Comp8081
Management Issues in Software Engineering

Donna Turner

Agenda

- Attendance

- Assignment 2 presentations: Groups 4, 5, 6

- Review: MBTI

- Introduction to Type in **Organizations**

- Summary, and Next Week

Assignment 2 Presentations

Groups 4, 5, 6

Review

Introduction to Type
MBTI Assessment

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

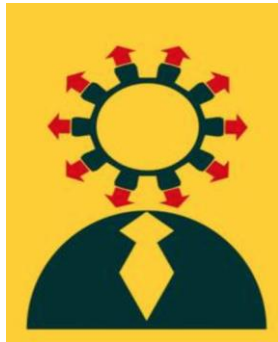What process you prefer to use in coming to decisions
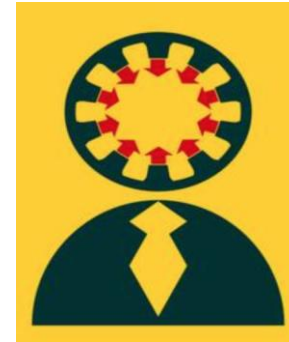
Judging and **Perceiving**

Living

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

1 - Energizing (Orientation of Energy)

Extroversion

Introversion

Interest Orientation

E

I

Outer world of actions, objects, and people

Inner world of ideas and concepts

2 - Perceiving (Perception)

Sensing

iNtuition

Perception

S ←——————|——————→ **N**

**Immediate reality
and
Direct experience**

**Inferred
meanings
and
relationships**

3 - Decisions (Judgement)

Thinking

Feeling

Judgement

T ⟷ F

Reliability of logical order– cause and effect

Priorities based on personal importance and values
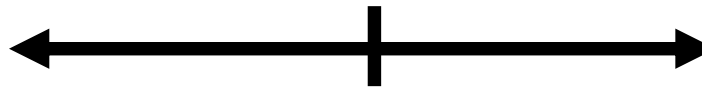
4 - Living (Environment)

Judgement   **Environment Orientation**   **Perception**

J ←————————————|————————————→ P

Judging attitude– Control of events and systematic planning

Spontaneity– Curious, awaiting events and adapting to them

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

Wrap-up From Last Week

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

So what?
Uses of MBTI

Focus Areas

Individual
- Coaching
- Self-awareness
- Communication
- Life-long development
- Stress management

Team
- Team conflict and challenge
- Teambuilding
- Team development
- Team problem-solving
- Team communication

Organizational
- Leadership
- Change management and transition
- Culture
- Strategic alignment

How MBTI is Used in Organizations

SAP

- Leadership Curriculum
- Segmented Training:
  - Introduction
  - Communication & Leadership
  - Stress & Conflict
- Team Requests:
  - Forming
  - Storming
  - Norming
  - Performing
  - With Customers

MDA

As part of SALT
(Situational And Leadership Training)

This was a multi-session program for aspiring or practicing team leaders.

Included both people and management related topics.

Select Topics

- Team Composition
- Problem Solving and Change
- Conflict and Stress Management
- Work Preferences and Differences
- Communications
- Time Management
- Leadership, Occupational and General Characteristics

Team Composition

What you may observe…

- The more *similarity* between individual Types the sooner *rapport* & *trust* is established.
- Groups of very *similar* Types will reach decisions more *quickly*.

- Groups with many *different* Types will reach decisions more *slowly*, but may make better decisions.
- *Diverse* teams have been positively correlated with performance.

- Team members will 'stand out' if they are the only *one* representing a certain type of preference (e.g. the only 'I' on a team). ⌜⌝SEP
- Teams that come to *appreciate* and use different types may experience less conflict & be more *effective*.

- Teams that are 'one sided' (few different types) will succeed if they use different types *outside* the team as resources or if they make the effort to use their own less-developed functions as required by the tasks.

