and

Perceiving

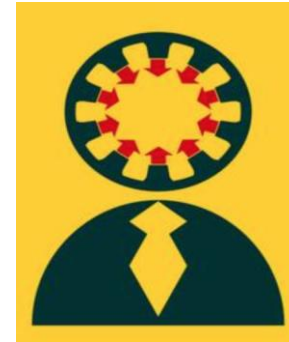
Living

How you prefer to deal with the world around you, your 'lifestyle'

1 - Energizing (Orientation of Energy)



Extroversion



Introversion

Interest Orientation

E

Outer world
of actions,
objects, and
people

I

Inner world
of ideas and
concepts

Extroversion and Introversion

Describe your ideal workspace



Illustration

- **E's** use talk as an instrument for processing ideas
- **E's** don't understand I's defensiveness when their ideas are "attacked"
- **E's** take silence as agreement or "I'm done"
- **I's** use talk to exchange ideas
- **I's** may find Es' partially formed ideas irresponsible, random
- **I's** silence actually means "I'm" thinking



Characteristics

Extroversion

Do-think-do

Action

Talks things through

Expressive

Interaction

Breadth of interest

vs

vs

vs

vs

vs

vs

Introversion

Think-do-think

Reflection

Thinks things through

Contained

Concentration

Depth of interest

2 - Perceiving (Perception)



Sensing

S

Immediate reality
and
Direct experience



iNtuition

N

Inferred
meanings
and
relationships

Perception

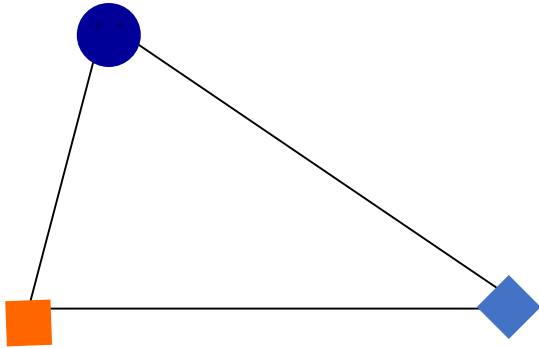


Sensing and INtuition

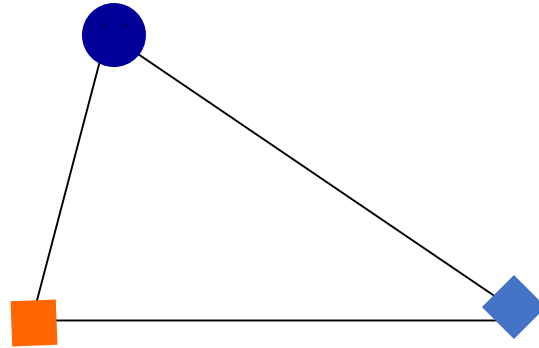
Describe the object below



What Do You See?



See the specifics
then the pattern



See patterns
then the specifics

Characteristics

Sensing

Facts

Specifics

Realistic

Here and now

Practical

Observant

vs

vs

vs

vs

vs

vs

Intuition

Ideas

Big picture

Imaginative

Anticipating the future

Theoretical

Conceptual

3 - Decisions (Judgement)



Thinking

T

Reliability of
logical order—
cause and effect

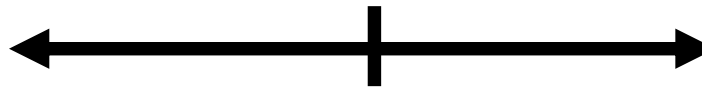


Feeling

F

Priorities based on
personal importance
and values

Judgement



Thinking and Feeling

Do you use a Pro/Con list to make big decisions?



