The Science and Application of People Management

SIUE Project Management Symposium 2015

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Today's Discussion

1. Why is this important?
2. Elevator Journey Analogy
3. Stakeholder Management
4. Scientific Application Models
5. Use Strategies
6. References and Toolkit of Resources

Why is this important? Our Value Proposition

The greatest risk
to a project is
human behavior.

<u>How do you manage it?</u>

<u>We propose</u>: from the application of the science behind an individual's cerebral processes, preferences and behaviors, a PM can maximize his or her own and other people's natural abilities to deliver results.

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Importance of Influence

A PM is given authority from the project charter to work the project.

PMBOK Human Resources section lists one of the key PM interpersonal skills as "influencing".

Project Management leaders must communicate the vision of the work and *inspire* the project team to achieve high performance.

Why do you think it would be helpful to take into account the thinking preferences and temperaments of your team and stakeholders?

Influence Without Direct Authority

To understand our teams, we need to understand
a person's thinking,
his/her preferences,
temperaments,
learning styles,
working styles…

…and then use that knowledge to "git 'er done!"

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ELEVATOR JOURNEY ANALOGY

~

The Task Oriented Person

The People Oriented Person

The Analytically Oriented Person

The Support Oriented Person

Stakeholder Management

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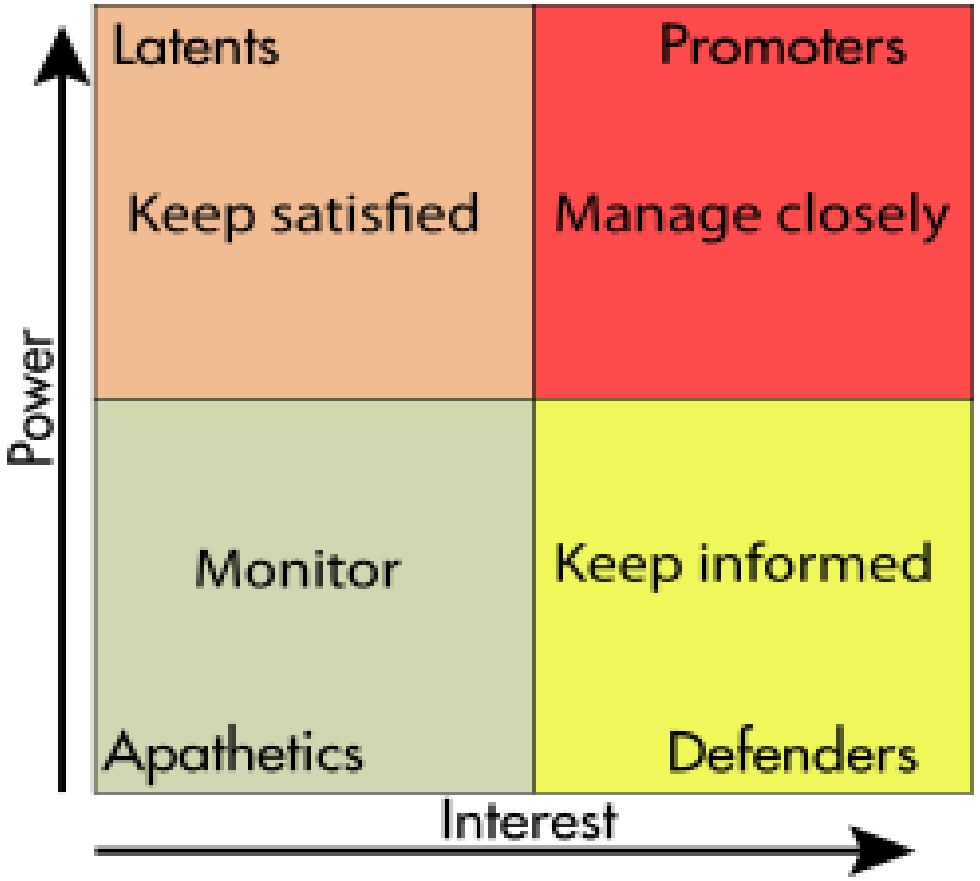
Managing Stakeholders