Problem Solving and Change

Zig-Zag Model of Problem Solving
(Perception Then Decision)
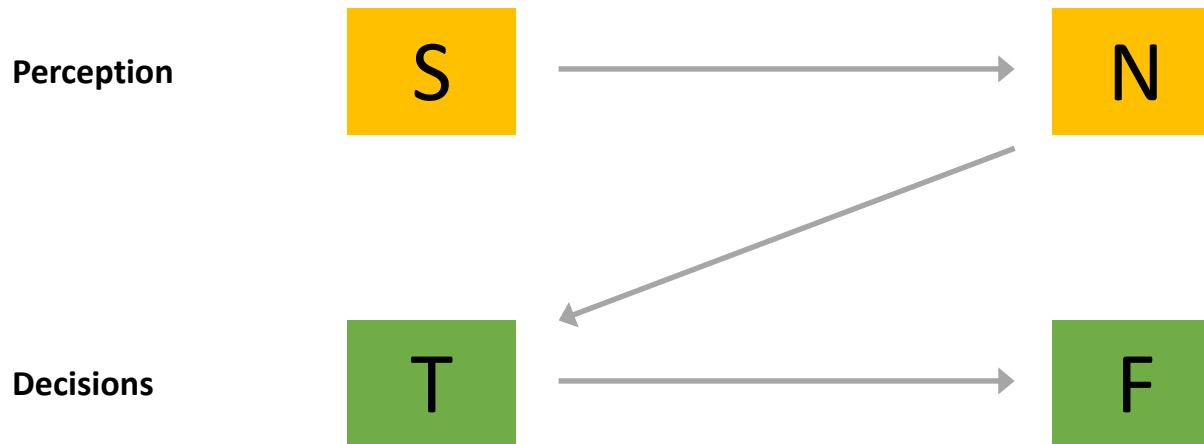
Problem Solving and Change

Zig-Zag Model of Problem Solving (Perception Then Decision)

Sensing	Intuition
Concrete: What are the current facts? **Realistic:** What are the practical costs? **Practical:** What might work best? **Experiential:** What has been tried? **Traditional:** What are we currently doing?	**Abstract:** What else could this mean? **Imaginative:** What's another way? **Inferential:** What ideas are relevant? **Theoretical:** What is the underlying theme? **Original:** What is new?
Thinking	Feeling
Logical: What are the pros and cons? **Reasonable:** What's logical? **Questioning:** What else do we need to know? **Critical:** What is wrong with this? **Tough:** What is the right way to do it?	**Empathetic:** What do we like? **Compassionate:** How are we impacting on people? **Accommodating:** How can we cooperate and please everyone? **Accepting:** What is right with this? **Tender:** What do we agree upon?

Problem Solving and Change

The Change Curve

Satisfaction

Commitment

Denial

Hope

Resistance

Exploration

Reaction to the change process

"I'm happy as I am."

"This isn't relevant to my work."

"I'm not having this."

"Could this work for me?"

"I can see how I make this work for me."

"This works for me and my colleagues."

© Melcrum Publishing Ltd. Visit www.melcrum.com or e-mail info@melcrum.com

The Change Curve

- Based on work of Elisabeth Kubler-Ross, "Five Stages of Grief"

- Important to understand what customers might be feeling/thinking

- Development projects are change/impactful

- Can progress through the process but also slide back

From "rule-of-thumb.net" and Melcrum publishing

Problem Solving and Change

The Change Curve

We will look at the following aspects of change through the MB dimensions of type, and type preferences:

Processing the Change	Kinds of Information Wanted	Criteria for Accepting the Change	Ways of Organizing the Change Process
Energy	**Perception**	**Judgement**	**Environment**

Problem Solving and Change

Extroversion or Introversion

Processing the Change

People who prefer Extroversion tend to want	People who prefer Introversion tend to want
• To hear and talk about it face-to-face	• To read about it and reflect on it
• Action, to get on with it, to keep up the pace	• *Then* to discuss it one-on-one or in a small, familiar group
"Let's talk this over."	*"I need to think about this."*

