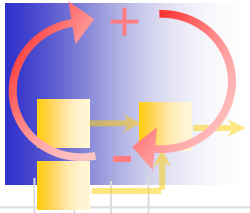


# ESD.36 System Project Management



## Human Aspects of Project Management

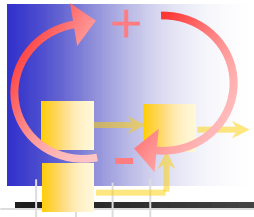
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Instructor(s)

Prof. Olivier de Weck

Lecture 14

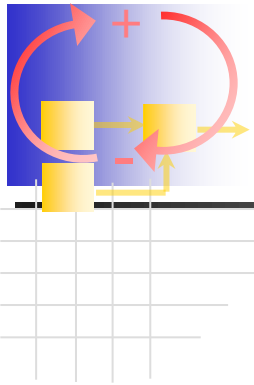
11/6/2012



# It's all about people ....

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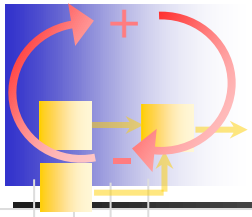
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# It's all about people ... (part 2)

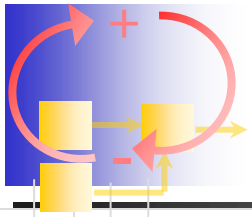
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# Outline

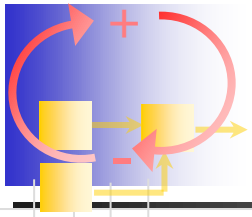
- Part 1: Individual Level:
  - Class Survey in Real Time
  - Gallery of “Project Managers”
  - Project Manager skills
- Part 2: Team/Organization Level:
  - Next Lectures (next week)



# Class Survey - Questions

## ■ Part 1

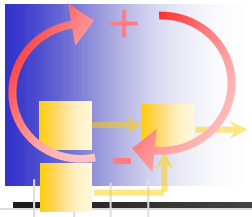
- Best Project Manager (The “ideal”)
- The following are questions about what traits you feel a good project manager should possess.
- Then look at what we actually encounter in the “real world”
- Compare to earlier year results ...
- 2010/12 – MBTI results included below
  - 90 respondents total
  - Are there any patterns?



# Question 1.1

- How would you RANK order these traits as to their importance for a project manager?
  - a. Planning ability
  - b. Leadership
  - c. Personality

Please answer all questions !



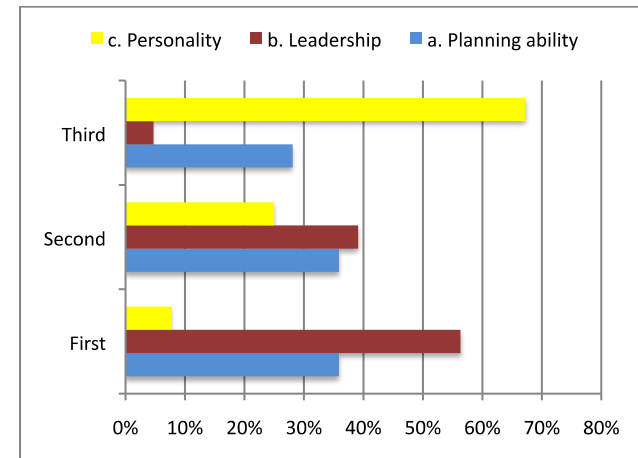
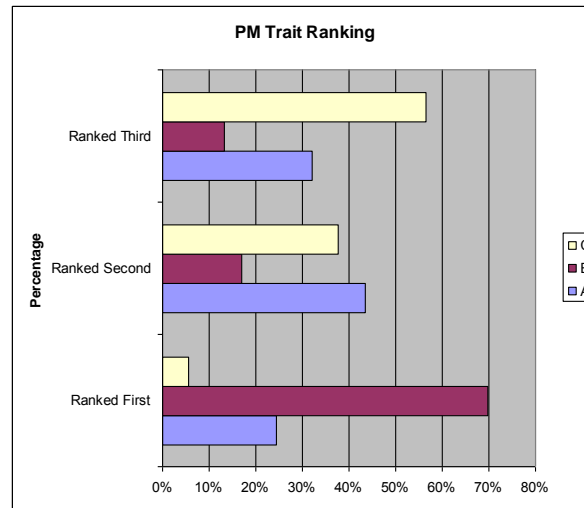
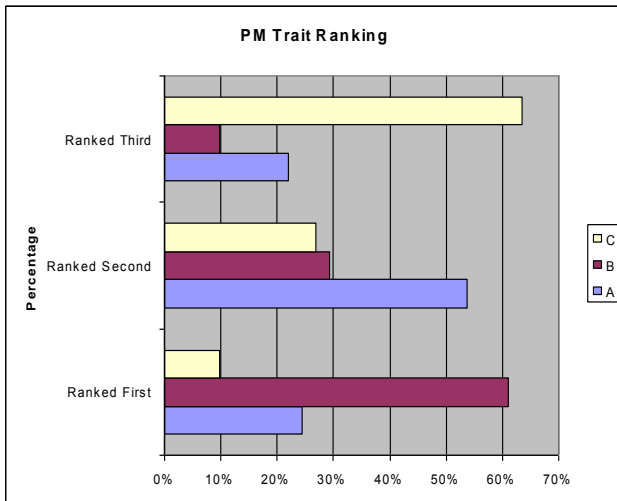
# Comparison 2005, 2007, 2009

How would you RANK order these traits as to their importance for a project manager?

2005

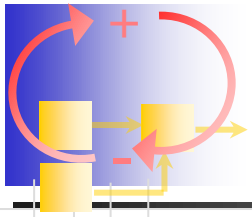
2007

2009



A – Planning Ability, B – Leadership, C - Personality

Results are very consistent between 2005, 2007 and 2009



# Some Comments about 1.1

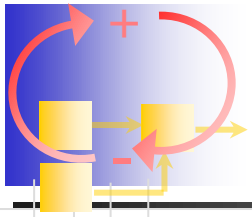
- One felt that “leadership” and “personality” are synonymous, **do you agree?**
- What tasks or abilities are included in ..?
  - Leadership
  - Planning ability
  - Personality



## Question 1.2

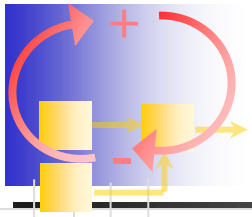
Please comment on what you see as the critical skills of a successful project manager.

- Common sense, Team building, Sense of time, Ability resist pressure from the management, Subject area knowledge
- The ability to learn from previous experience
- While quantitative ability to manage a project is vital, it is how a project manager deals with people and situations that decides his success. Also, most large projects need a bit of luck.
- Able to foresee problems that may arise in the future.
- Unbiased, Expert in his field, able to stay calm in tough situations
- delegating authority
- On one occasion I worked with a PM who had the understanding of both technical and business areas, I think that particular project far exceeded my expectations since the communication was easy.
- Creating the right work atmosphere.



## Part 2

- Experiences with/as Project Managers
  - Actual (rather than Ideal)
- Question 2.1
  - Have you ever had a project that succeeded largely due to the project manager? Why?
- Question 2.2
  - Have you ever had a project that failed largely due to the project manager? Why?



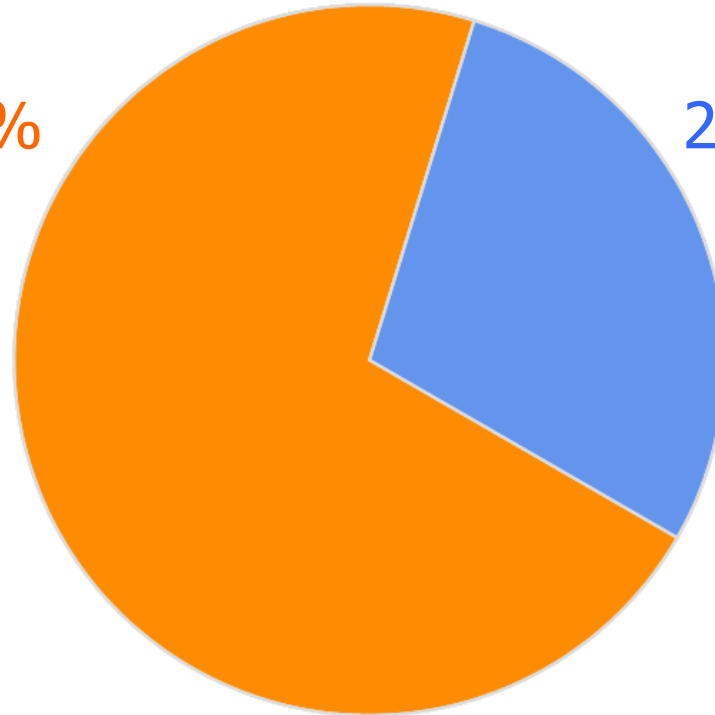
# Question 2.1

Have you ever had a project that succeeded largely due to the project manager?