What if your stakeholders had their needs written across their brows…

Scientific Models for Understanding People
and
Applied Studies

Theory:

Myers-Briggs Type Indicator

Application:

- DiSC Behavioral Model
- Keirsey Temperament Model

Myers-Briggs Type Indicator

The Theory

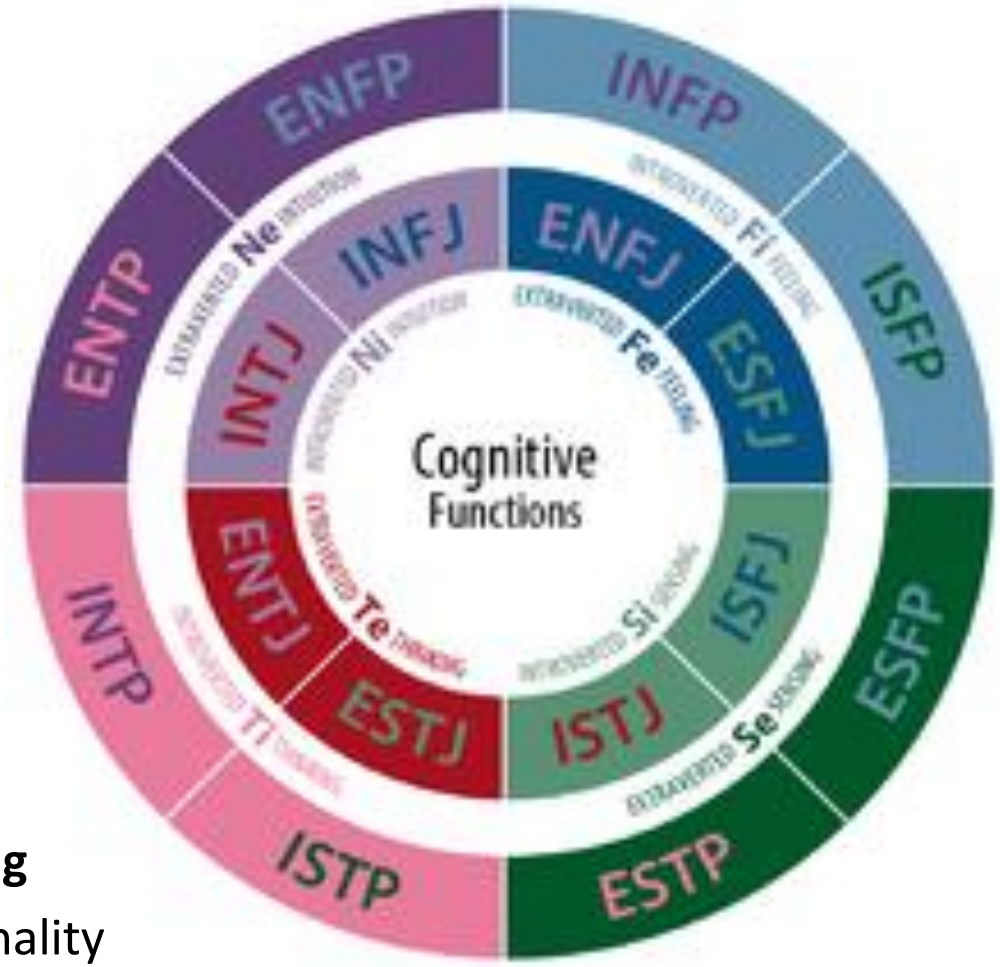
Myers-Briggs Type Indicator (MBTI)

Four hard-wired preferences…

1. Introvert/Extrovert
2. Sensing/Intuitive
3. Thinker/Feeler
4. Judgmental/Perceptive

…produce

16 different personality types:



Limitations:

- ✓ **Relies on truth in self-reporting**
- ✓ <u>Oversimplifies</u> a person/personality

Extroverts – Introverts (Energy Flow)

TYPE (Energy Flow)	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Extroverts	Learn by talking	Stimulated by events and people	Works well in groups
	Shows feelings		
Introverts	Learn by observing and private reflection	Privacy	Works well alone
	Does not show feelings		

Sensing – Intuition (Learning Preferences)