Problem Solving and Change

Sensing or INtuition

Kinds of Information Wanted

People who prefer Sensing tend to want	People who prefer Intuition tend to want
• To know why—what's wrong with what we're doing?	• To know why—what's the vision?
• A road map for the process: who, what, when, where, and how	• The biggest possible picture, with room for their ideas
"Just the facts, please."	*"I can see it all now."*

Problem Solving and Change

Thinking or Feeling

People who prefer Thinking tend to want	People who prefer Feeling tend to want
• The logic behind the change	• The values supporting the change
• Demonstration that leadership is competent	• Demonstration that leadership cares
• Fairness/equitability in the change	• Appreciation and support for them and others
"Is it logical?"	*"Will anyone be hurt?"*

Problem Solving and Change

Judging or Perceiving

Ways of Organizing the Change Process

People who prefer Judging tend to want	People who prefer Perceiving tend to want
• A clear, concise plan	• The general parameters
• Clear goals, priorities	• Flexibility and options
• Completion—to get it done	• To loosen up, not panic, have fun
"Just do something."	*"Let's wait and see."*

Conflict and Stress Management

- 85% of all employees at all levels experience conflict to some degree

- 27% of employees have witnessed conflict morph into a personal attack

- 25% of employees say that the avoidance of conflict has resulted in illness or absence from work

Source: SAP MBTI Training

26
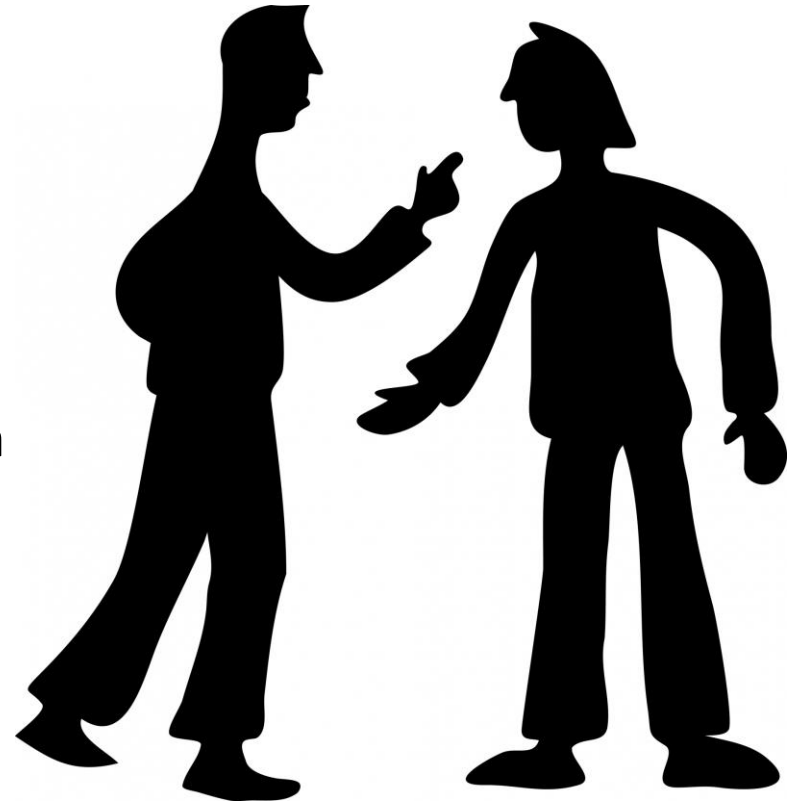
Conflict and Stress Management

Conflict <u>unaddressed</u> may lead to:

- Stress

- Tension

- Hurt feelings

- Reduced morale

- Reduced productivity

- Misperceptions Inaccurate information

- More conflict!

