

# PROJECT TEAM AND PEOPLE MANAGEMENT

Two Part Webinar Series

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## Project Team & People Management

### > Session One

- How Individual Styles Influence Project Team Performance

### > Session Two

- How to Manage Styles to Successfully Lead a Project



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## Session One Goals

- ✓ Understand Your Style
- ✓ Understand How to Identify Your Team Members' Styles
- ✓ Understand How to Build More Effective Team Working Relationships with all Styles



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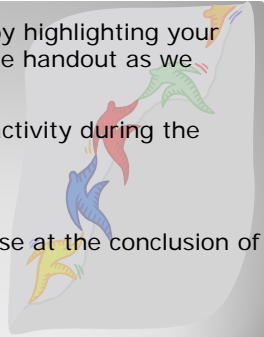
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### How to make the most of this session

- ✓ Identify your style by highlighting your characteristics on the handout as we proceed
- ✓ Participate in each activity during the webinar
- ✓ Submit questions
- ✓ Complete the exercise at the conclusion of the webinar



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## PROJECT TEAM AND PEOPLE MANAGEMENT

Session I  
How Individual Styles Influence Project Team Performance  
(What Makes People Tick, Click and Conflict)



January 25, 2011

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### Team Performance Problems

- > Some people tend to be late or deliver their work at the last minute; others rush to conclusion without considering all input
- > Some people dominate the discussion; others bring up ideas too late in the process
- > Some people get bogged down with details; others can't get past the big picture



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### Team Performance Problems

- > Some people can't make decisions because of the impact to people; others make decisions without considering the consequences to people
- > Some people appear overly flexible while others seem too rigid



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**“Everyone’s Strange But Thee and Me,  
And I’m Not So Sure About Thee!”**



*Old English Saying*

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### Style Preference



Style preferences explain important differences in:

- > Communication style
- > Information gathering and giving
- > Decision making
- > Closure – Process balance

Style preferences help you understand yourself and others to improve team relationships

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## Myers Briggs Style Preferences

**Where you focus attention and get energy**  
Extraversion (E)-----Introversion(I)

**How you prefer to take in information**  
Sensing(S)-----Intuition(N)

**How you prefer to make decisions**  
Thinking(T)-----Feeling(F)

**How you balance closure vs. process**  
Judging (J)-----Perceiving(P)

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## The Extraversion Preference

### Extraverts – Talk it Out

- > Prefer to communicate by talking
- > Think out loud; talk through ideas
- > Learn by doing or discussing
- > Have broad interests
- > Sociable and expressive
- > Readily take initiative in work and relationships



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## The Introversion Preference

### Introverts – Think it Through

- > Prefer to communicate in writing
- > Think through ideas, then talk
- > Learn best by reflection, mental practice
- > Focus in depth on their interests
- > May be seen as private and contained
- > Take the initiative when the issue is very important to them



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## Extraverts as PMs

### Strengths

- Readily engage team members in discussion of ideas
- Are accessible, get people involved
- More likely to show enthusiasm, energy
- More likely to interact with team members



### Weaknesses

- Thinking out loud can confuse team members
- May not give Introverts time for internal processing
- May act without internal reflection
- May vent emotions without considering effects on others



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## Introverts as PMs

### Strengths

- Seen as a good listener
- Think things through before acting
- Present well thought out ideas
- May appear calm and focused



### Weaknesses

- May continue to think when it is time to speak
- May be excited about project but less likely to express it
- Internal processing excludes others' input
- "Out of the Blue" decisions



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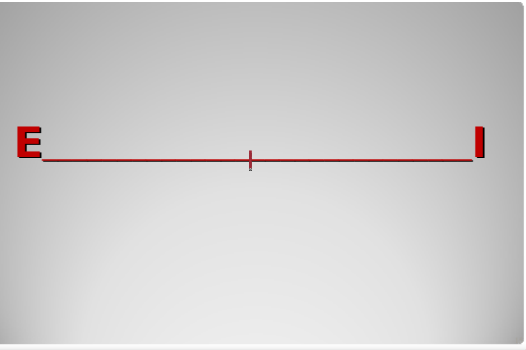
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## Extraversion - Introversion



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### Improving Communication

When dealing with an Extravert:

- > Let them talk, think out loud
- > Communicate verbally
- > Expect immediate action and reactions
- > Keep the conversation moving



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### Improving Communication

When dealing with an Introvert:

- > Ask, then listen carefully
- > Talk about one thing at a time
- > Communicate in writing in advance if possible
- > Give them adequate time to reflect
- > Don't finish their sentences



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### The Sensing Preference

#### Sensors – Specifics First

- > Focus on present realities
- > Factual and concrete
- > Focus on what is real and actual
- > Observe/remember specifics
- > Build carefully toward conclusions
- > Understand theories through practical application
- > Trust and rely on experience