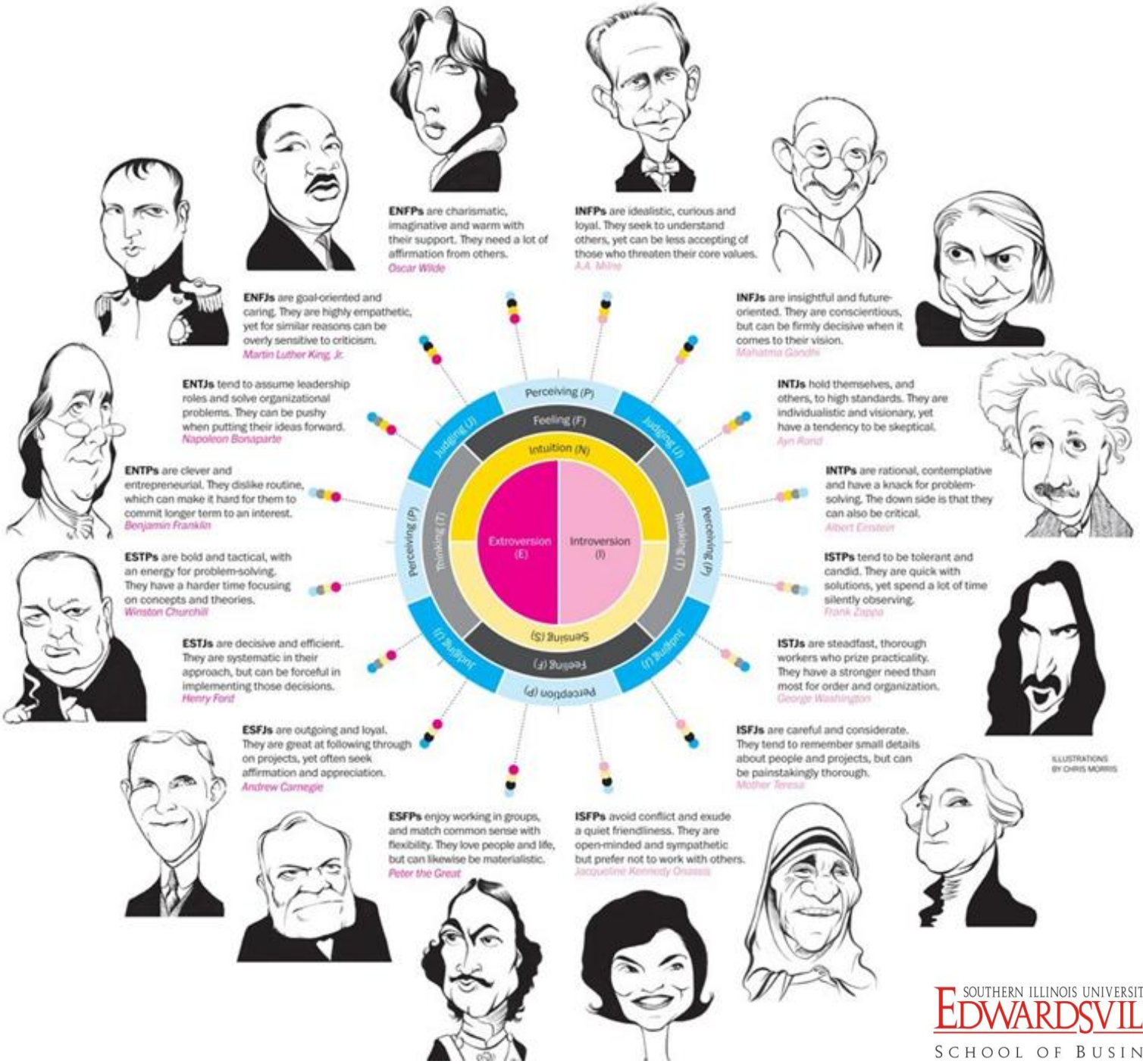
TYPE (Learning preference)	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Sensing	Gather data through 5 senses	Real life examples	
		Practical exercises	
Intuition	Rely on instincts (the “sixth” sense)	High level main ideas	
	Use imagination		