Have you ever been part of a project that succeeded largely due to the project manager?

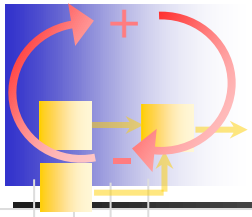
71.4%

28.6%



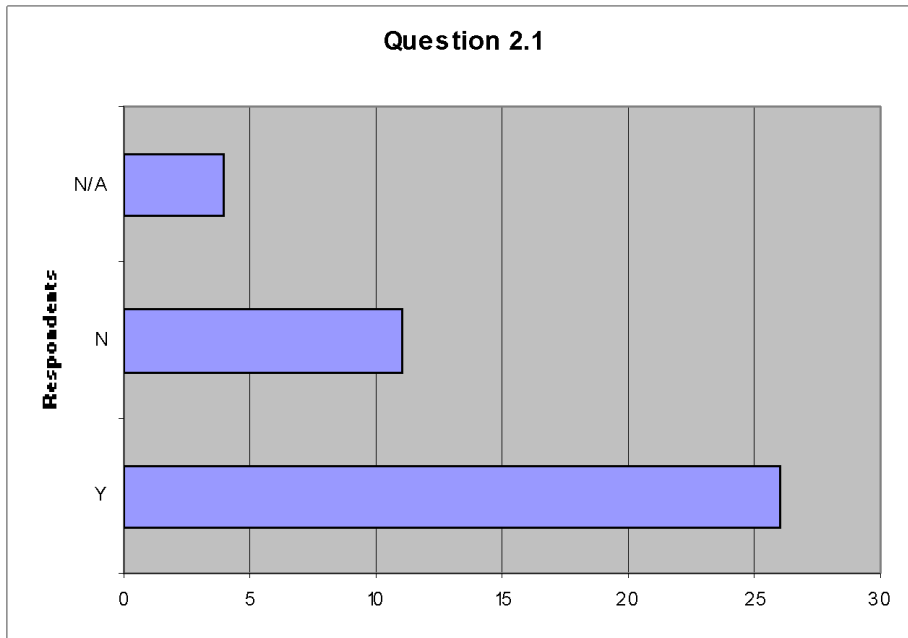
Majority (3:1)  
Has seen projects  
succeed due largely  
to PM

2009 Results

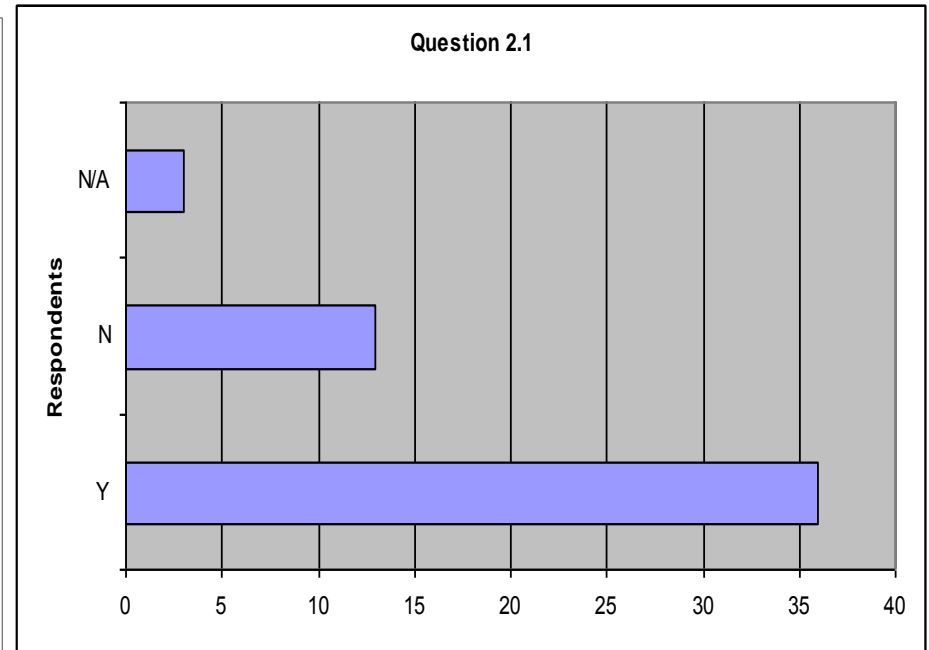


# Comparison

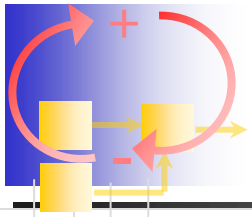
## 2005 Results



## 2007 Results

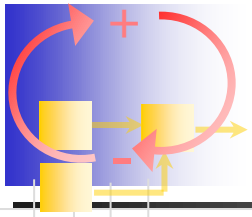


Results are consistent with 2005 and 2007



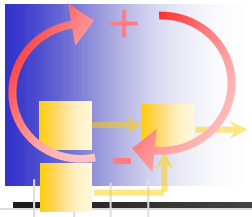
# Question 2.1

- What did the PM do to make the project succeed?
  - Kept the vision clear and the team focused on successfully achieving the goals.
  - The activity of coordination among different teams
  - Review of risks, planning ahead to surmount them
  - The project manager had become the champion for the project within the organization. The project would not have continued to receive funding had not the PM acted
  - I have only been part of "successful" projects, but whether the successes are due to a great PM is questionable since the work is done by others.
  - Also we practiced Gemba Gembutsu



# Quote

- In one successful project, the PM had a view of what the deliverable should be and clearly conveyed the concept. Along the way he worked with the team to analyze the concept, come up with a set of proposed solutions and led the team in developing a selected solution. However, the key contributing factor to the success of the project was that even when things weren't going according to plan and we questioned the futility of completing the project, the PM held his belief that the project is doable and he worked with us to push through. Granted, we changed direction a few times, but his conviction was always there.



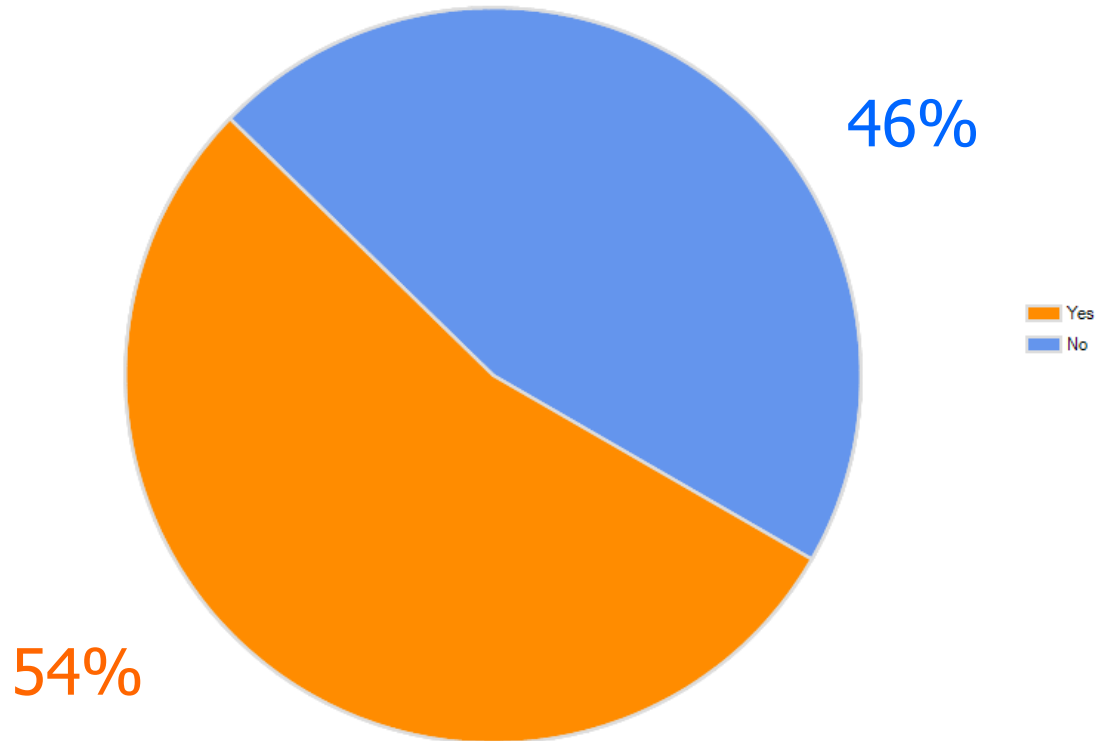
## Question 2.2

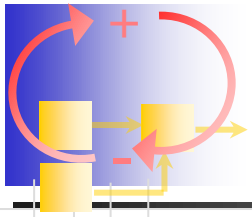
Have you ever had a project that failed largely due to the project manager?