Conflict <u>resolution</u> will likely lead to:

- Progress

- Clarity of assumptions

- Decisions

- New ways of doing things

- Better relationships

- Good feelings

Conflict and Stress Management

Those with a preference for Thinking focus most strongly on:	*Those with a preference for Feeling focus most strongly on:*
• What the conflict is about • Opinions and principles • Analyzing and tolerating differences • Maintaining a firm stance	• Who is involved • Needs and values • Accepting and appreciating differences • Ensuring give and take
Those with a preference for Judging tend to:	*Those with a preference for Perceiving tend to:*
• Seek resolution • Focus on the past and future • Be concerned primarily with the outcome of the situation • Experience satisfaction once the conflict is over	• Seek clarification • Focus on the present • Be concerned primarily with the input of participants • Experience satisfaction once the conflict is being addressed

Stress and Conflict Management

Causes of Stress and Conflict

ESTJ - ENTJ	- Lack of control over time - Changing procedures or poorly defined criteria - Disorganization - Frequent interruptions - Illogical behavior or incompetence
ISFP – INFP	- Multiple tasks - Rigid structure and time pressure - Conflict and hostility at work - Controlling, demanding, confronting people - Conformity to unacceptable values or procedures
ISTP - INTP	- Working under strict rules and regulations - Supervised by or working with incompetent people - Relying on others' work results - Too little time alone - Being confronted with strong emotions
ESFJ – ENFJ	- Uncooperative, undermining people - Confrontational relationships - Dealing with sudden change - Insufficient time to do a good job

Stress and Conflict Management

Causes of Stress and Conflict

ESTP - ESFP	- Uncooperative co-workers - Dealing with sudden change - Personal criticism - Insufficient time to do a good job - Work that violates personal values and integrity
INTJ - INFJ	- Dealing with details - Working under illogical, ignorant or irrational people - A noisy, disorganized environment - Lack of follow-through and poor performance by co-workers
ISTJ - ISFJ	- Deadlines - Others' incomplete or sloppy work that affects the quality of their own work - Being asked to change something with no good rationale provided - Being asked to "wing it," brainstorm, or imagine outcomes
ENTP - ENFP	- Having to reach closure too soon - Being disrespected; competence doubted - Overloaded with details - Rules that inhibit the creativity process and drain energy

Stress and Conflict Management

Stress Remedies

ESTJ-ENTJ	- Find someone to talk to - Think of ways to reframe, refocus energies - Spend time alone to regain control - Get help in confronting the problem - Make time for physical activity - Get quiet, emotional support from trusted others
ISFP-INFP	- When upset, find ways to hide it from others - Reflect, meditate on personal values, priorities - Take time for fun; engage in relaxing activities - Talk to close friends and associates - Have time alone for as long as needed - Refocus on what is right
ISTP-INTP	- Avoid confiding in others as long as possible - Deny and resist pervasive inner fears - Temporarily adopt behaviors that meet others' expectations - Ignore or disengage from the situation - Take time alone to recover and regroup energies - Receive (unsolicited) validation and confirmation from others that the situation is indeed stressful

Stress and Conflict Management

Stress Remedies

ESFJ-ENFJ	▪ Talk it through with an uninvolved person ▪ Find time to be alone ▪ Rely on spiritual values and meanings ▪ Join a support group ▪ Help in transforming the stressful situation into a rewarding experience ▪ Take breaks; time off to nurture self
ESTP-ESFP	▪ Change focus by reading or engaging in other distracting activities ▪ Consciously ignore or avoid distractions while working ▪ Ask others for help with tasks ▪ Be reassured about your own mental stability ▪ Identify possibilities and options ▪ Find help to identify, organize, and delimit overwhelming information
INTJ-INFJ	▪ Get away, find quiet time to reenergize; walk or exercise ▪ Focus on hobbies and recreation ▪ Schedule in unscheduled time; take time off ▪ Engage in simple, non-pressured sensing activities ▪ Change the work schedule; accept help with overwhelming details ▪ Allow yourself to receive, non-intrusive, forthright concern from others