Thinking – Feeling (Decision-making)

TYPE (Decision-making Style)	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Thinking	Seeks logic and objective criteria	Thoughtful debates	
	Asks "WHY?"		
Feeling	Seeks personal values and subjective ideas	Harmony and agreement	Opportunity to help others

Judging – Perceiving (Orientation to Outer World)

TYPE (How we deal with the world)	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Judging	Purposeful	Structure	
		Rules	
		Organization	
Perceiving	Laid-back, relaxed	Openness to expressed ideas	Opportunity to explore
	Flexible		
	Open to change		


ENFPs are charismatic, imaginative and warm with their support. They need a lot of affirmation from others.
Oscar Wilde
INFPs are idealistic, curious and loyal. They seek to understand others, yet can be less accepting of those who threaten their core values.
A.A. Milne
ENFJs are goal-oriented and caring. They are highly empathetic, yet for similar reasons can be overly sensitive to criticism.
Martin Luther King, Jr.
INFJs are insightful and future-oriented. They are conscientious, but can be firmly decisive when it comes to their vision.
Mahatma Gandhi
ENTJs tend to assume leadership roles and solve organizational problems. They can be pushy when putting their ideas forward.
Napoleon Bonaparte
INTJs hold themselves, and others, to high standards. They are individualistic and visionary, yet have a tendency to be skeptical.
Ayn Rand
ENTPs are clever and entrepreneurial. They dislike routine, which can make it hard for them to commit longer term to an interest.
Benjamin Franklin
INTPs are rational, contemplative and have a knack for problem-solving. The down side is that they can also be critical.
Albert Einstein
ESTPs are bold and tactical, with an energy for problem-solving. They have a harder time focusing on concepts and theories.
Winston Churchill
ISTPs tend to be tolerant and candid. They are quick with solutions, yet spend a lot of time silently observing.
Frank Zappa
ESTJs are decisive and efficient. They are systematic in their approach, but can be forceful in implementing those decisions.
Henry Ford
ISTJs are steadfast, thorough workers who prize practicality. They have a stronger need than most for order and organization.
George Washington
ESFJs are outgoing and loyal. They are great at following through on projects, yet often seek affirmation and appreciation.
Andrew Carnegie
ISFJs are careful and considerate. They tend to remember small details about people and projects, but can be painstakingly thorough.
Mother Teresa
ESFPs enjoy working in groups, and match common sense with flexibility. They love people and life, but can likewise be materialistic.
Peter the Great
ISFPs avoid conflict and exude a quiet friendliness. They are open-minded and sympathetic but prefer not to work with others.
Jacqueline Kennedy Onassis
Perceiving (P)
Feeling (F)
Intuition (N)
Judging (J)
Thinking (T)
Extroversion (E)
Introversion (I)
Sensing (S)
Perception (P)
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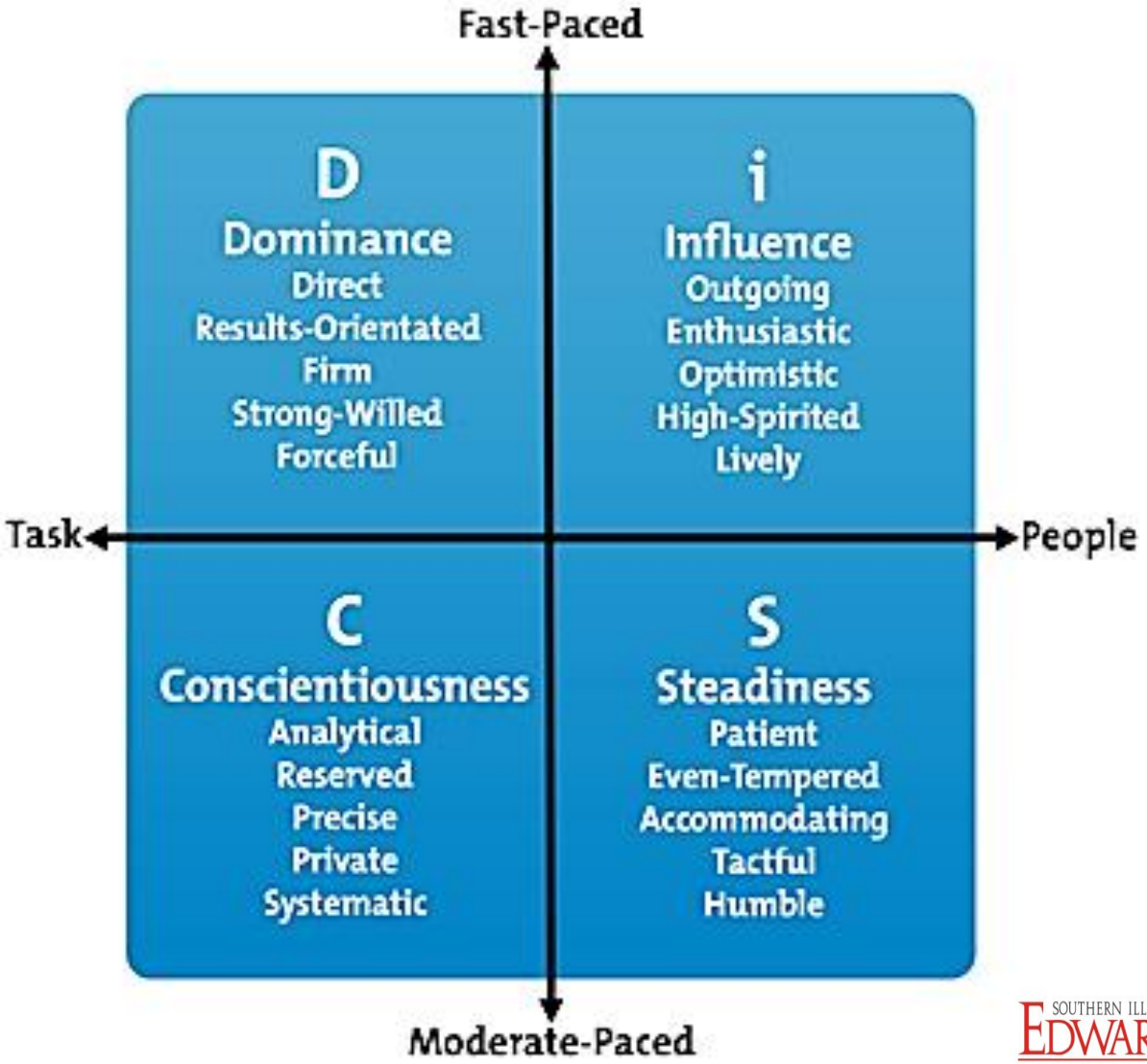
DiSC Behavior Model