Have you ever been part of a project that failed largely due to the project manager?

Slight majority (11:9)  
Has seen projects  
Fail due to PM

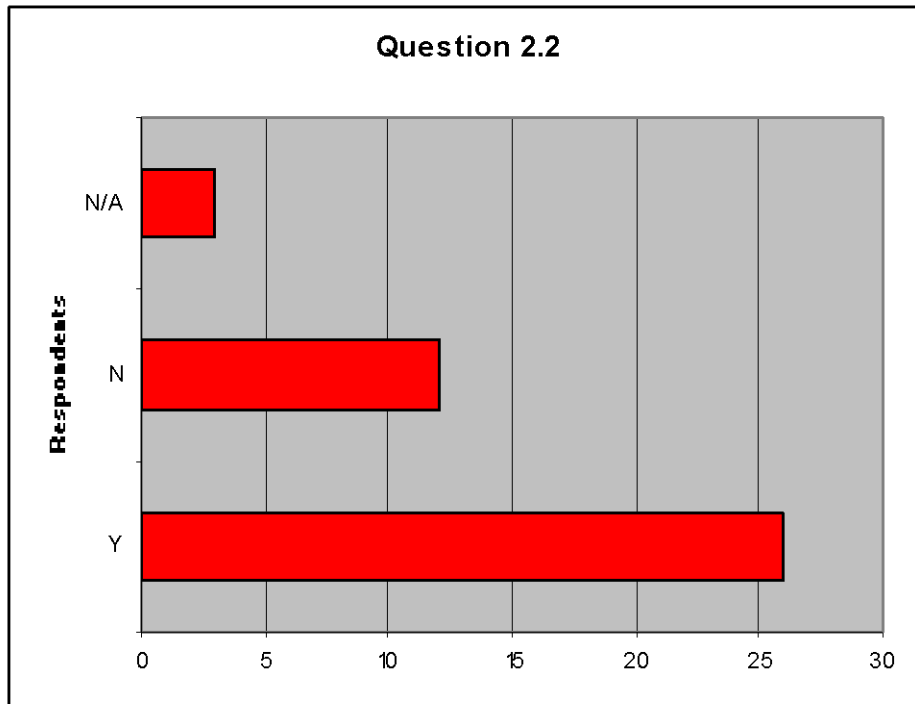
2009 Results



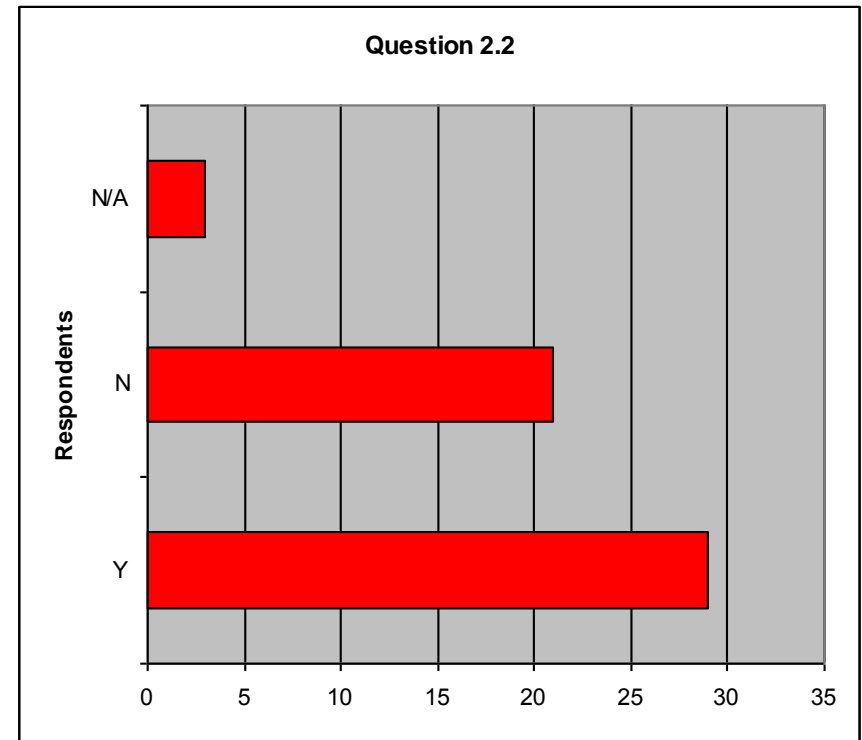


# Comparison

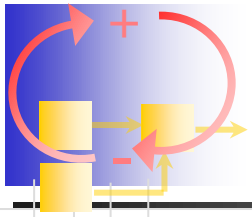
## Answers 2005



## Answers 2007

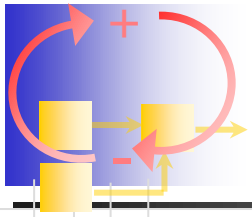






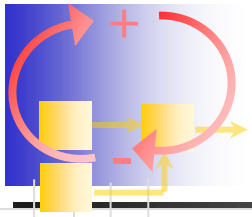
## Q2.2 Explained

- Reasons for PM caused failure
  - Leader was not technically competent, nor did the leader have good PM skills (poorly chosen). Set goals, but took actions that did not align with the vision/goals, and undermined team performance in pursuit of individual success (his)
  - Lack of focus, technical background and poor motivational skill.
  - Agreed to start project with unclear scope.
  - Micromanaging , distrustful attitude, Extremely poor communication skills; working in silos,
  - Could not say "no" to our customers. Kept giving in to their demands
  - No task planning or WBS. Schedule managed as an after thought and tasks created based on what the team thought they needed to do
  - There was no project manager



## Quote 2.2

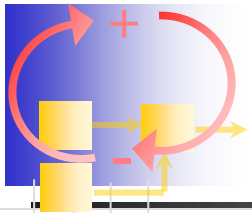
- “In one of my prior employments where 1st version of product released without full detailed testing performed made it unstable when large customer base started using it. Issues became more visible when more load on system (it is a software service). Here the priority was given to meet schedule than quality for business/political reasons. Despite my personal warning to PM they went ahead to release on original schedule.”



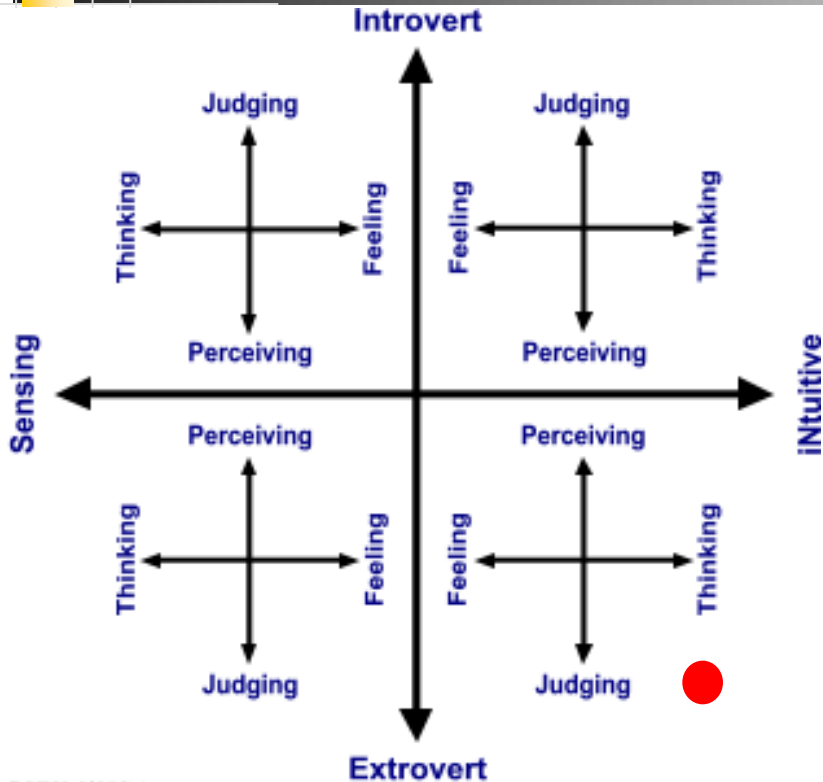
## Question 3 - Classification

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- What is your MBTI type (also referred to as Jung typology test)?