Stress and Conflict Management
Stress Remedies

ISTJ-ISFJ	▪ Get away, time alone in a pleasant sensing environment ▪ Think of concrete and specific validation of competence, worth, and previous positive outcomes ▪ Be wary of advice and help from others and acting on it ▪ Organize and accomplish small projects ▪ Find help with priorities ▪ Get others' concrete support to accomplish required goals
ENTP-ENFP	▪ Rest, give attention to physical needs ▪ Find time for physical exercise ▪ Set boundaries; say no selectively ▪ Prioritize tasks and delegate to others ▪ Engage in relaxing sensing activities ▪ Plan, make lists to avoid unwelcome surprises

Individual Exercise

Review the causes of stress and conflict for your MB type.

- Do they align with your experiences?

The Handout lists out the Causes of Stress and Conflict per Type

Conflict and Stress Management

Tips to Keep in Mind

DO:
- ❑ Validate the concerns expressed
- ❑ Try to understand the point of view described
- ❑ Promise to think about, discuss with others, and see what you can find out about the issue
- ❑ Promise to meet and discuss the issue at a specific time

DON'T:
- ❑ Try to reason with them
- ❑ Contradict them
- ❑ Defend yourself against accusations
- ❑ Minimize or dismiss concerns expressed
- ❑ Make fun of anything

Work Preferences and Differences

Topics:

- Preferences in Work Situations
- Coping with Differences

Work Preferences and Differences

Preferences in Work Situations

Energy

Extraversion	Introversion
❑ Like participating actively in a variety of tasks	❑ Like quiet and private space for concentration
❑ Are often impatient with long slow jobs	❑ Tend to be comfortable working on one project for a long time without interruption
❑ Are interested in the activities of their work and in how other people do them.	❑ Are interested in the facts and or ideas behind their work
❑ Act quickly, something without thinking	❑ Like to think before they act, sometimes to the point of not acting
❑ Find phone calls a welcome diversion when working on a task	❑ Find phone calls intrusive when concentrating on a task
❑ Develop ideas by discussing them with others	❑ Develop ideas alone thorough reflection
❑ Like having people around and working on teams.	❑ Like working by themselves or occasionally in small groups.

Work Preferences and Differences

Preferences in Work Situations

Perceiving

Sensing	INtuition
❏ Like using experience and standard ways to solve problems	❏ Like solving new complex problems
❏ Enjoy applying skills already perfected	❏ Enjoy the challenge of learning something new
❏ Seldom make errors of fact, but may ignore inspirations	❏ Seldom ignore insights but may overlook facts
❏ Like to do things with a practical bent	❏ Like to do things with an innovative bent
❏ Like to present the details of their work first	❏ Like to present an overview of their work first
❏ Prefer continuation of what is, with fine turning	❏ Prefer change, sometimes radical, to continuation of what is
❏ Proceed step by step or piece by piece, accurately estimating the time needed.	❏ Proceed in bursts of energy, following their inspirations as time goes by.

Work Preferences and Differences

Preferences in Work Situations

Decisions

Thinking	Feeling
❑ Use logical analysis to reach conclusions	❑ Use values to reach conclusions
❑ Can work without harmony, concentrating instead on the task	❑ Work best I harmony with others, concentrating on the people
❑ Upset people inadvertently by overlooking their emotions	❑ Enjoy meeting people's needs, even in small matters.
❑ Decide impersonally, sometimes paying insufficient attention to people's wishes	❑ Let decisions be influenced by their own and other people's likes and dislikes
❑ Tend to be firm minded and read to offer critiques	❑ Are sympathetic and dislike, even avoid telling people unpleasant things
❑ Look at the principles involved in the situation	❑ Look at the underlying values in the situation
❑ Want recognition after task requirements are met or exceeded	❑ Want appreciation throughout the process of working on a task.