The First Application



Dominance Quadrant

TYPE	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Dominance	Egocentric	Directness	Power
	Talks more than listens	Respect	Authority
	Opinionated	Leadership role	Prestige
	Strong-willed	Independence	Challenge
	Forceful		
	Determined		

Influence Quadrant

TYPE	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Influence	Talks more than listens	Friendliness	Reward and Recognition
	Can be emotional	Honesty	Approval
	Convincing	Humor	Popularity
	Political	Opportunity to express feelings	
	Very animated		
	Persuasive		

Steadiness Quadrant

TYPE	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Steadiness	Asks vs. tells	Relaxed manner	Standardization
	Steady	Agreeableness	Security
	Consultative	Appreciation	Calm environments
	Patient	Time to adjust to change	Status quo
	Dislike change		
	Reserved		

Conscientiousness Quadrant

TYPE	BEHAVIORS	WANT FROM OTHERS	DESIRE FROM PERSONAL ROLE
Conscientiousness	Adhere to rules	Minimal socialization	Clear expectations
	Structured	Accurate detail	Autonomy
	Careful	Dependability	Recognition of expertise
	Cautious	High standards	Professionalism
	Exacting		
	Diplomatic		

Keirsey Temperament Model

The Second Application

Keirsey is concerned not only with how we think but with long-term behavior patterns/temperaments. To state it simply: what we say *and* what we do.