Illustration



T

Makes decisions by
stepping out of the
problem to be objective



F

Makes decisions by stepping
into the problem to be
compassionate

Characteristics

Thinking

Guided by cause and effect reasoning

Logical analysis

Seek objective truth

Impersonal criteria

Critique

Focus on task

vs

vs

vs

vs

vs

vs

Feeling

Guided by personal values

Understanding others' point of view

Seek harmony

Personal circumstances

Praise

Focus on relationship

4 - Living (Environment)



Judgement

J

**Judging attitude—
Control of events and
systematic planning**

Environment
Orientation



Perception

P

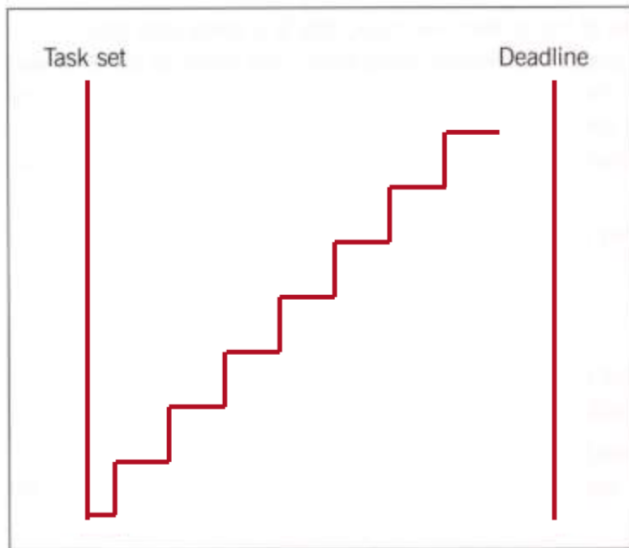
**Spontaneity—
Curious, awaiting
events and adapting
to them**

Judging and Perceiving

How would you prepare for your ideal vacation?



Illustration



J



P

Characteristics

Judging

Prefer closure and settling things

Have a sense of urgency for things to be decided

Establish deadlines, respect them and expect the same from others

Have a work ethic applied to both work and play

vs

vs

vs

vs

Perceiving

Prefer to keep options open and fluid

Want to collect more data and discuss it further

Considers deadlines a signal to get serious

Have a play ethic applies to both work and play

Judging vs Perceiving Preferences

How great is your need for *closure, action, structure*?

Judging (J)

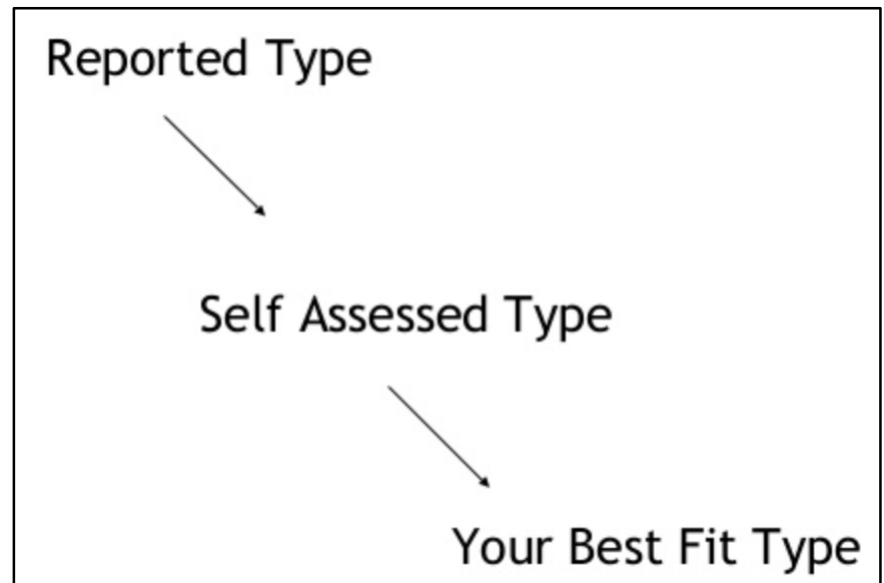
- Prefer closure and settling things
- Have a sense of urgency for things to be decided
- Establish deadlines, respect them and expect the same from others
- Have a work ethic applied to both play and work

Perceiving (P)

- Perceiving types prefer to keep options open and fluid
- Want to collect more data and discuss it further
- Consider deadlines a signal to get serious
- Have a play ethic applied to both play and work

Best Fit Type

- This is the MBTI type YOU think fits best
- Remember, you know yourself best!
- Don't worry if you're still unsure – many people need to reflect a long time to decide!



