




# Managing Personalities on Projects

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## A little background

- Over 40 years of IT
- Over 25 years of project management and management in IT
- 25 years as an instructor of IT and Project Management
- PMP
- Master's of Science in Administration
- Doctoral studies in Organizational Management
- Husband, father, grandfather.
- Currently PMO manager at State of Michigan



So why this  
topic?

- Project Stakeholder Management. Includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, **to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution.**  
(PMBOK, 2017)
- Often we assume that all stakeholders process information the same or that stakeholders in certain groups need information presented in a certain way.



So why this  
topic?

**85% of workplace  
success comes from  
people skills!**

(Rohm, 2013)



Have you ever

- Had a stakeholder say you were too pushy?
- Had a stakeholder that seemed too pushy?
- Had a stakeholder who said you weren't pushy enough?
- Had stakeholders that got frustrated with your explaining why the project was being run a certain way?
- Had a team member that was always there but had just one speed ---- slow?
- Had a stakeholder that wanted to be your friend?

What? PMs don't have friends.



## Agenda for the rest of this presentation

- Start a story
- Share some information
- End a story
- Give some final thoughts
- Answer some questions
- Go home and think about things



# A story

What about Bob?



# Become a Peopleologist

- Peopleologist (pē pəl əl ə jist)
  - One who studies people in their environment.  
*Unsophisticated slang – a people watcher.* (DeKoninck, 2018)





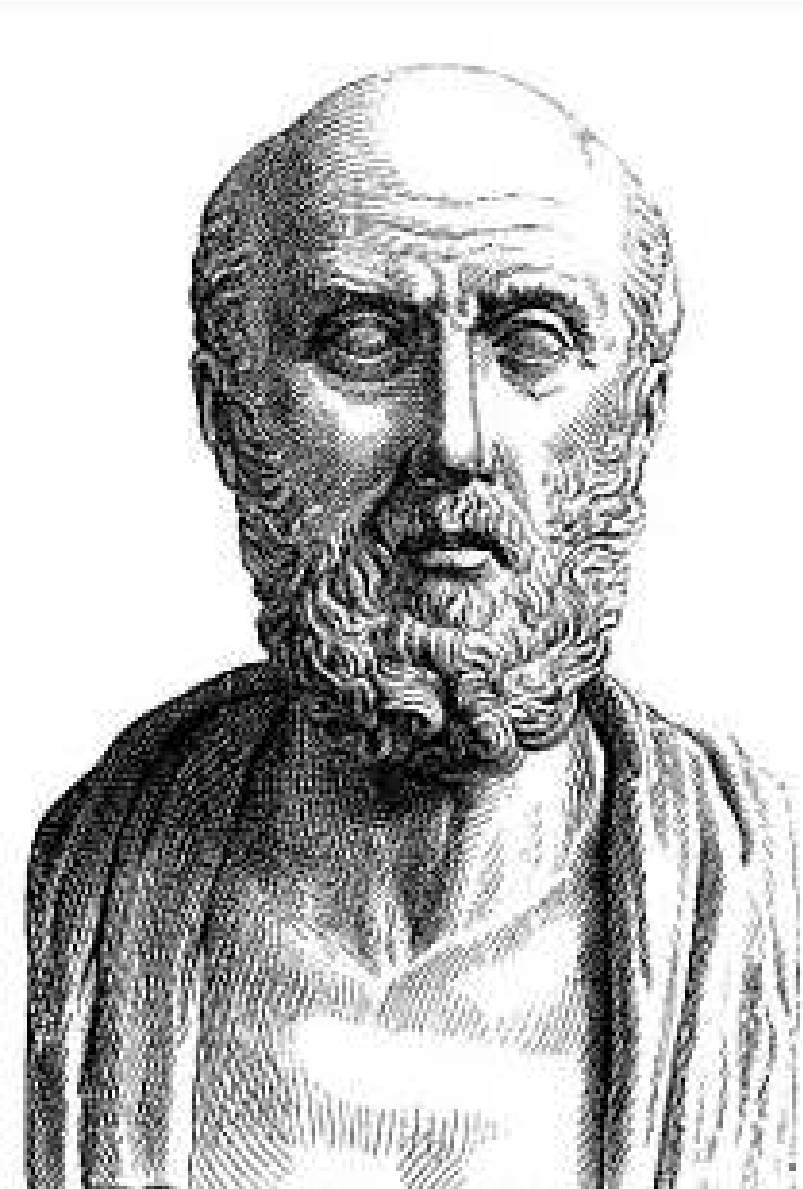
# Managing Personalities on Projects

- Understand that people are “wired” differently.
- Understand that differences are actually a good thing on projects.
- Understand that knowing about these differences can actually help you to better manage your project.
- Understanding the differences helps you better communicate and receive communication.
- The idea is NOT to be manipulative but rather to understand the other individuals and communicate with them in a way that they best receive and react to the information.