# Myers-Briggs Background



RMW 4/15/02

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Sources: [www.humanmetrics.com](http://www.humanmetrics.com)  
[skepdic.com/myersb.html](http://skepdic.com/myersb.html)

- Based on Carl Jung' psychological types
- Method created in 1943
- Instrument to classify personalities
- Four scales w/opposite poles
  - extroversion/introversion
  - sensate/intuitive
  - thinking/feeling
  - judging/perceiving
- Isabel Briggs Myers (1897-1979)
- MBTI owned by Consulting Psychologists Press, Inc
- Controversial

Professor de Weck' s Score:  
Type (2005) **ENTJ**

Strength of preference:

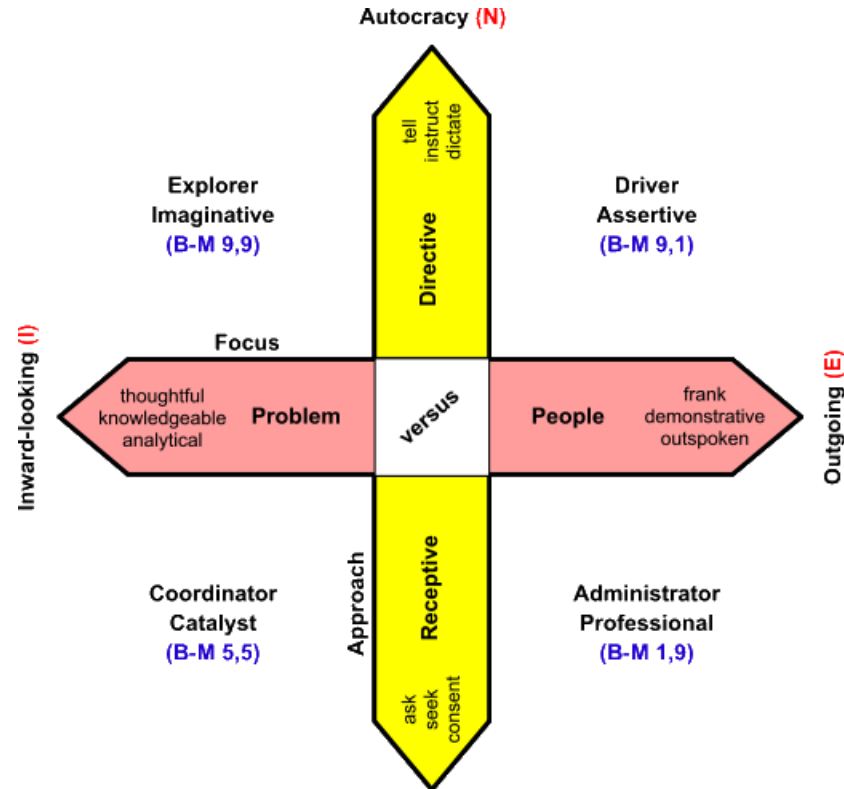
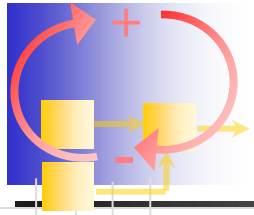
Extroverted 57%

iNtuitive 64%

Thinking 65%

Judging 55%

# What are these leader types?

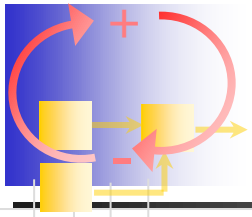


<http://www.maxwideman.com/papers/profiles/general.htm>

**Notes:** "Adhocracy" describes a loose, flexible, exploratory project environment.  
The bracketed words refer to the Myers-Briggs Type Indicator Grid.  
"B-M" refers to the Blake-Mouton Managerial Grid descriptions

RMW 2/10/02

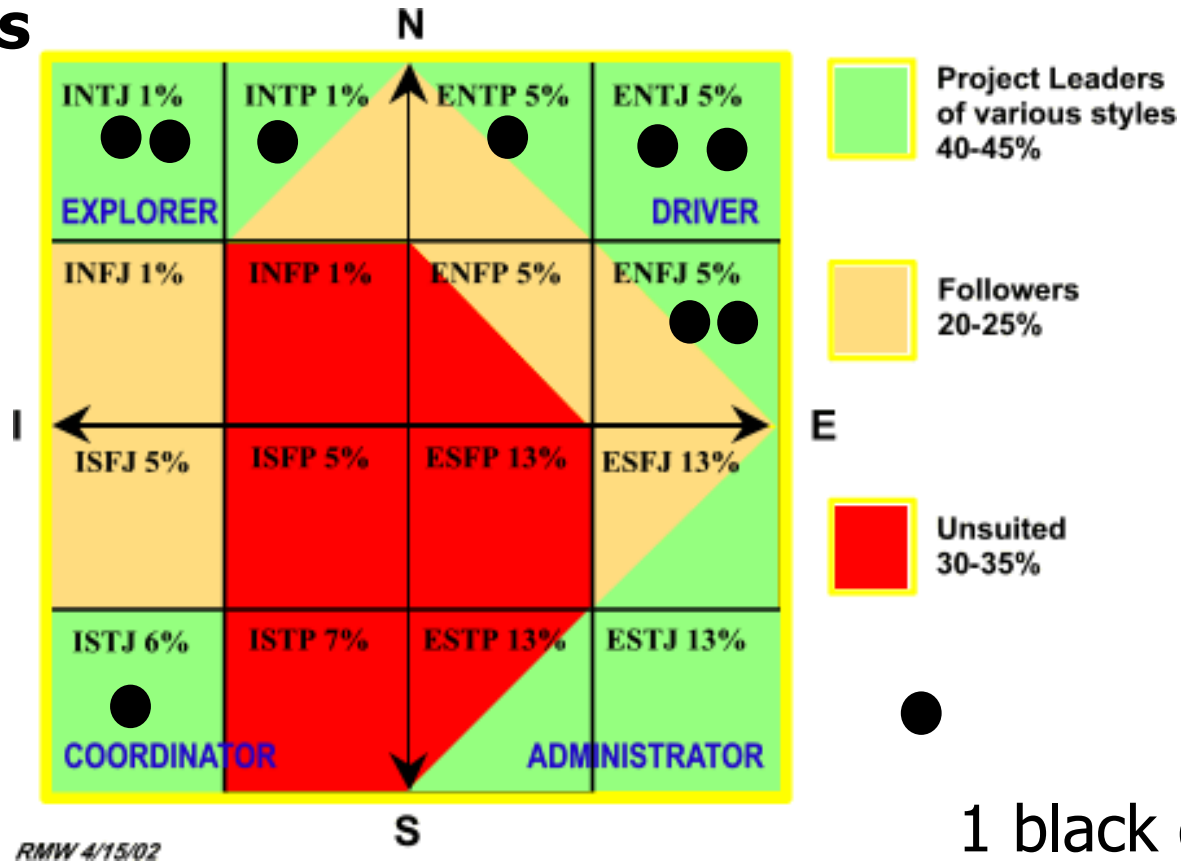
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# MBTI and Project Management

"Dominant Personality Characteristics Suited to Running a Successful Project (And What Type are You?)" [1996]