Assessing Our Results

Initial Class Results (morning)

ISTJ 7	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP 2	INTP 1
ESTP	ESFP	ENFP 1	ENTP
ESTJ 7	ESFJ 1	ENFJ	ENTJ 1

Note: Based on the results from the Thomas assessment, when possible

Initial Class Results (afternoon)

ISTJ 3	ISFJ	INFJ 1	INTJ
ISTP 2	ISFP	INFP 9	INTP
ESTP	ESFP	ENFP 4	ENTP
ESTJ 1	ESFJ	ENFJ	ENTJ

Note: Based on the results from the Thomas assessment, when possible

Individual Exercise

Determine your Best Fit Type:

- Review the results from the two online tests
- Review the descriptions of each of the four dimensions of type
- Identify your Best Fit Type for each of:
 - Energy (Extrovert or Introvert)
 - Perceiving (Sensing or iNtuition)
 - Decisions (Thinking or Feeling)
 - Living (Judgement or Perceiving)

Use the Handout to record your results

Keep your results to yourself (for now)

Group Exercise (Pairs)

Pair up with someone else in the class (ideally who you don't know):

- Do not reveal your MBTI Best Fit Type
- Interview each other for each of the four dimensions:
 - Energy (**E**xtrovert or **I**ntrovert)
 - Perceiving (**S**ensing or **i**Ntuition)
 - Decisions (**T**hinking or **F**eeling)
 - Living (**J**udgement or **P**erceiving)
- How close were you to each other's Best Fit Type?

Use the Handout to record your results

When you are done, record your individual Best Fit Types on the whiteboard.

Personality Type Mottos

ISTJ Doing what should be done	ISFJ A high sense of duty	INFJ An inspiration to others	INTJ Everything has room for improvement
ISTP Ready to try anything once	ISFP Sees much but shares little	INFP Performing noble service to society	INTP A love of problem solving
ESTP The ultimate realists	ESFP You only go round once in life	ENFP Giving life an extra squeeze	ENTP One exciting challenge after another
ESTJ Life's administrators	ESFJ Hosts and hostesses of the world	ENFJ Smooth talking persuaders	ENTJ Life's natural leaders

Note: Based on the results from the Thomas assessment, when possible

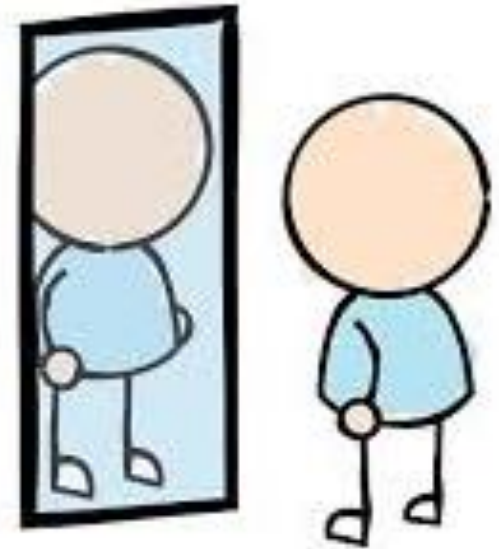
Updated Class Results

Questions:

- How much has changed?
- What does that say about the online tests?
- Do you feel confident in your individual results?

Action Plan: Improving Yourself

- Once you're confident in your Best Fit, look into a more detailed description of your type
 - What are your strengths, and how can you make best use of them
 - How do others see you?
 - Are there any areas you'd like to develop?
 - How can you use this to work more effectively with others?



Your Instructor

What do you
think my
profile is?



ISTJ

Wrap Up

Remember:

- Preferences are not absolutes: everyone uses all eight
- Preferences are not abilities: the MBTI tool does not tell you what you can and can't do
 - Indicates the strength of preference, not the strength of your ability or skills
- There are no better types; all types have potential

For Next Week (week 10)

Next class:

- ◆ Bring the handout

Reminder:

- ◆ Assignment 2 Presentations, groups 4, 5, 6

Comp8081

end of Week 9

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