# Personality profiling

- The four temperaments
- Jungian Types
- Myers-Briggs Type Indicator
- DISC personality profile



## The four temperaments

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- Melancholic – (black bile) – earth - avoiding
- Phlegmatic – (phlegm) – water - getting
- Sanguine – (blood) – air – socially useful
- Choleric – (yellow bile) – fire - ruling

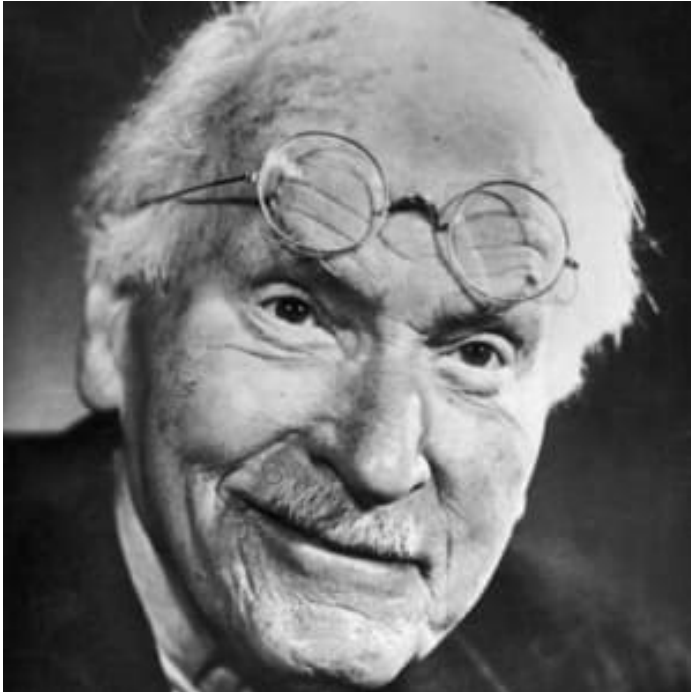


# The four temperaments

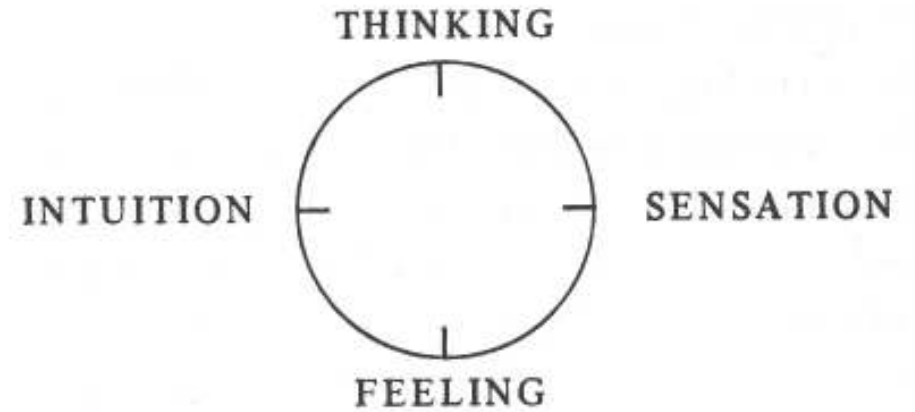
- Hippocrates
- Developed 2400 years ago
- Humorism – a reference to bodily fluids the proportion of which defines your temperament and psychological type.
- Temperaments could be mixed such as choleric-sanguine or melancholic-phlegmatic

# Jungian Types

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## JUNGIAN TYPES



# Jungian types

- Carl Gustav Jung
  - Swiss psychologist and psychiatrist
  - An early follower of Freud
  - Published a document that was counter to many of Freud's ideas