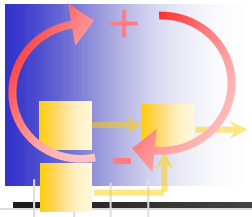
## 2005 Results



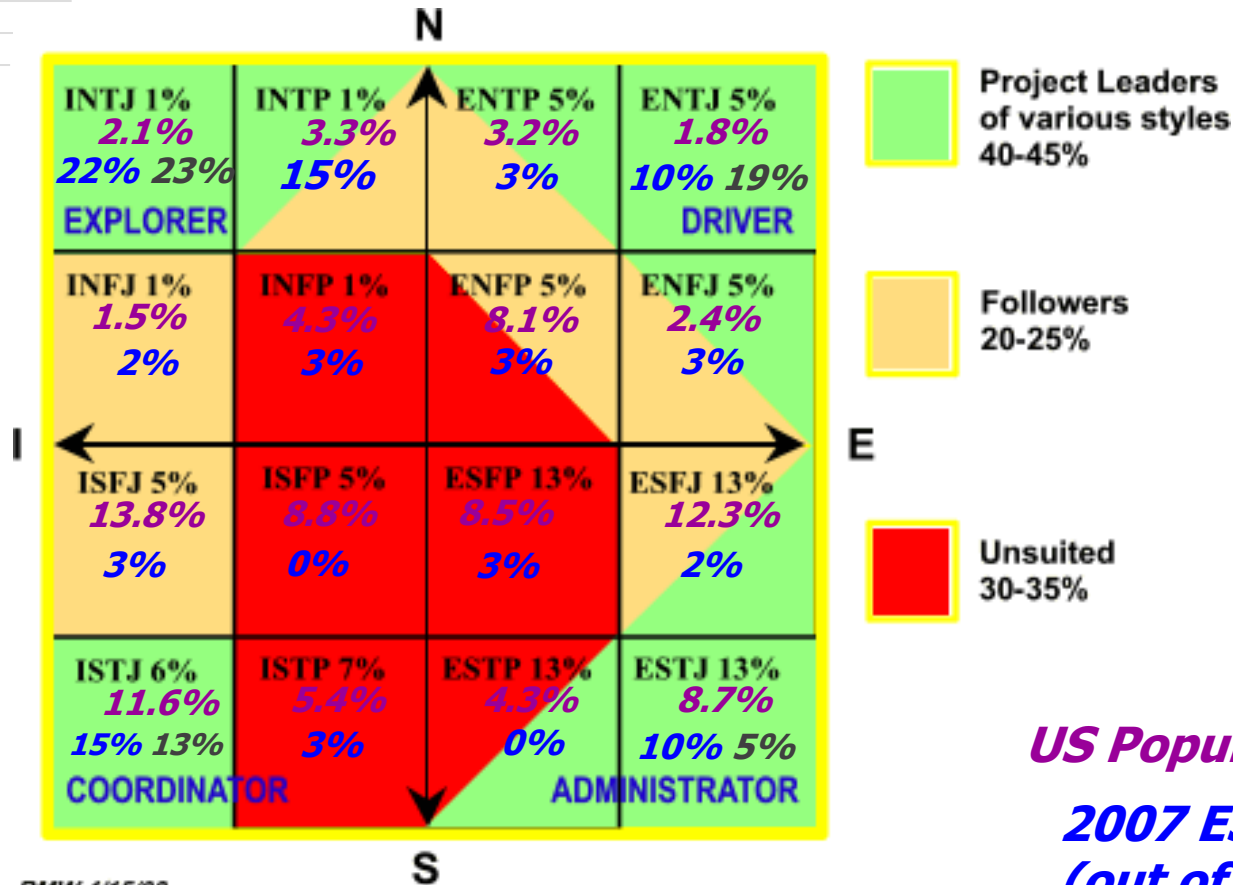
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# MBTI and Project Management



RMW 4/15/02

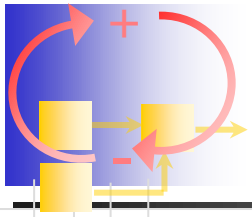
*US Population Estimate*

*2007 ESD.36 class  
(out of 59 responses)*

*2009 ESD.36 class  
(out of 63 responses)*

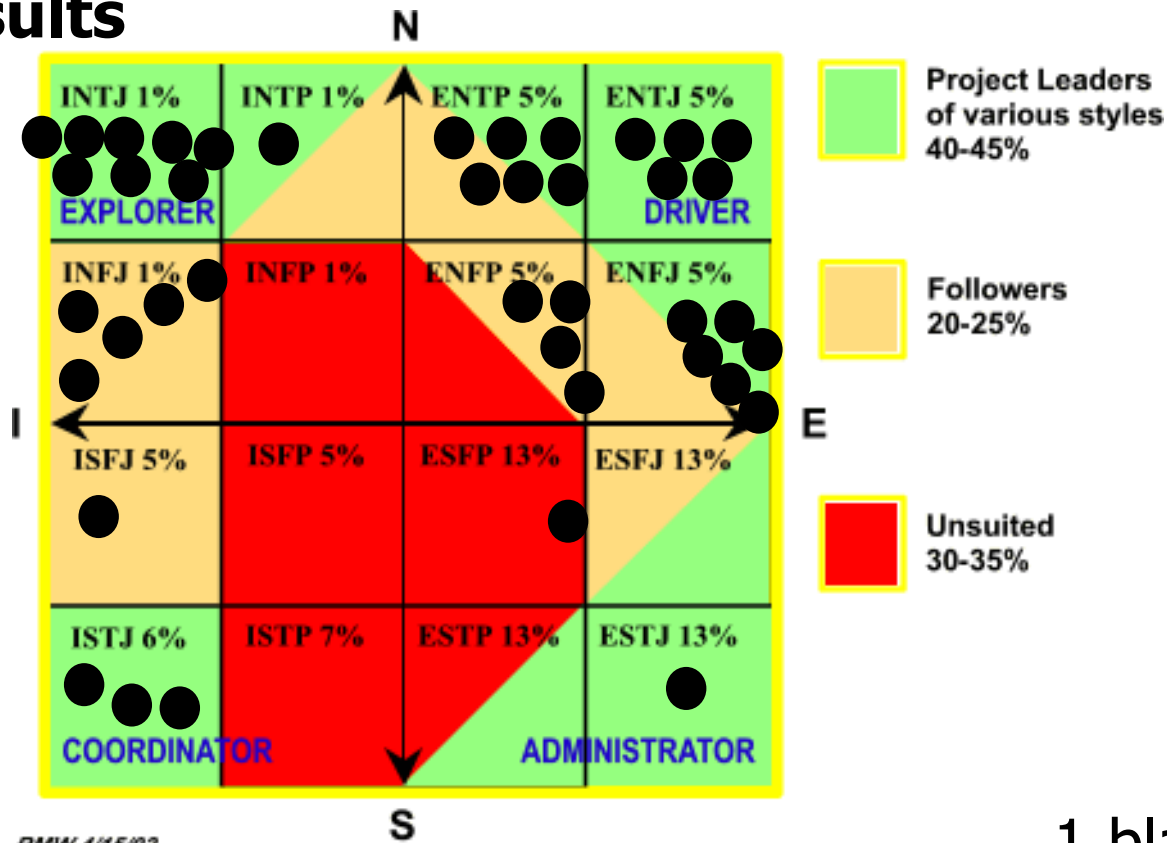
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Source: <http://www.maxwideman.com/papers/profiles/fig5.gif>



# MBTI and Project Management

## 2010 Results

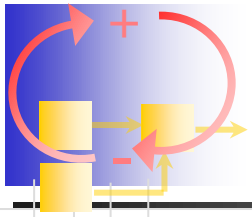


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Source: <http://www.maxwideman.com/papers/profiles/fig5.gif>

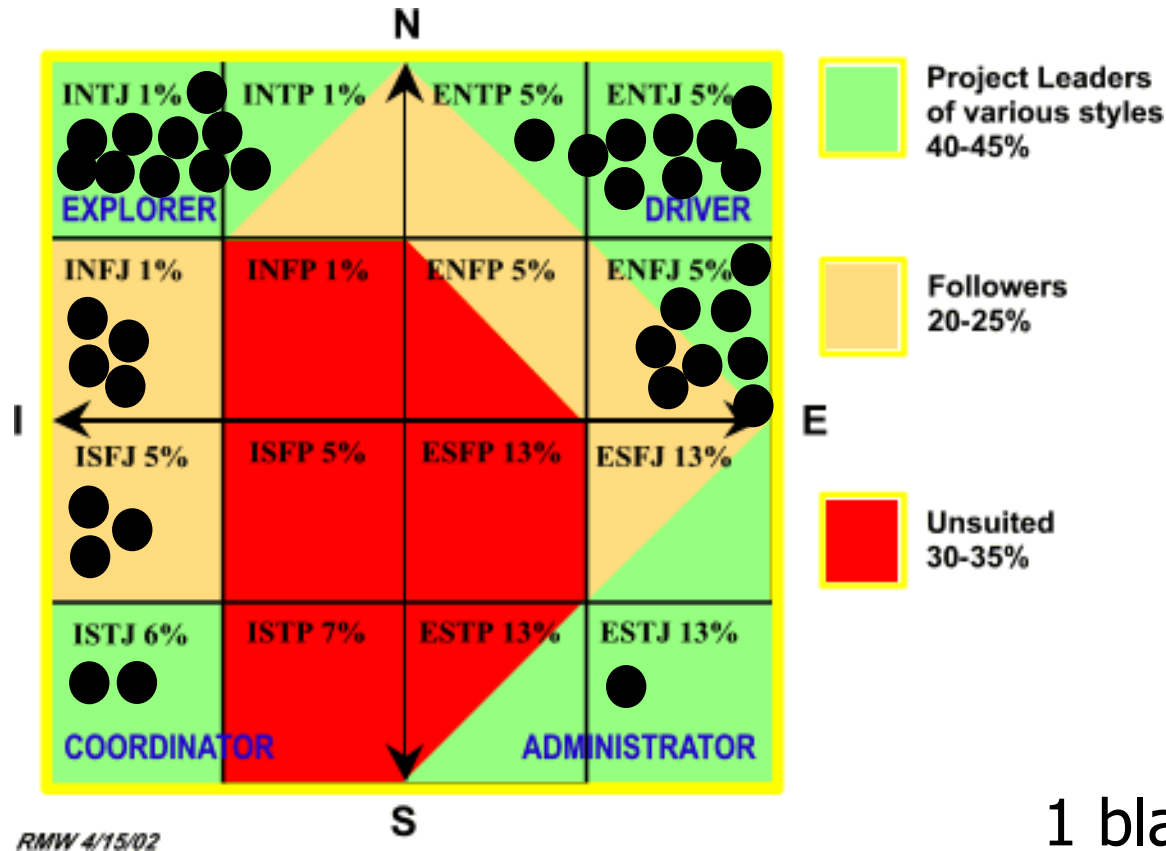
1 black dot  
Per self-reported  
ESD.36 student  
In 2010