Four temperaments are derived in this analysis:

Keirsey Temperament

Idealist

- Value meaning, integrity & involvement
- Have diplomatic talents
- See harmony, self- and other-improvement
- Express themselves enthusiastically
- Need meaningful work
- 'See the best in everyone'

Guardian

- Value experience, security, responsibility, authority
- Have logistical talents
- Seek increased responsibility
- Express themselves earnestly, observe traditions & rules
- Need stable & familiar work patterns
- 'Mind the store'

Rational

- Value knowledge, reason & achievement
- Have strategic talents
- See roles investigating & improving systems
- Express themselves calmly, follow a logical approach
- Need independence in working
- 'Think outside the box'

Artisan

- Value potency, generosity, creativity & adaptability
- Have tactical talents
- See variety, stimulation, adventure, skill-honing
- Express themselves excitedly, make deals, take risks
- Need freedom to act on impulse
- *'Just do it'*

The Expert Opinion

Keirsey preference – because it directly bases itself in MBTI:

- Artisan: SP
- Guardian (Traditionalist): SJ
- Idealist: NF
- Rationalist (Visionary): NT

…and in addition…

By equivalent analysis, the MBTI/DiSC link is:

- Dominant: E x T x
- Influencing: E x F x
- Steadiness: I N x x
- Conscientiousness: I S x x

Integration of DiSC & Keirsey

➢ ISTJ, ISFJ:	Conscientious	Guardian
➢ ISTP, ISFP:	Conscientious	Artisan
➢ INTJ, INTP:	Steady	Rationalist
➢ INFJ, INFP:	Steady	Idealist
➢ ESFJ:	Influencing	Guardian
➢ ENFJ, ENFP:	Influencing	Idealist
➢ ESFP:	Influencing	Artisan
➢ ENTJ, ENTP:	Dominant	Rationalist
➢ ESTP:	Dominant	Artisan
➢ ESTJ:	Dominant	Guardian

- There is a tendency in using these models to oversimplify the tests or results. It is a long process to truly understand yourself and others. It is an ongoing discovery. The key is to not judge another's behaviors but engage him or her in the process of self discovery.
- It is often helpful to engage a consultant or other professional group for assistance and a correct understanding of the analysis.
- In our various life roles we change. Although we have hard-wired preferences, we learn in time to adjust for other people or different goals. That is true self-knowledge.

Strategy: The Task Oriented Person

Individual Ideal Environment:

- Non-routine tasks and activities
- Projects that produce physical, trackable/tangible results
- Freedom to make decisions

Stakeholder Approach Tips:

- Be direct, to the point and brief (tangible points)
- Business, results oriented (social not required)

Team Dynamic:

- Pushes group toward decision-making
- Rises to the top during crisis moment
- Helps group maintain focus and tangible results
- Communications style direct (social generally not in the equation)

Strategy: The People Oriented Person

Individual Ideal Environment:

- Forum to express ideas, group activities (professional and social)
- Non-rigid and uncontrolled
- Few conflicts and arguments
- Some level of flexibility

Stakeholder Approach Tips:

- Build rapport, be friendly
- Give opportunity to verbalize ideas / generally great problem solvers

Team Dynamic:

- Instinctive communicators and participative managers
- Keen ability to influence and inspire others
- Deals well with change
- Communications style engaging; positive attitude

Strategy: The Analytically Oriented Person

Individual Ideal Environment:

- Need clear cut boundaries
- Prefers procedures and methods
- Independence and autonomy

Stakeholder Approach Tips:

- Pay attention to details; does not like change
- Prefers well thought out and planned actions; avoid generalizations
- Support statements with accurate data or examples

Team Dynamic:

- Thinks through every detail; committed to accuracy
- Instinctive organizers; emphasize quality, think logically
- Strives for diplomatic approach and consensus

Strategy: The Support Oriented Person

Individual Ideal Environment:

- Little change or surprise in environment
- Little to no conflicts
- Enjoys practical procedures and systems

Stakeholder Approach Tips:

- Be personable and build rapport
- Provide specifics and clarifications
- Communicating change, give time to adjust

Team Dynamic:

- Reliable and dependable; strives for consensus
- Compliance towards authority; sees tasks through until completion
- Grounded in reality; helps team strive for practical ways to accomplish goals

Strategy for Chatty Lisa

Lisa's your buddy. She's a super nice lady and you always enjoy chats. She's a bit of a cheerleader and is always up. However, her constant talk about the latest movie or her children can become annoying and might send one screaming!