Work Preferences and Differences

Preferences in Work Situations

Living

Judging	Perceiving
❑ Work best when they can plan their work and work their plan	❑ Want flexibility in their work
❑ Enjoy organizing and finishing tasks	❑ Enjoy starting tasks and leaving them open for the last minute changes
❑ Keep the focus on what needs to be completed, ignoring other things that come up	❑ Want to include as much as possible, thus deferring needed tasks
❑ Feel more comfortable once a decision has been made on a thing, situation, or person	❑ Feel comfortable staying open to experience, not wanting to miss anything
❑ Decide quickly in their desire for closure	❑ Postpone decisions because of a search for options
❑ Seek structure and schedules	❑ Adapt to changing situations and feel restricted with too much structure
❑ Use lists to prompt action on specific tasks	❑ Use list to remind them of possible things to do when time allows

Coping with being different: E & I

You are an E

They are an I

Consider these tactics:

- Networking with others outside your team
- Asking them to voice their ideas
- Paying attention to written notices and email
- Allowing others to think about your idea before they provide feedback (count to three – or ten...)

You are an I

They are an E

Consider these tactics:

- Arriving at work early to take advantage of quiet time
- Intentionally seeking out private/reflective time – take the long way home
- Planning private breaks throughout the day to collect your thoughts
- In meetings, voicing even partially thought-through perspectives

Coping with being different: S & N

You are an S

They are an N

Consider these tactics:

- Getting involved in projects that require long-range or future thinking

- Practice 'brainstorming' with the rest of the team

- Preparing yourself for 'roundabout' discussions – look for patterns

- Going beyond specifics – try to discover meanings and themes

You are an N

They are an S

Consider these tactics:

- Practice presenting information in a step-by-step manner

- Providing specific examples of vital information

- Honoring organizational values surrounding the experience and tradition

- Reading the fine print and getting the facts straight

Coping with being different: T & F

You are a T

They are an F

Consider these tactics:
- Working on projects in which alternative causes and solutions are evaluated in personal terms
- Reminding yourself that factoring in the impact on people is logical even if people aren't
- Softening critical remarks – finding the positive
- Asking for others' opinions and concerns, looking for points of agreement before discussion issues

You are an F

They are a T

Consider these tactics:
- Practice laying out an argument logically by saying if…then, or by considering the causes & effects
- Understanding that critical feedback is often given in the spirit of improving your professionalism
- Bringing to attention to stakeholders' concern regarding projects/work
- Using brief and concise language to express your wants and needs

Coping with being different: J & P

You are a J

They are a P

Consider these tactics:
- Seeking out projects that have definite milestones and a final deadline
- Trying to wait on a decision for a few days, continuing to gather more information and paying attention to ideas that may come up
- Understanding that work is progressing despite difference in work styles
- Making your own milestones and deadlines

You are a P

They are a J

Consider these tactics:
- Recognizing that deadlines set by the organization may not be negotiable
- Using a past decision you believe others rushed to demonstrate the advantages of slowing down to gather more information
- Becoming active in projects where the process is just as important as the outcome
- Keeping 'surprises' to a minimum reducing your options

Communications

When presenting to, influencing, explaining to, or trying to understand someone with the following preferences:

Sensing
- Be factual
- Document successful applications
- Reduce risk factors
- Work out details in advance

Intuition
- Give the global scheme
- Don't let opportunity pass
- Be confident and enthusiastic
- Indicates challenges
- Point out future benefits

Thinking
- Be logical
- State principles involved
- Stress competent handling of issue
- Be well-organized
- List the costs and benefits

Feeling
- Mention other proponents
- Be personable and friendly
- Indicate how it is helpful
- Tell why it's valuable
- Show how it supports personal goals

Time Management (1/2)

Extraverted
- Get distracted by the outside world
- Work more productively when others are involved
- Invade others' time and space

Introverted
- Get into their own project and forget outside deadlines
- Prefer to work alone
- Are invaded by others' demands