# Myers-Briggs Type Indicator

Extroversion (E) vs. (I)  
Introversion

Sensing (S) vs. (N) Intuition

Thinking (T) vs. (F) Feeling

Judging (J) vs. (P) Perception







# Myers-Briggs Type Indicator

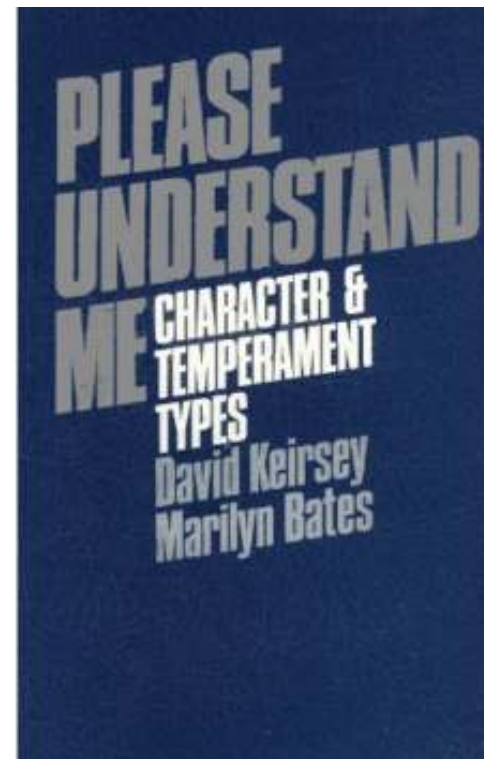
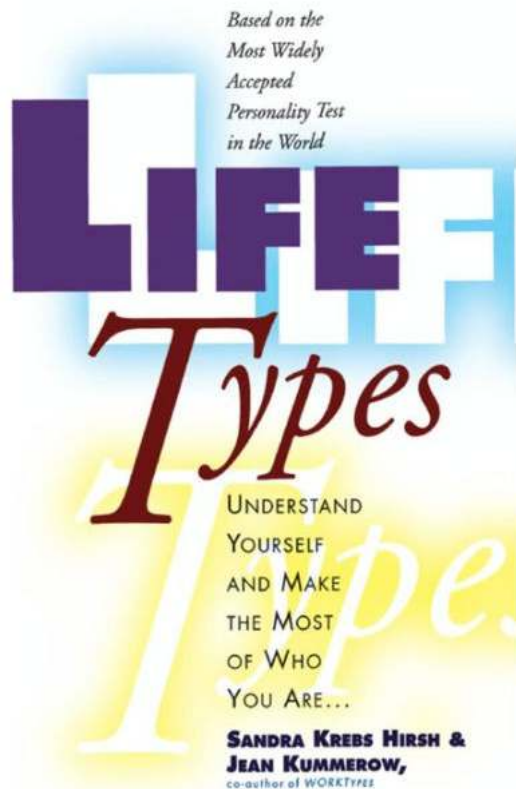
- Katherine Briggs and her daughter Isabel Briggs Myers
- Work started in 1917
- Builds on Jung's theories
- 16 combinations

# The 16 Types

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<b>ENTJ</b>	<b>ESTJ</b>	<b>ENFJ</b>	<b>ESTJ</b>
ENTP	ESTP	ENFP	ESTP
INTJ	ISTJ	INFJ	ISTJ
INTP	INTJ	INFP	ISTP

For more information / recommended reading



# Finding out your temperament type

- <https://www.lusd.org/cms/lib6/CA01001399/Centricity/Domain/711/THE%20MYERS-BRIGGS.pdf> - there is a free printable test that you can take and score on your own.

# For some fun with MBTI

Website with that associates you MBTI type with dogs, gardens, dances, drinks, shoes, etc.