Lisa tips:

- Enjoy the relationship but guide her diplomatically to get down to business in your meetings.
- Make certain that you have clearly defined what information you need from Lisa before you talk.
- Talk with Lisa before the meeting if possible or at a break to give her the opportunity to share her personal agenda.

Strategy for Disappearing Dave

Dave is a very efficient worker. You really need feedback from Dave - now! Dave seems to vanish when he's needed. He likes his mobile device but doesn't respond remotely on it. When he does respond, he's upbeat and casual but he doesn't see your urgency.

Dave tips:

- Set expectations for Dave ahead of working with him on the team.
- Lock in a meeting time to walk through what you need from him. Does he really need to be at your meeting all the time?
- Dave may prefer to send you a paper or email status.

Strategy for Grumpy Gary

Gary is just not a morning person like you are. His communication style is somewhat blunt and condescending. Gary seems hard to please, and is a bit of an egotist. He is very intelligent and knowledgeable, but you wonder if he cares about the success of the project.

Gary tips:

- Don’t take offense personally with Gary. Speak instead highly of him in front of the team.
- Find out what makes Gary happy outside work and support that side of him. Go to lunch with him.
- Listen, listen, listen to what he has to offer and find ways to incorporate his knowledge.
- Discuss his career goals with him.

Strategy for Dynamic Dianna

Dianna is all over the board, and just can't seem to focus and get the work done. She is busy entertaining others and having fun! You are frustrated, but you need Dianna's customer skills. She knows the customer domain and is very well liked by them. You need Dianna focused, or the project will have major issues.

Dianna tips:

- Let Dianna know you appreciate her vital customer interface & engagement skills.
- Explain to her that although she excels at team spirit & fun, you need her at times to focus on what needs to be delivered to meet deadlines.
- Discuss with her specific activities she can coordinate at specific times to meet her need to team build.

Strategy for Risk Adverse Ricky

Ricky is a very introverted technical lead. He is key to your technical direction and decision-making. However, he is overly cautious and makes decisions heavily padded with cushion because something "might go wrong". He gets very anxious if risk is not managed or if he is asked to accelerate tasks.

Ricky tips:

- Take your time with Ricky to show him you understand his concerns and are taking them into consideration during the decision-making process.
- Assure him that his technical expertise is key to the project success, but things often happen that can't be predicted and that's why management reserve is used. Explain other risk management techniques.
- Let him know, that as PM, you will take responsibility for decisions, but you expect him to share his concerns openly.

CONCLUSIONS

Every person is hardwired with preferences. As Project Managers become self-actualized individuals they can adjust to the needs and temperaments of team members and stakeholders in all areas of the temperament spectrum.

1. **A PM can be a great PM with any scientific thinking and behavioral style.**
2. **A PM can adapt to any situation or work environment.**
3. **A PM with self knowledge has a foundation for leadership success and ethical decision-making.**
4. **A PM can work with others effectively, deal with conflict, create a culture of collaboration, and increase productivity levels.**

A great PM can maximize their own and other people's natural abilities to deliver results through the scientific application of an individual's cerebral processes and preferences to team activities

Other advantages of using the science of people management

More Time and Energy for Productive Activity

When teams aren't working well, time and energy wasted resolving conflict, dealing with performance issues, and remedying poorly communicated expectations. These techniques will help team understand and adjust to differences.

Better Fit Between Team Members and Roles

People become dissatisfied when they aren't well matched to their jobs. With a person's natural preferences, it is easier to fit them with a activity/task they like and will excel at executing.

Improved Understanding of Customers and Other Stakeholders

There's potential for conflict and miscommunication when your team comes into contact with stakeholders. Knowing their own preferences, your team members will understand how to serve their different customers more effectively.