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## The Intuition Preference

### Intuitives – Big Picture First

- Future orientation
- Imaginative and creative
- Look for patterns in data
- Remember specifics when they relate to a pattern
- Move quickly to a conclusion
- Want to clarify a theory before putting it into practice
- Trust inspiration



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## Sensors as PMs

### Strengths

- Give substance to visions
- See practical impacts of alternatives
- Consider all details when making decisions
- Preserve traditions in times of change
- Set doable goals with step-by-step approaches



### Weaknesses

- May fail to see interactions as part of a bigger picture
- Short term view
- Resistance to new ideas "not experienced"
- Changing too little when change is needed
- Holding onto the past
- Not recognizing the value of intuitive insights



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## Intuitives as PMs

### Strengths

- High energy to explore new ideas and offer alternatives
- Tie together facts to reach creative solutions
- Take confident action on vision for project
- Recognize potential interactive effects of project decisions
- Can persuasively present a future picture



### Weaknesses

- Proceeding confidently with insufficient data to achieve project goals
- Instituting more changes on the project before integrating previous ones
- Discounting valuable past experiences
- Avoiding the details because future possibilities are more exciting



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## Sensing - Intuition



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## Improving Information Giving

When dealing with a Sensor:

- State topic clearly
- Prepare facts and examples
- Present step-by-step information
- Stress practical applications
- Draw on past, real experiences



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## Improving Information Giving

When dealing with an Intuitive:

- Talk about the big picture and its implications
- Talk about possibilities
- Use analogies and metaphors
- Brainstorm options
- Don't overwhelm them with details



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## The Thinking Preference

### Thinkers – Logical Implications

- > Analytical / cause-and-effect reasoning
- > Solve problems with logic
- > Strive for an objective standard of truth
- > May appear to be tough-minded
- > Want everyone treated equally
- > Use impersonal language



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## The Feeling Preference

### Feelers – Impact on People

- > Empathetic / guided by personal values
- > Assess impacts of decisions on people
- > Strive for harmony
- > Compassionate
- > May be seen as tender-hearted
- > Want everyone treated as an individual



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## Feelers as PMs

### Strengths

- > Include others for input and making decisions
- > Appreciate and remember the team members' contributions
- > Look for chances to align project and team members' goals
- > Consider the impact of decisions on people



### Weaknesses

- > Put excessive energy into inclusion, consensus building, and harmony to the detriment of achieving tasks
- > Fail to confront difficult people and decisions
- > Fail to see problems in individuals even if they result in team issues



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## Thinkers as PMs

### Strengths

- Analyze problems logically
- Enjoy debating, encourage contrary opinions
- Develop clear objective rationale for decisions
- Make hard decisions in a timely way
- Willing to decide and move on



### Weaknesses

- Fail to recognize that logic does not persuade everyone
- Intellectual sparring and directness may be seen as a personal attack
- Impatience with perceived negativity
- May not consider effects on individuals when making decisions



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## Thinking - Feeling



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## Improving Decision Making

When dealing with a Feeler:

- First mention points of agreement
- Appreciate their efforts and contributions
- Recognize legitimacy of feelings
- Talk about people concerns and issues
- Smile and maintain good eye contact
- Be friendly and considerate



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## Improving Decision Making

When dealing with a Thinker:

- > Be focused and logical
- > Consider the cause and effect
- > Focus on consequences
- > Ask for what they "think" not what they "feel"
- > Appeal to their sense of fairness
- > Do not repeat yourself



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## The Judging Preference

**Judgers – Joy of Closure**

- > Scheduled
- > Organize their lives
- > Systematic
- > Methodical
- > Make short- and long-term plans
- > Like to have things decided
- > Try to avoid last-minute stress



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## The Perceiving Preference

**Perceivers – Joy of Process**

- > Spontaneous
- > Flexible
- > Casual
- > Open-ended
- > Adaptable
- > Like things loose, open to change
- > Energized by last-minute pressure



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## Judgers As PMs

### Strengths

- Set clear schedules and goals
- Develop well-organized plans for project work
- See that teams follow through and meet schedules
- Strive for closure even on difficult decisions



### Weaknesses

- Desire for closure may lead to premature decisions
- Difficulty in adjusting when project changes
- Uncomfortable dealing with ambiguity and uncertainty
- Difficulty in trusting that tasks will get done on time



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## Perceivers as PMs

### Strengths

- Open and eager to explore options with team
- Consider many options before making a decision
- Adapt project plans as changes occur
- Willing to revisit previous decisions
- Open to new information throughout project



### Weaknesses

- Difficulty in developing project plans and schedules
- Desire to collect more data or more options when budget and schedule dictate decision making
- Tendency towards last-minute decisions may frustrate team members



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## Judging - Perceiving



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### Improving Closure/Process Balance

When dealing with a Judger:

- > Be on time and be prepared
- > Come to conclusions, don't leave issues unresolved
- > Be decisive and definitive
- > Allow them to make decisions
- > Be organized and efficient