# MBTI and Project Management

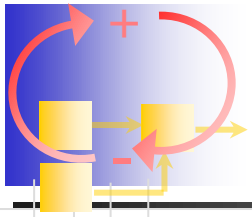
## 2012 Results (this year !)



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Source: <http://www.maxwideman.com/papers/profiles/fig5.gif>

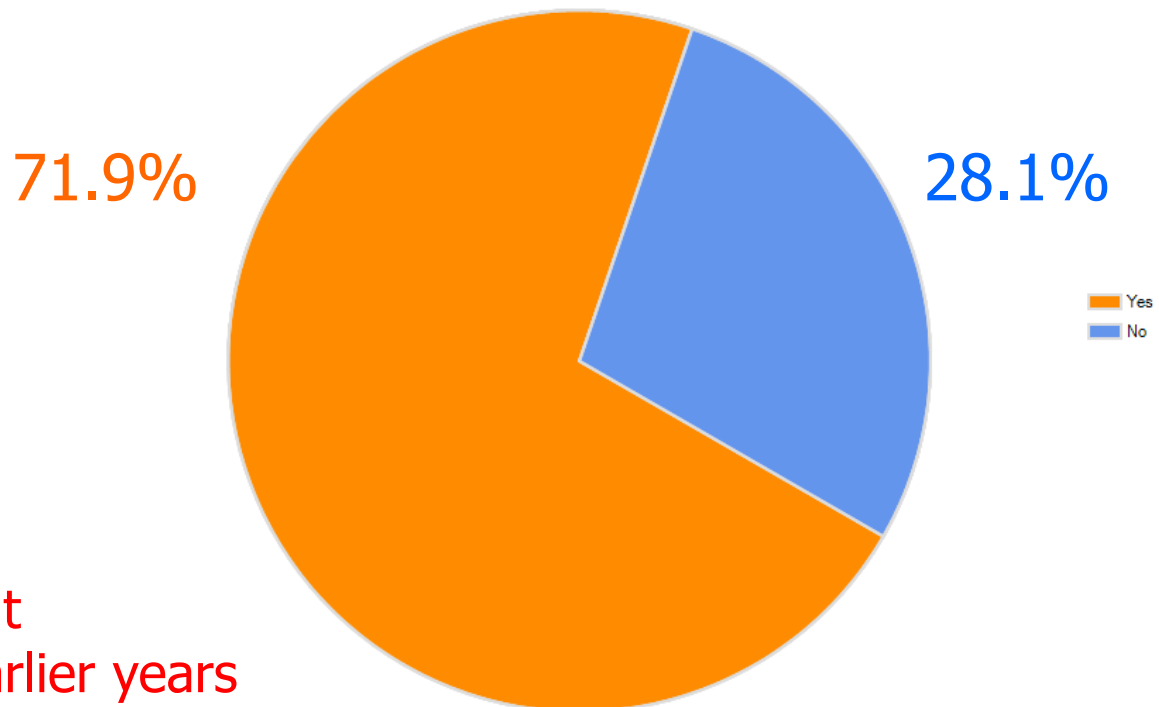
1 black dot  
Per self-reported  
ESD.36 student  
In 2012



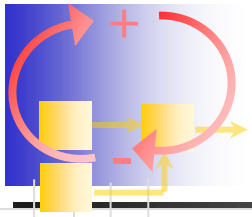
# Question 3.1 - Answers

- **Did you know your Myers-Briggs Type Indicator (MBTI) before taking this test?**

Did you know your Myers-Briggs Type Indicator (MBTI) before taking this test?



This is a significant difference from earlier years



# Question 3 ... some answers

## ■ 2007

- Yes I know my MBTI personality type: INTJ. It is interesting because I had taken the test a couple of years ago and I was an INFJ. My personality has and it maybe because the nature of my work / industry changed from being in Manufacturing / Mechanical Engineering to Software / IT and more importantly other personal experiences.
- I've been tested 3 times, I was INTP twice, INFP once

## ■ 2005

- Yes, I know it, but I think such indicators are total nonsense
- Yes. An in-house developed personality test was used by my company for job placement.
- ENTJ and ENFJ (T and F were tied...I think I act one way when leading, the other when following)
- Yes, Type A

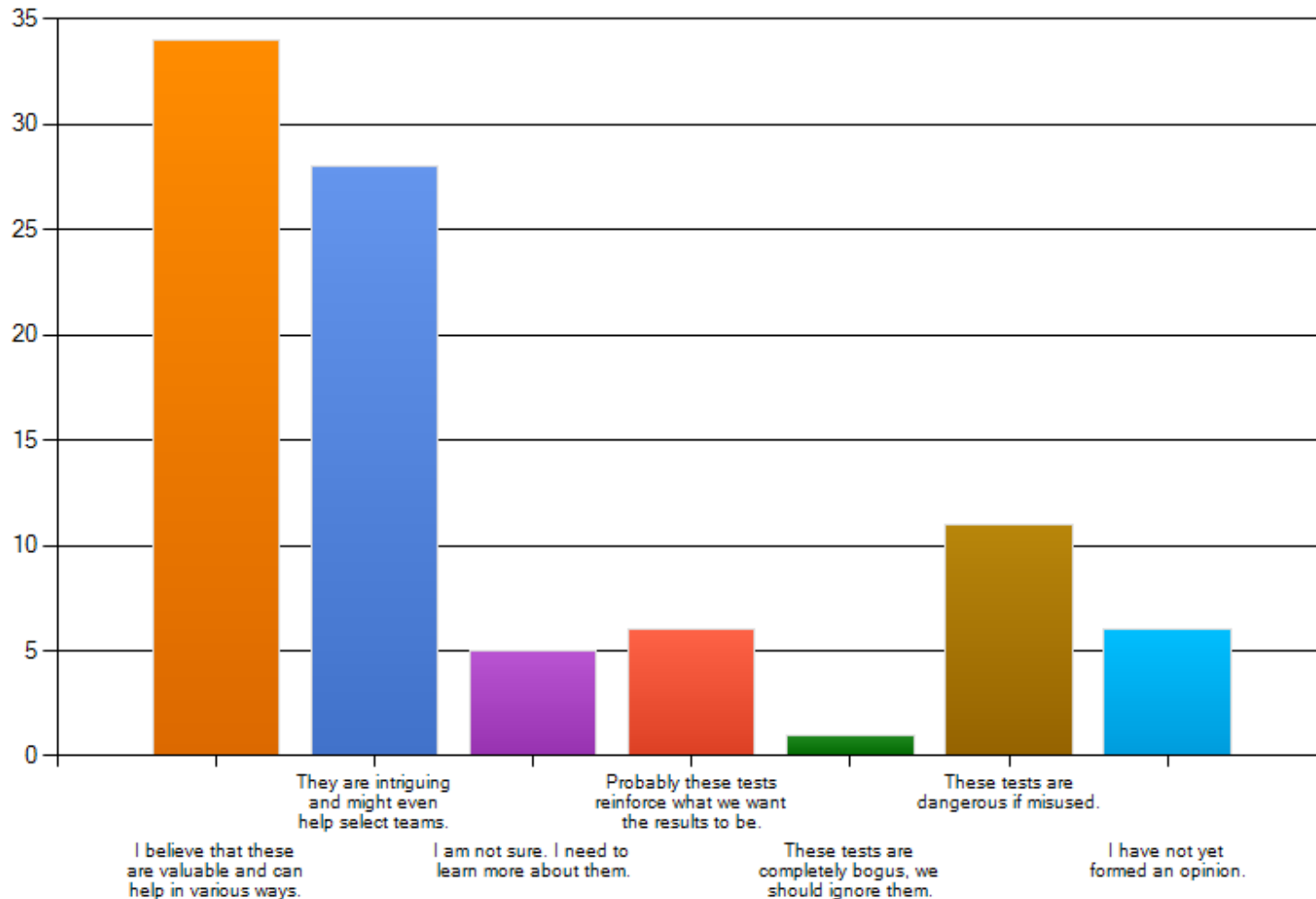


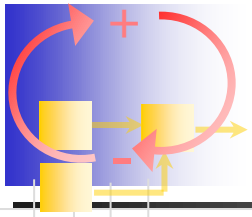
## Are there other types of personality indicators you are familiar with (please state which ones)?

