Announcements

- Midterm Exam
Lecture 16

- Human behavior
- Human interactions
- Human behavior – versatility
- Working with people
Maslow’s hierarchy of needs

1. Physiological
   - Food, shelter, clothing, etc

2. Safety and security
   - Protection from danger
   - Protection from loss of a job
   - Medical protection

3. Social
   - Being able to identify with individuals
   - Belonging to groups
4. Egotistical

- Desire for name and job recognition
- Desire for status and a sense of importance

5. Self-fulfillment

- Desire to reach one’s fullest potential in creativity and self development
Golden Rule

Do unto others as you would have them do unto you

Do not do to others what you would have them avoid doing to you

Are you sure people want to be treated that way?
Platinum Rule

Do unto others as they would have you do unto them

Treat people as they wish to be treated – within reason
Human behavior

1. People are not totally unpredictable
2. People act and react in observable ways which help to define their particular behavioral style
3. We are all creatures of habit
4. People behave and respond, in social situations, in ways that meet their needs
People are always behaving!
Social style

- How assertive are you?
- How responsive are you?
- How versatile are you?
Assertiveness

- The amount and type of control a person tries to exert over another person
- The amount and type of control a person tries to exert over a situation
Assertiveness

1. It is your active, direct, and honest behavior

2. It is the way you express yourself through words and actions

3. It conveys your own sense of self-respect and the respect you feel for others
Measurement of Assertiveness

Low

Ask

High

Tell
Responsiveness

- The manner with which a person expresses emotion
- The willingness with which a person develops relationships
Responsiveness

1. How one reacts to situations, appeals, pressures, and influences
2. It is a measure of how well one handles different situations
3. It is a measure of how well one controls their emotions and/or the impressions they make on others
Measurement of Responsiveness

Low Controls       High Emotes
Behavior styles

High responsiveness - Emotes

Expressive

High Assertiveness - Tells

Amiable

Low Assertiveness - Asks

Analytic

Driver

Low responsiveness - Controls
Social styles

- **Analytic:** critical, industrious, indecisive, persistent, stuffy, serious, exacting, vigilant, righteous, systematic

- **Driver:** pushy, determined, firm, uncompromising, productive, harsh, efficient, decisive, thorough, requiring
- **Amiable:** complying, supportive, reliable, retiring, pleasant, softhearted, respectful, willing, dependent, dependable

- **Expressive:** manipulative, personable, excitable, dramatic, impatient, optimistic, undisciplined, promotional, stimulating, reacting
Behavior - analytics

- Cautious actions and decisions
- Like organization and structure
- Dislike involvement with others
- Interested in facts and details
- Has good problem solving skills
- Historical time frame
Behavior - drivers

- Swift/firm actions and decisions
- Like control, dislike inaction
- Independent, competitive
- Low tolerance for feeling, attitudes, and advice of others
- Good administrative skills
- Immediate time frame
Behavior - amiables

- Unhurried actions and decisions
- Like to relate, dislike conflict
- Work slowly and cohesively with others
- Good listener and support gatherer
- Good counseling skills
- Current time frame
Behavior - expressives

- Spontaneous actions and decisions
- Like involvement, dislike being alone
- Dreamer and seller of ideas
- Dislike routine
- Good persuasive skills
- Future time frame
Mild conflict

Analytics
Slow Task

Drivers
Fast Task

Amiables
Slow People

Expressives
Fast People
Serious conflict

Analytics
Slow Task

Drivers
Fast Task

Amiables
Slow People

Expressives
Fast People
Versatility

- Your ability to adapt or modify your own social style or behavior patterns when interacting with other people
Stress

- The analytic withdraws
- The driver dictates
- The amiable submits
- The expressive attacks
Working with analytics

- Try to support their organized and thoughtful approaches to solutions. Support them with actions rather than with words or personal opinions.