References and Tool Kit

- Keirsey.com
- http://www.keirsey.com/sorter/register.aspx (Keirsey Test)
- The Myers & Briggs Foundation: http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/
- DiSCPersonalitySource.com
- http://discpersonalitytesting.com/ (DiSC Test)
- Birkman "measuring more than the obvious" https://www.birkman.com/
- Brain Rules – 12 Principles for Surviving and Thriving at Work, Home, and School by John Medina.
- Whole Brain Thinking Preferences: www.hbdi.com

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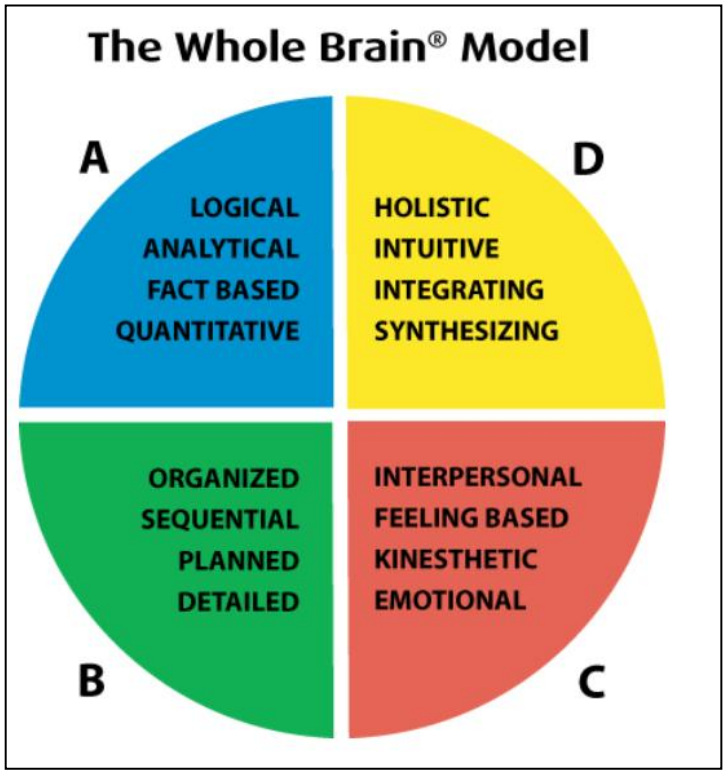
Tool Kit (continued)
"Whole Brain" Thinking Preferences

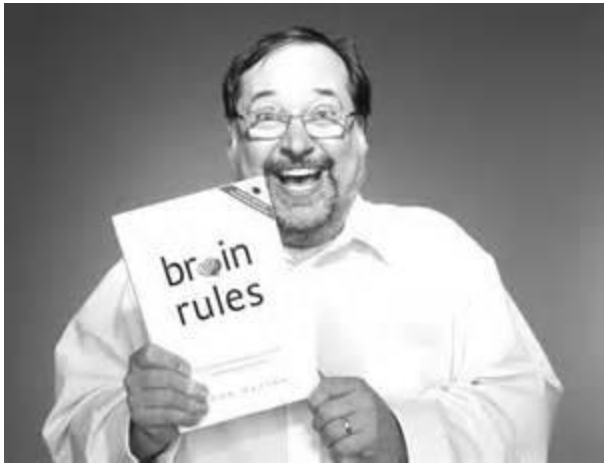
Four styles of thinking preferences:

A. Facts
B. Form
C. Future
D. Feelings



Tool Kit (continued)

Medina Brain Rules



Rule 1 - EXERCISE: Exercise boosts brain power.

Rule 2 - SURVIVAL: The human brain evolved, too.

Rule 3 - SLEEP: Sleep well, think well.

Rule 4 - STRESS: Stressed brains don't learn the same way.

Rule 5 - WIRING: Every brain is wired differently.

Rule 6 - ATTENTION: We don't pay attention to boring things.

Rule 7 - MEMORY: Repeat to remember.

Rule 8 - SENSORY INTEGRATION: Stimulate more of the senses.

Rule 9 - VISION: Vision trumps all other senses.

Rule 10 - MUSIC: Study or listen to boost cognition.

Rule 11 - GENDER: Male and female brains are different.

Rule 12 - EXPLORATION: We are powerful and natural explorers.