



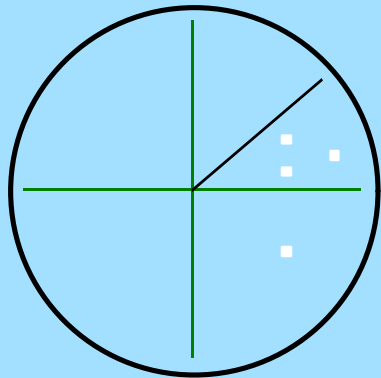
PM Personality & Skill Types

Alex S. Brown, PMP

<http://www.alexsbrown.com/>

PMI NJ Regional Symposium

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PM Personality & Skill Types

- Why Bother?
- Skills Assessment (What Color is Your Parachute?)
- Personality Types (MBTI[©])
- Putting the Skills and Personality Information to Good Use
- Getting to a Profile of Project Managers

Why Bother?

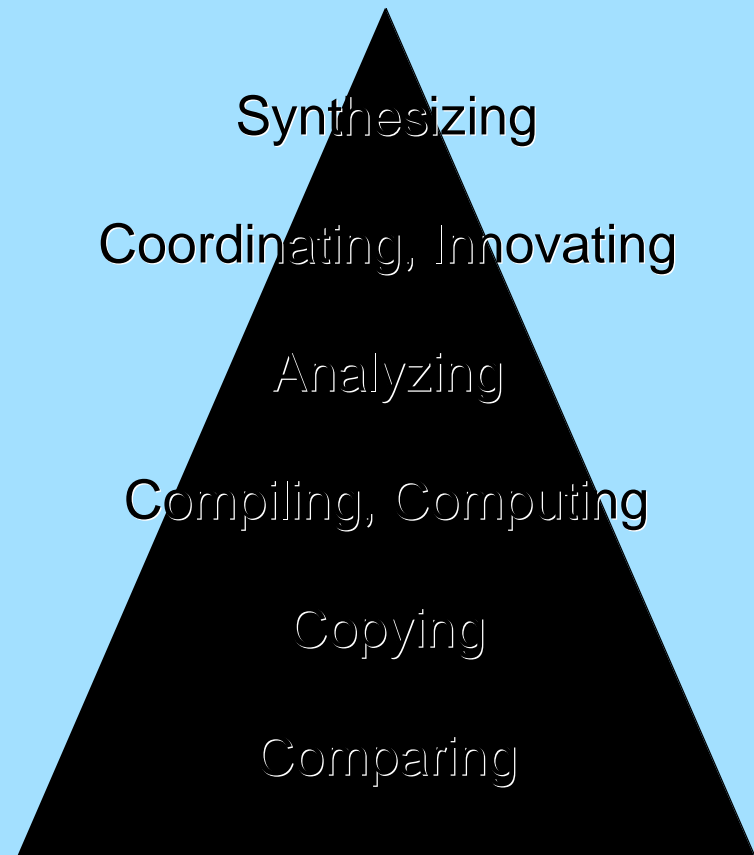
- Plentiful Resources for the Established PM
 - PMBOK
 - PM Experience and Knowledge Self-Assessment Manual
 - Books, Articles, and Classes on the Craft
- Few Resources for the POTENTIAL PM
- Answer the Question: Is This Job For Me?

Skills Assessment

- “Skills” Transfer Between Jobs
- “Analyzing numerical data” is a transferable skill, “calculating earned value” is not
- Three Hierarchies of Skills
 - Data
 - People
 - Things

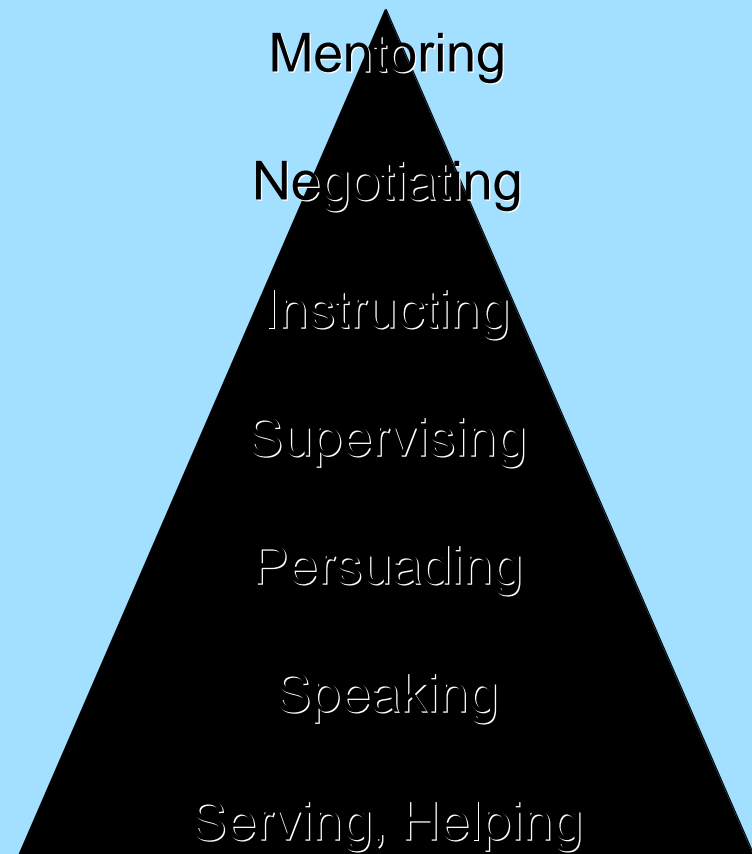
Skills with Data

- Data is PM Life-Blood
- “Analyzing” on a daily basis
- “Synthesizing” required for most projects, particularly large-scale ones
- Strive for Highest Level, Synthesizing