- <https://www.opp.com/en/Using-Type/Dog-Type-table>





## The DISC Personality Profile

- Dominant
- Influence
- Steady
- Compliant

# DISC Personality Profile

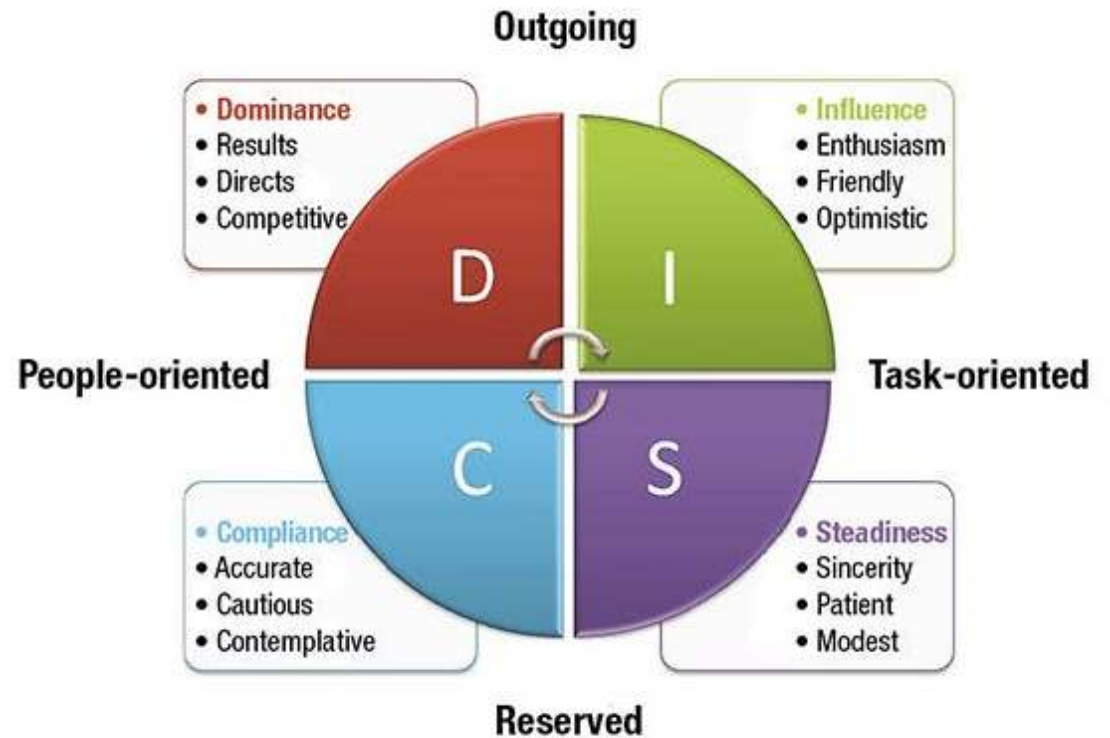
- William Moulton Marston
  - Lawyer
  - Psychologist
  - Inventor of the first functional lie detector polygraph
  - Creator of the DISC model
    - Emotions of Normal People
  - Authored
    - Self-help books
    - Wonder Woman comic using the pen-name Charles Moulton





# DISC personality profiling

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# So what's my style?

- Getting started
  - Online surveys
    - <https://discpersonalitytesting.com/> - there is a free DISC test that you can take and information for a more detailed test.
    - <https://www.123test.com/disc-personality-test/> - free test
    - There are numerous others available – Google free DISC profile
  - Ask others – listen for how they describe you
  - Purchase and take the paper test – for a more reliable score and more detailed analysis

# High D - Dominant

- Basic Tendency
  - Fast-paced
  - task-oriented
- Strengths
  - Decisiveness
  - Take Charge
  - Confident
  - Independent
  - Takes Risks
- Communication
  - Direct
  - Bottom Line
- Limitations
  - Impatient
  - Stubborn
  - Harsh
- Irritated by
  - Inefficiency
  - Indecision
  - slowness

# High D

- Under pressure
  - Becomes autocratic
  - Becomes aggressive
  - Becomes demanding
- Needs
  - Direct answers
  - Challenges
  - Change
  - Choices
  - To be admired
- Fears
  - Being taken advantage of
  - Losing control
- Recharges by
  - Doing physical activity
- Primary focus
  - What
- Priority
  - Goals
  - Results

# High I - Influence

- Basic Tendency
  - Fast-paced
  - people-oriented
- Strengths
  - Enthusiasm
  - Optimistic
  - Good communicator
  - People focus
- Communication
  - Positive
  - Inspiring
- Limitations
  - Disorganized
  - Not detail-oriented
  - Unrealistic
- Irritated by
  - Routine
  - formality

# High I

- Under pressure
  - Attacks emotionally
- Needs
  - Fun activities
  - Social recognition
  - Freedom from details
  - Acceptance and approval
- Fears
  - Loss of social approval
- Recharges by
  - Social time
- Primary Focus
  - Who
- Priority
  - People
  - Approval

# High S - Steady

- Basic Tendency
  - Steady-paced
  - People-oriented
- Strengths
  - Patient
  - Team player
  - Calming influence
  - Steady
  - Follow through
  - Easy going
  - Open to input
- Communication
  - Two way
  - Good listener
  - Empathy
  - Feedback
- Limitations
  - Indecisive
  - Too passive
  - Too sensitive
  - Too accommodating
- Irritated by
  - Insensitivity
  - impatience



# High S

- Under pressure
  - Gives in
  - Tolerates
  - Complies
- Needs
  - Status Quo
  - Time to adjust to changes
  - Sincere appreciation
  - Cooperation
- Fears
  - Loss of a stable environment
- Recharges by
  - Vegging out
- Primary focus
  - How
- Priority
  - Cooperation
  - Stability

# High C - Compliant

- Basic Tendency
  - slower-paced
  - task-oriented
- Strengths
  - Accuracy
  - Analysis
  - Attention to key details
  - High standards
  - Intuitive
  - Controlling
- Communication
  - Diplomatic
  - Provides details
  - Observant
- Limitations
  - Overly critical of self and others
  - Sarcasm
  - Perfectionist – analysis paralysis
- Irritated by
  - Surprises
  - unpredictability