Sensing
- Focus on the present
- Perceive time as a particular moment
- Enjoy each day as it is

Intuition
- Focus on the future
- Perceive time as endless
- Look to the future for enjoyment

Time Management (2/2)

Thinking	Feeling
• Perceive time as objective • Organize a presentation according to logical principles • Present information tersely	• Perceive time as relational • Organize a presentation to meet others' needs • Present information in a personal fashion
Judging • Overlook tasks not on a schedule • Dislike being caught at the last minute • Tend to work first, play later	**Perceiving** • Overlook schedules • Dislike coming to conclusions until the last minute • Tend to mix work and play

Leadership, Occupational and General Characteristics

ISTJ 11.6% POP **15.2% Leaders**	**ISFJ** 13.8% POP 3.9% Leaders	**INFJ** 1.5% POP **2.0% Leaders**	**INTJ** 2.1% POP 5.8% Leaders
ISTP 5.4% POP 5.0% Leaders	**ISFP** 8.8% POP **1.9% Leaders**	**INFP** 4.4% POP 3.3% Leaders	**INTP** 3.3% POP 5.7% Leaders
ESTP 4.3% POP 5.6% Leaders	**ESFP** 8.5% POP 2.6% Leaders	**ENFP** 8.1% POP 6.5% Leaders	**ENTP** 3.2% POP **8.3% Leaders**
ESTJ 8.7% POP **16.7% Leaders**	**ESFJ** 12.3% POP 4.9% Leaders	**ENFJ** 2.5% POP 3.7% Leaders	**ENTJ** 1.8% POP **8.9% Leaders**

Leadership, Occupational and General Characteristics

ISTJ	ISFJ	INFJ	INTJ
Education	Education	Religion	Scientific or Technical
Management	Healthcare	Counselling	Computers
Administration	Religious Settings	Teaching	Law
Law Enforcement		Arts	
Accounting			
ISTP	**ISFP**	**INFP**	**INTP**
Skilled Trades	Healthcare	Counselling	Scientific or Technical
Technical Fields	Business	Writing	Fields
Agriculture	Law Enforcement	Arts	
Law Enforcement			
Military			
ESTP	**ESFP**	**ENFP**	**ENTP**
Marketing	Healthcare	Counselling	Science
Skilled Trades	Teaching	Teaching	**Management**
Business	Coaching	Religion	Technology
Law Enforcement	Child Care Worker	Arts	Arts
Applied Technologies	Skilled Trades		
ESTJ	**ESFJ**	**ENFJ**	**ENTJ**
Management	Education	Religion	**Management**
Administration	Healthcare	Arts	**Leadership**
Law Enforcement	Religion	Teaching	

Group Exercise

Form groups of 3 to 4:

- Based on your temperament (ST, SF, NT, NF) discuss the answers to the following questions:
  - How can it **contribute** to effective management?
  - What **pitfalls** could impede effective management?
  - What are the **implications** of my preferences for me as a manager?

Use the Handout to record your results

MBTI

Value:

- Easy to use
- Relatively easy to understand
- Widely adopted (about 2M surveys/year)
- Insightful?

Deficiencies/Criticisms:

- Very little formal scientific evaluation
- Susceptible to overuse, mis-use and mis-interpretation
- Binary - not nuanced

Alternatives:

- Kiersey Temperament Sorter(KTS II).
  - Built upon MBTI in the 1960s.

- Birkman Method
  - 11 scales

- Clifton StrengthsFinder 2.0

- Insights Discovery

Bottom Line:
MTBI is not the only game in town.

Wrap Up

Use MBTI with caution:

- Should not be used to label/stereotype people, for selection decision or to assign work

- Not the answer to everything

- May explain some human behavior but not all

- *Your type is never an excuse for not doing your work/job*

- *Your type is never an excuse for not getting along with others*

Comp8081

end of Week 10

Donna Turner