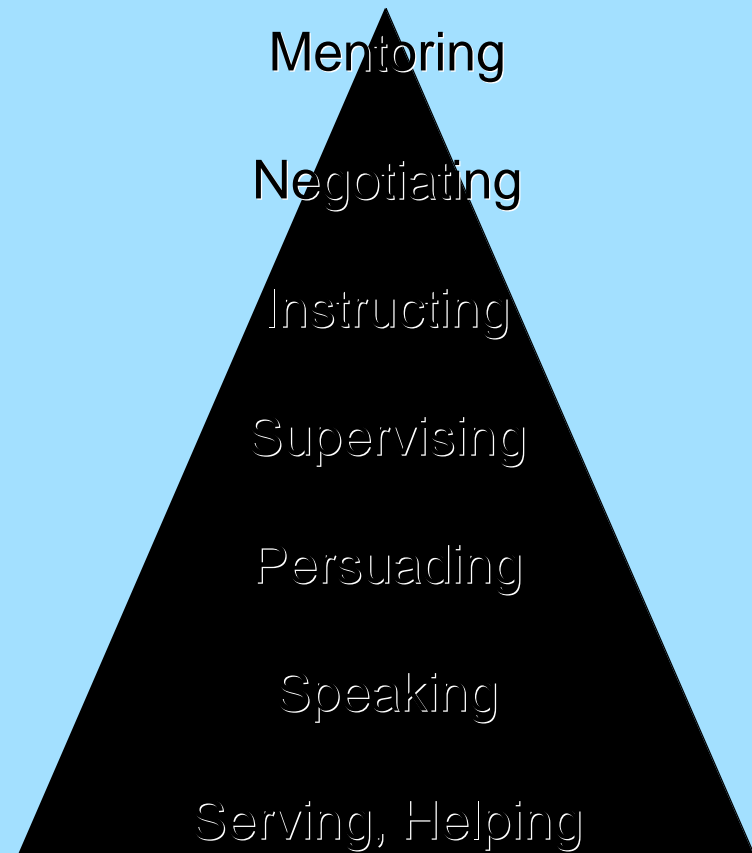
Skills with People

- Most Important Hierarchy for PMs
- Fiction: We Just Supervise
- Fact: We Negotiate
- Almost all PMs have Mentoring responsibilities
- All PMs Need the Highest People Skills to Excel



Communication Skills

- PMs Communicate 90% of the Time
 - Every People Skill, from Helping to Mentoring, Depends on Communication
 - PMs Need To Communicate Many Ways
 - Spoken, Written
 - Formal, Informal
 - One-on-One, To Groups



Skills with Things

- Least Critical Area
 - Some Industries May Require These Skills in Their PMs, but Not All
 - Not “Core” PM Skills
- Some PMs Thrive on Tools
- Best PM Tools Support People and Data Skills



Personality Types

- Meyers-Briggs Type Indicator (MBTI[®]): A Popular, Well-Known System
- Try Multiple Systems, and Use the One That Suits You Best
 - Results Should Make Sense to You
 - If MBTI is Not For You, Translate My Conclusions to Your System
 - All Systems Deal with Same Basic Issues

Four Dimensions of MBTI

- Extroverted (E) vs. Introverted (I)
- Intuition (N) vs. Sensing (S)
- Thinking (T) vs. Feeling (F)
- Perceiving (P) vs. Judging (J)
- Personality is on a Range, and MBTI Shows the **DOMINANT** Trait for Each of the Four Dimensions

Extroverted (E) vs. Introverted (I)

- PM Stereotype is Extroverted, Always Talking in Meetings, All Day Long
- PM Job Has Introverted Qualities
 - Holding a project up to ideals
 - Quiet, solitary analysis work
- Extroverts or Introverts Can Succeed
- Both Must Act “Against Type” at Times

Intuition (N) vs. Sensing (S)

- Sensing Essential for Objective, Fact-Based Work -- Especially Human Resources
- Intuition Favored by Some PMs
 - Intuitive sense of project health
 - Looking for patterns to predict project success
 - Using ideals to drive project outcome
- Extreme Personalities Can Succeed
- A Predictor of PM Conflicts over “Style”?