- DISC
- Rhodes TIP
- Belbin Team Roles, Critical Thinking-Intentions Profile, Thomas Kilman Conflict Indicator, Bolton and Bolton Social Styles (e.g. Expressive Driver), Emotional and Social Competency Assessment
- Yes Thinking Intentions Profile, Thomas-Kilmann Conflict Mode, Emotional Intelligence
- All from ESD.930: LEAD, TIP, TKI, EI. 360 reviews could fall broadly into that category as well

# Attitudes towards personality tests

Which of the following statements best describe your attitude towards these personality tests?





# Myers-Briggs Information

## Resources:

[www.personalitytype.com/types/](http://www.personalitytype.com/types/)

[www.personalitytype.com/quiz.html](http://www.personalitytype.com/quiz.html)

[typelogic.com](http://typelogic.com)

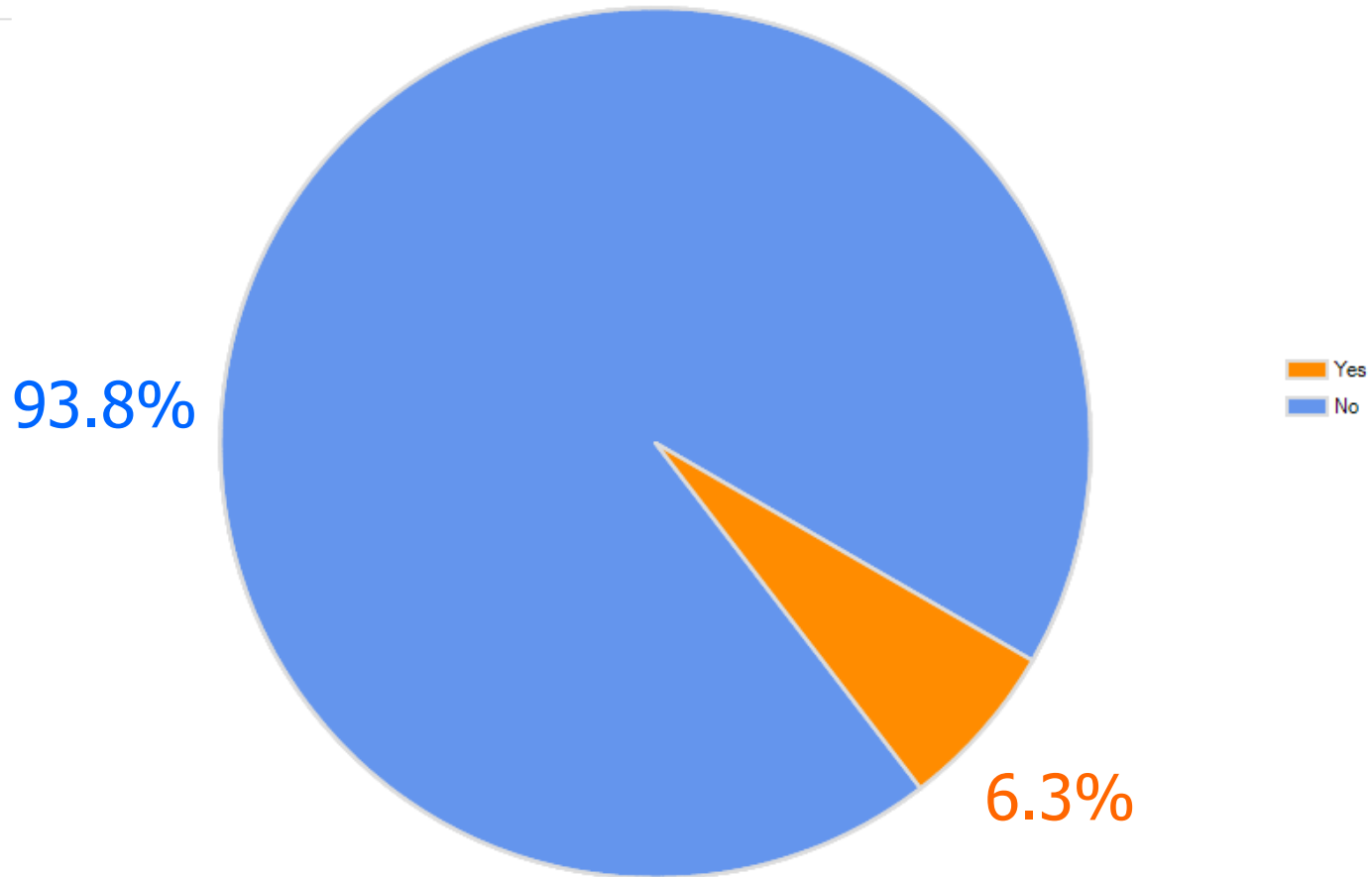
[www.personalitypage.com/careers/](http://www.personalitypage.com/careers/)

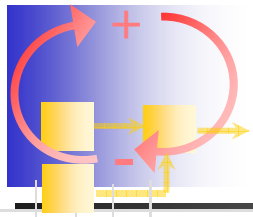
[www.humanmetrics.com](http://www.humanmetrics.com)

[skepdic.com/myersb.html](http://skepdic.com/myersb.html)

# MBTI used in project management?

Have you been in a situation where MBTIs or other indicator have been used to influence project management?





## Q 3.2

- Have you been in a situation where MBTIs or other indicator have been used to influence project management? Was it successful?
  - Most have not seen MBTI or other indicators be used to influence PM !

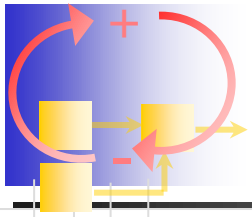
2007

Y	N	N/A
4	48	1

2005

Y	N	N/A
3	30	8





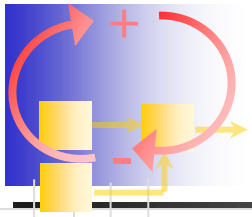
## Q3.2 Text Answers

- No, I have not been involved in a situation where MBTIs were used to influence project management.
- Yes. MBTI helped to understand the behavior of other team members better and allowed the team to complement each other both in terms of playing to the strengths and covering the weakness.
- We used Belbin Team Roles and MBTI knowledge to help inform team formation.
- Personality tests have been used to select a diverse group of people for the civil service.
- Engineering Consulting Firms typically have not cared about the personal development of their engineers. Since they are in CONSTANT fire-fighting mode, there is no interest in "wasting time" with these metrics when "there is a project that is going out to the client tomorrow"



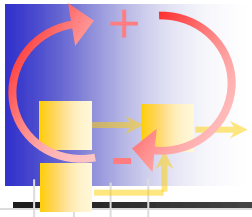
# Question 4 – “Gallery” of Project Managers

- Provide an anonymous "portrait" of a project manager you have worked with in your professional experience using the following framework:
  - "code name"
  - planning skills
  - leadership skills
  - personality traits
  - interesting quotes or tactics



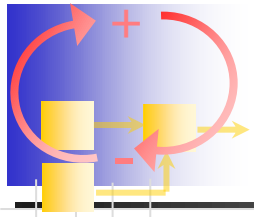
# Sample 1 (Positive)

- 1. "Bobby"
- 2. Strong. Consistently developed frameworks for short and medium-term projects to further organization's goals. Allowed subordinates to fill in the holes in the frameworks in manners that best suited their styles, but still aligned with the organization's best interests.
- 3. Visionary. As a portfolio manager faced with multiple problems, focused people on the tasks that mattered and allowed "busy work" to fall to the wayside. Set the course for restructuring several programs simultaneously, while allowing subordinates to accomplish tasks and learn key lessons making them stronger leaders in the future.
- 4. Likable and humble. Set others at ease and supported them (both visibly and behind the scenes).
- 5. Used background (poor southern boy) as foil -- allowed opponents to think he didn't understand the complex issues, but then drove through openings they would unwitting leave for him



## Sample 2 (not so positive ...)

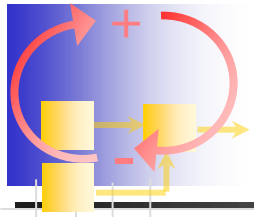
- 1. "Rich"
- 2. Better than average planning skills (had some prior project management/logistics experience)
- 3. Below average. Led by force, power, intimidation.
- 4. Arrogant, obnoxious, irritating, excessively talkative.
- 5. King of annoying buzzwords: "deep dive", "swim lane charts", "business process reviews (BPRs)", "reverse parallel test", etc.