# High C

- Under pressure
  - Avoids
  - Withdraws
  - Plans revenge
- Needs
  - Time to do quality work
  - Facts – verifiable
  - Time to analyze
  - Affirmation
- Fears
  - Criticism of their work
  - Irrational behavior
- Recharges by
  - Alone time
- Primary Focus
  - Why
- Priority
  - Quality
  - Analysis

# Doing the profile

## **More outgoing/direct**

- Faster pace
- More tell you
- Louder speech
- More inflection in voice

Think D or I

## **More reserved/indirect**

- Slower pace
- More asking questions
- Softer speech
- More monotone

Think S or C

# Doing the profile - D or I

## **More competitive and directing**

- Closed posture
- Unexpressive face
- Feelings unexpressed
- Formal
- Focus on the What
- Priority on goals and results

Probably D

## **More talkative and interactive**

- Open posture
- Animated face
- Feelings on sleeve
- Casual
- Focus on Who
- Priority on people and approval

Probably I

# Doing the profile - S or C

## **More assessing and thinking**

- Closed posture
- Unexpressive face
- Feelings unexpressed
- Formal
- Focus on the Why
- Priority on quality and analysis

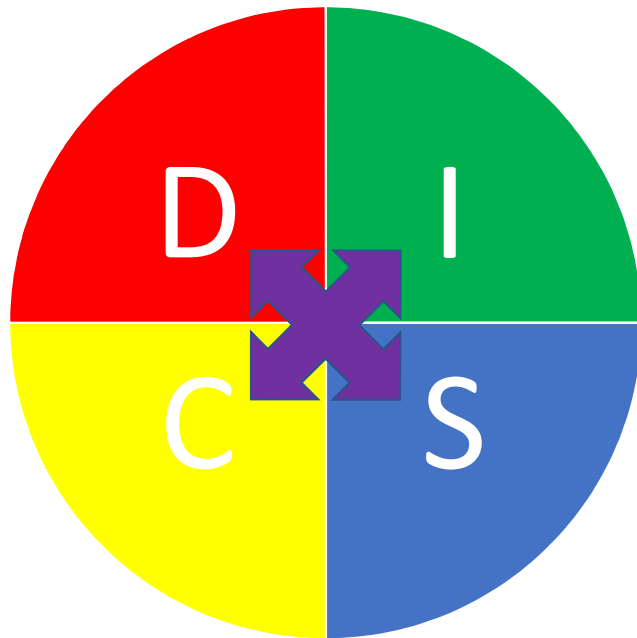
Probably C

## **More accepting and doing**

- Open posture
- Relaxed face
- Feelings on sleeve
- Casual
- Focus on How
- Priority on cooperation and stability

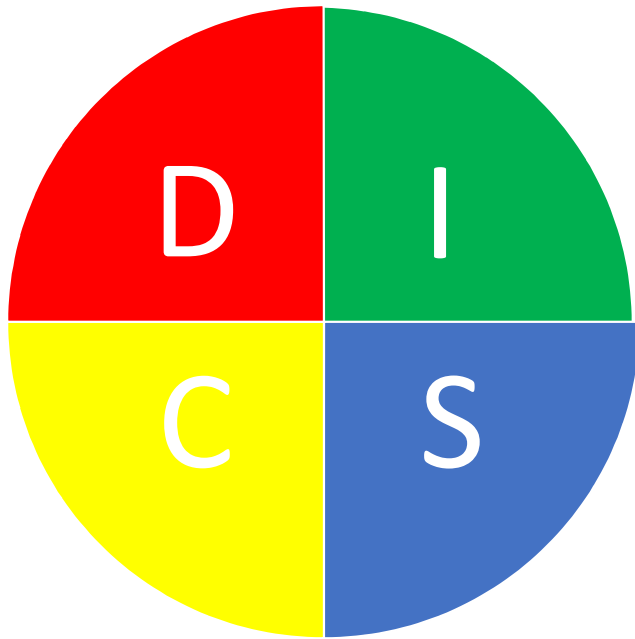
Probably S

# Understanding the possible points of conflict



- Head to Head
- Near type
- Cross type

# Combinations



- 2 high
  - DI / ID
  - DC / CD
  - IS / SI
  - CS / SC
  - IC / CI
  - DS / SD
- 3 high
- All 4 high ???





# A story

What about Bob?

## Some final thoughts



- Profiling can be a useful starting point in managing stakeholders and the team
- Be careful of “putting folks into a box” or labelling as a result of profiling. Each person is an individual!
- Become a Peopleologist
- How do you know you have arrived?



## Questions

- Only allowed from High S and High C in the audience.

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