Thinking (T) vs. Feeling (F)

- Either Extreme Can Work
- May Drive Preferred Work Environment
 - Fact-based organizations favor Thinking types
 - Morale- and perception-focused organizations favor Feeling types
- Difficult to Determine Organization Type
 - Mixed messages in policy statements
 - Expectations of leaders often unclear

Perceiving (P) vs. Judging (J)

- Judging Is a Natural Dominant Trait for PMs: The Job Is Constant Decision Making
- Perceiving Traits Required
 - Data gathering is also constant
 - Complex decisions require full, accurate research
- More PM Conflicts: “Just Decide!” (J) vs. “We Need More Data!” (F)



Personality Type Wrap-Up

- Suspect Extroverted and Judging Are Dominant, Need Studies to Verify
- Almost Any Personality Type Can Do The Job
- MBTI Provides Clues About Preferred Management Style and Environment
- Above All Else, MBTI Shows PMs Cannot Be.....



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PMs Cannot Be Pig-Headed



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PM Personality & Skin Types

The Pig-Headed PM

- The Extrovert who meets and talks, but never sits down alone to get the plan right
- The Introvert with great ideas and analysis, but who is too shy to make the vision real
- The Judge who cannot be bothered with gathering evidence
- And so on, and so on.....



No Litmus Test for PMs

- Neither skill nor personality tests will ever predict perfectly the ideal or the worst PM
- PMs are a diverse group, with a wide range of approaches to handle complex problems
- Good News: The profession will always be diverse
- Bad News: Many will come in and out of the profession, unsure if it is for them

Individual Improvement

- Skills and Personality Assessments Spark Discussion: Great for Mentoring and Career Planning
- Improving Soft Skills Is Critical: Consider Passing Up an Earned Value Course in Favor of a Negotiating Course
- Understand Your Own Management Style and Personality

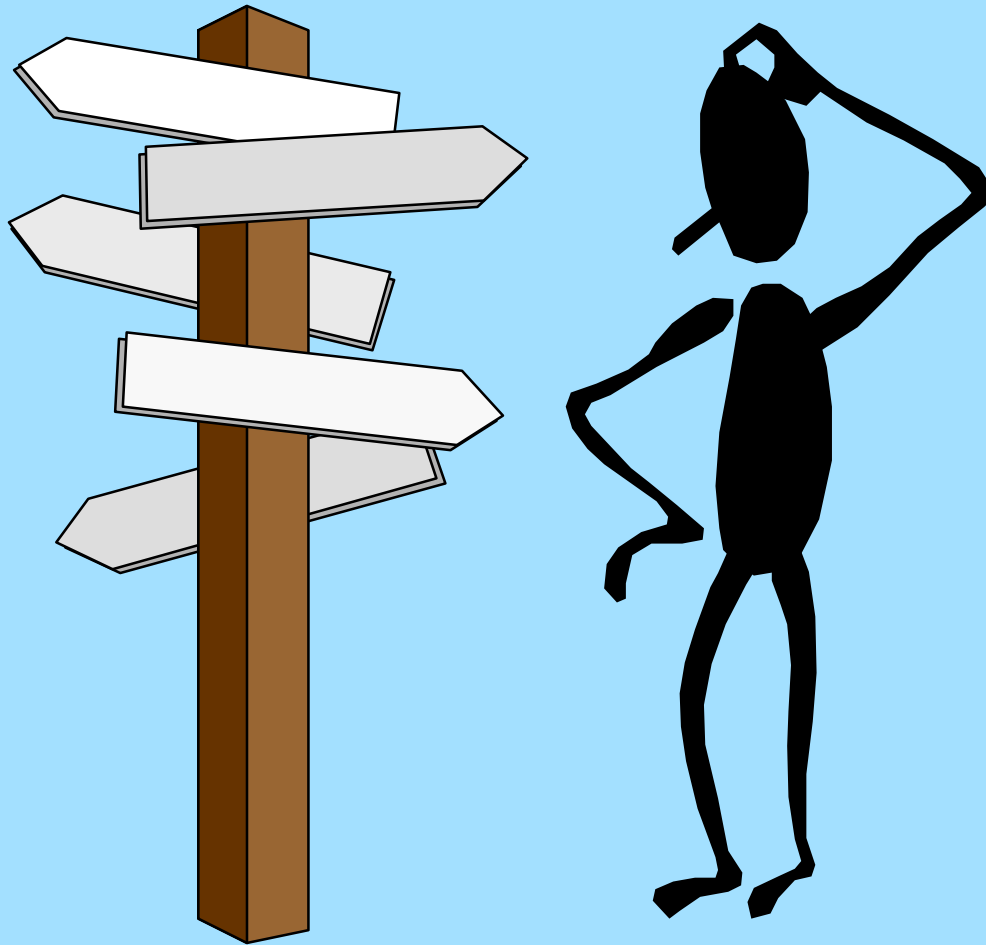


The Profession's Improvement

- More Studies: What Percentage of PMs Are Extroverts or Introverts?
- Establish Project Management As a Career Recommendation In Popular Skill and Personality Assessment Tests
- Improve Career Guidance Tools for Non-PMs Considering Joining the Profession, and Experienced PMs Considering Leaving



Questions & Answers



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