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### Improving Closure / Process Balance

When dealing with a Perceiver:

- > Expect many questions
- > Don't force them to a quick decision
- > Discuss options, be open to new information
- > Focus on the process, not the product
- > Give them choices



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### Comparison of Type Preferences in Various Professions

	E	S	T	J
US Population	50%	73%	40%	54%
Consulting Engineers	45%	51%	74%	71%
Mid- and Upper-Level Managers	52%	50%	80%	69%
Long-term Care Nursing Assistants	50%	88%	41%	81%
Male Clergy	42%	57%	31%	68%
Pharmacists	38%	74%	63%	67%
Dental Hygienists	57%	75%	43%	73%
Librarians	37%	41%	60%	60%
Life Insurance Agents	74%	83%	63%	71%
Basketball Officials	66%	97%	NA	81%
Management Consultants	58%	33%	62%	59%
Human Resource Personnel	59%	38%	61%	61%

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## Relationship Improvement Exercise

Before Session Two on 11 February 2011:

- > Identify the styles of all your current project team members using the Session One information
- > Pick one team member with whom you would most like to improve your working relationship

Answer the questions in the exercise using the Session One information

- > If you have questions about the exercise, contact Anne Smith at [anne@smithculp.com](mailto:anne@smithculp.com)

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## Relationship Improvement Exercise

- > Estimate the other person's style preferences
- > Compare those to your style preferences
- > How could the similarities or differences in style preferences be affecting your relationship?
- > How could you change your behavior to improve the relationship?
- > What actions are you willing to take?

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## Relationship Improvement Exercise

### PROJECT TEAM AND PEOPLE MANAGEMENT

#### Relationship Improvement Exercise

Extravert	Introvert
Sensor	Intuitive
Thinker	Feeler
Judger	Perceiver

My Style Is: \_\_\_\_\_

The Other Person's Style Is: \_\_\_\_\_

Similarities in Style that cause conflict or discomfort are: \_\_\_\_\_

Differences in Style that cause conflict or discomfort are: \_\_\_\_\_

Similarities in Style that support the relationship are: \_\_\_\_\_

Differences in Style that support the relationship are: \_\_\_\_\_

Actions I can take to improve the relationship are: \_\_\_\_\_

(Hint: Build on your strengths)

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## Questions?



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## Live P.E. Exam Review Courses, Spring 2011

*ASCE's live P.E. Exam Review Courses on the web will assist ASCE members and other civil engineers in preparing for the P.E. Exams. Three review courses are offered :*

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## P.E. Structural Exam

### Course Dates

Mon., Feb. 14  
Wed., Feb. 16  
Wed., Feb. 23  
Mon., Feb. 28  
Wed., Mar. 2  
Mon., Mar. 7  
Wed., Mar. 9  
Mon., Mar. 14  
Mon., Mar. 21  
Wed., Mar. 23  
Mon., Mar. 28

### Course Topics

Gravity Loads  
Lateral Loads  
Structural Analysis  
Masonry Design  
Timber Design  
Bridge Loads  
Bridge Design  
Concrete Buildings  
Prestressed Concrete  
Steel Design  
Seismic Design

For more information and registration visit [www.asce.org/perewillive](http://www.asce.org/perewillive)

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## P. E. Civil Exam Review, 12-Part Series

### Course Dates

Tue., Feb. 15  
Thur., Feb. 17  
Tue., Feb. 22  
Thur., Feb. 24  
Tue., Mar. 1  
Thur., Mar. 3  
Tue., Mar. 8  
Thur., Mar. 10  
Tue., Mar. 15  
Thur., Mar. 17  
Tue., Mar. 22  
Thur., Mar. 24

### Course Topics

Structural Analysis  
Strength of Materials  
Structural Design  
Geometric Design  
Geomechanics  
Foundations  
Hydraulics  
Hydrology  
Waste & Water Treatment  
Construction Engineering  
Construction Materials  
Cost Analysis Estimating

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## P. E. Civil Exam Review, Four Depth Sessions

### Course Dates

Tue., Mar. 29  
Wed., Mar. 30  
Thru., Mar. 31  
Fri., Apr. 1

### Course Topics

Geotechnical  
Transportation  
Water Resources  
Structures

For more information and registration visit [www.asce.org/perewillive](http://www.asce.org/perewillive)

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## P.E. Environmental Exam Review

### Course Dates

Fri., Feb. 18  
Fri., Feb. 25  
Fri., Mar. 4  
Fri., Mar. 11  
Fri., Mar. 18  
Fri., Mar. 25

### Course Topics

Air Quality  
Storm Water  
Hazardous Waste  
Waste/Water Treatment  
Environment Assessment  
Water Quality

For more information and registration visit [www.asce.org/perewiewlive](http://www.asce.org/perewiewlive)

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