# Typology (according to de Weck)

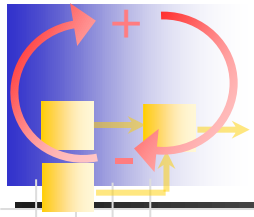
- Type 1: “The Planner”
- Type 2: “The Motivator”
- Type 3: “The Enforcer”
- Type 4: “The Hero”
- Type 5: “The Strategist”

(based on responses since 2005)



# Type 1: “The Planner”

- Code names
  - “The Gantt Chart Governor”, “The Stickler”, “Mr. Competence”, “Type A Task Master”
- Skills
  - Excellent planner, detailed Gantt charts, well organized
- Personality
  - Meticulous, correct, doesn’t like surprises, knowledgeable
- Quotes/Tactics
  - Friendly and always willing to support employees on the program. Never look to cut corners



# Type 2: “The Motivator”

- Code names

- “The salesman”, Team Builder”, “The Actor”, “Yap”, “Cheer Leader”, “Cool Guy”, “True Believer”

- Skills

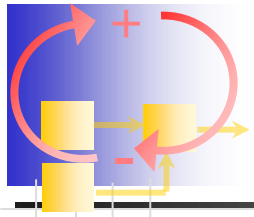
- Excellent motivator, explains project goals and vision, incentives and empowers people, sometimes less knowledgeable

- Personality

- Extrovert, good speaker, positive outlook, optimistic, does not care too much about details

- Quotes/Tactics

- “Happiness is a choice.”



# Type 3: “The Enforcer”

## ■ Code names

- “The Micro-Manager”, “Good Natured Bully”, “The Runner”, “Egotistical Bottleneck”, “The Slave Driver”, “The Hammer”

## ■ Skills

- Keeps track of detailed project status, enforces deadlines, uses incentives and/or threats to move the project forward

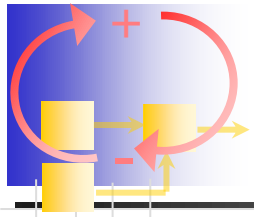
## ■ Personality

- Intense, always busy, wants complete information and control

## ■ Quotes/Tactics

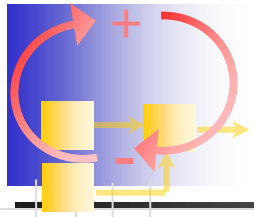
- “Are you done yet?”
- “So, what are you working on this week?”





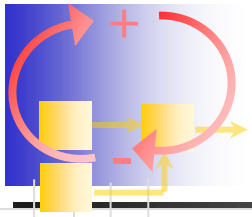
# Type 4: “The Hero”

- Code names
  - “The Hero”, “The Oil Changer”, “Cowboy”
- Skills
  - Improvisation, Can shift emphasis and focus as needed, great for adaptation, good communicator
- Personality
  - Charismatic, Intuitive, Ego-Centric, Dedicated
- Quotes/Tactics
  - “... why do you want to go home at 2:00 a.m.”?
  - “If I did not excel in a sport, it means that I did not know that it exists.”

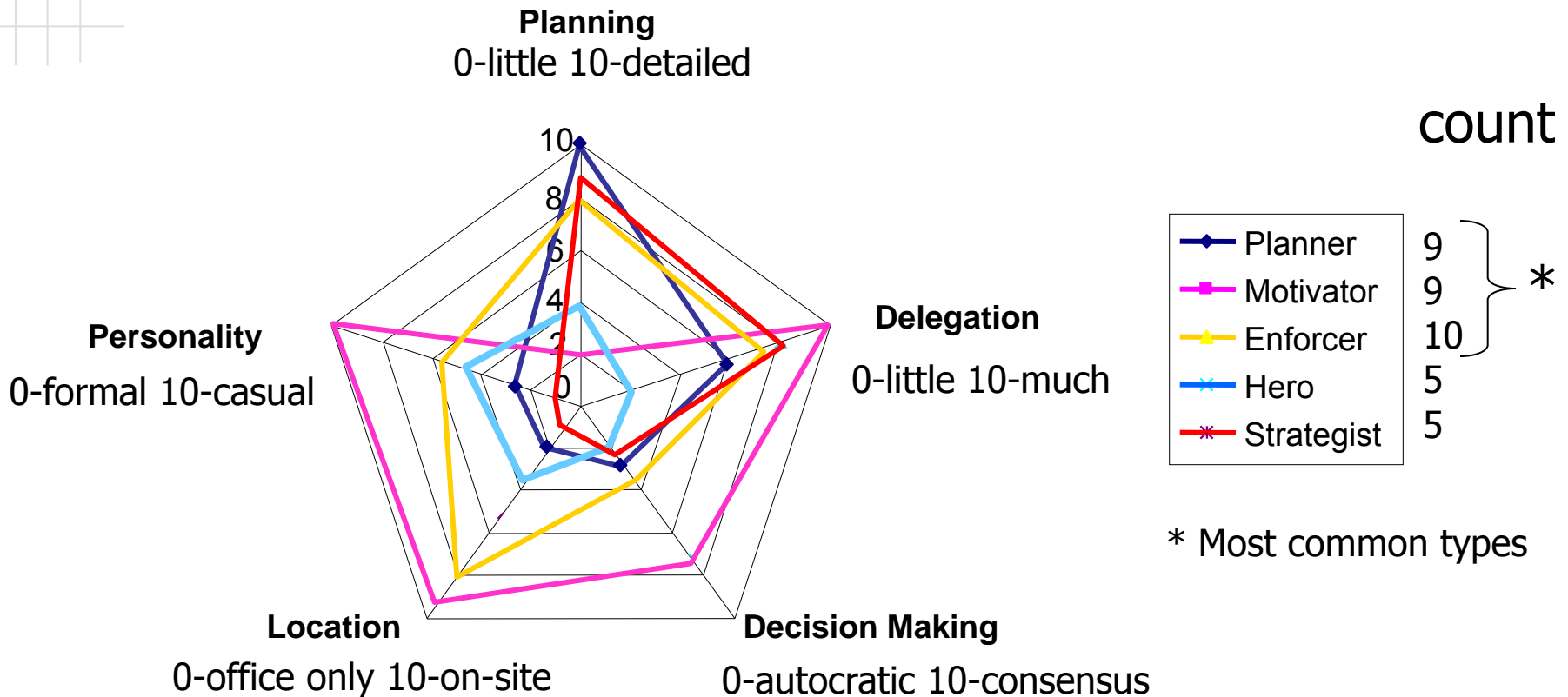


# Type 5: “Strategist”

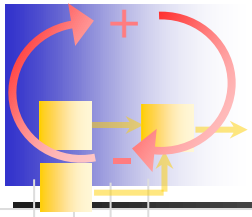
- Code names
  - “Quiet Thinker”, “Mr. Uncertainty”, “The Eagle”, “Silent Achiever”
- Skills
  - Doesn’t micromanage a project, thinks about risks/uncertainties, mitigation strategies, ...
- Personality
  - Intelligent, Forward-looking, modest, knowledgeable, experienced
- Quotes/Tactics
  - “... I'm not sure if this approach is correct, but let's try it and re-evaluate in a month or so.”



# Project Manager Taxonomy



*De Weck estimate.*



# Summary – Human Aspects of PM

- Human aspect is key to project success
- Roles of Project Manager:
  - Motivation and Inspiration: Explains constantly “why are we doing this?” - “Motion is not a substitute for direction”
  - Coordinates various efforts, sets goals, tracks progress
  - No set of methods or tools can substitute for good leadership
  - Crisis Management - “shields” team from external pressures
  - Deals with politics - obtains support from top management
  - “Balance is everything”
  - Trusts his team, Respects other opinions, Form diverse teams, Seeks consensus

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