- Be organized and well prepared when working with them. Be prepared to discuss the advantages, and the disadvantages of any alternate problem resolutions.
- Analytics like things in writing
- Analytics like guarantees that their actions will not fail
- Give them time to verify your ideas and suggestions. Don’t rush or force the decision making process
Working with drivers

- Try to support their goals and objectives. Give them recognition for their ideas.
- Avoid establishing personal relationships with them
- Avoid telling them what to do. Ask questions which will help them make their decisions
- When you have a disagreement, argue with the facts and not your personal feelings
- When trying to influence decisions, use risk analysis and facts to support alternative solutions
- Be well organized, efficient, and precise when working with a driver
Working with amiables

- Try to support their feelings and dreams
- Make them feel that you are interested in them as a person
  - Be an active listener
  - Take time to listen to their stories
- Try and get them to express their true feelings, needs, and ideas rather than what they think you want to hear
Do not debate them with facts and/or logic. Discuss instead personal opinions and feelings.

Be informal and don’t rush the decision making process.

Try and provide them guarantees that their actions will not place them at risk.
Working with expressives

- Get them to talk about opinions, ideas, and dreams. Try to support them
- Don’t hurry any discussion
- Try not to argue with them
- Put all agreements in writing
- Get the details on who, what, when, where, and how on all agreements
Use testimonials from people important to them in order to help obtain favorable decisions
Dealing with People You Can’t Stand
– Brinkman and Kirschner
Brinkman and Kirschner Intent

Task Focus

Normal
Not Met

Driver

Controlling

Aggressive

Attention
Getting

Expressive

People Focus

Get it Right
Get Along

Get It Done
Get Appreciated

Analytic

Perfectionist

Passive

Approval Seeking

Amiable
Driver - Intent

“Get it done” not met

- **Tank** – rips people apart, runs over people
- **Sniper** – uses embarrassment and humiliation
- **Know it All** – uses domination, finding faults, disallows opposing views
Get it Right

- Whiner
- Normal
- Not Met
- Driver
- Aggressive
- Expressive
- People Focus
- Task Focus

- Analytic
- No Person
- Perfectionist
- Nothing Person
- Passive
Analytics - Intent
“Get it right” not met

- Whiner – constant complaints, sense of helplessness, nothing is going right
- No person – it won’t work, sense of hopelessness
- Nothing person – fine! Do it your way. I have nothing to say on the matter
Amiables - Intent

“Get along” not met

- Yes person – whatever you say is fine with me
- Maybe person – afraid to make a wrong decision. Therefore puts off making any decisions
- Nothing person – shy, timid, uncomfortable, and uncertain. Best to say nothing at all
Expressives – Intent

“Get appreciated” not met

- **Grenade** – the adult temper tantrum
- **Friendly sniper** – sniping is a fun way to gain attention
- **Think they know it all** – use exaggeration, half truths, useless advice to help again attention
Tips

- Some helpful suggestions from DeMarco and Lister’s book Peopleware: Productive Projects and Teams
There are a million ways to lose a work day, but not even a single way to get one back.
Team formation environment

1. Make a cult of quality
2. Provide lots of satisfying closure
3. Build a sense of eliteness
4. Allow and encourage heterogeneity
5. Preserve and protect successful teams
6. Provide strategic but not tactical direction
Teamicide environment

1. Defensive management
2. Bureaucracy
3. Physical separation
4. Fragmentation of people’s time
5. Quality reduction of the product
6. Phony deadlines
7. Clique control
8. Those damn posters and plaques
9. Overtime
Dinosaur Brains

“The Dinosaur Brain is our source of instructions for handling instincts and emotions as old as the dinosaurs: aggression and anger, mating and sexual attraction, territoriality and fear, social hierarchy and loyalty.”

– Bernstein and Rozen
When the Dinosaur Brain gets in the way of rational, organized, businesslike thinking, the result can be trying to reason with a lizard.

– Bernstein and Rozen
Lizard Logic Rules

1. Get It Now! Impulsiveness

- Reptiles can’t wait
- Immediate time frame
- Short term thinking
- Highly emotional
2. Fight, Run, or Freeze

They respond to threats or aggression by

- Fighting back
- Running away
- Becoming unable to think or function
3. Be Dominant! Hierarchies, Dominance, and Power Struggles

- They love social hierarchies
- They want to be top dinosaur
- They tend to be aggressive with unbridled competitiveness
4. Defend the Territory! Power and Empire-building

- Dinosaurs seek, acquire, guard, and defend their turf
- It can be a cultural issue
5. Get the Mate! Office Romances

- When lizards see an attractive member of the opposite sex, they immediately behave in courtship patterns instead of paying attention to business.
6. If It Hurts, Hiss! Complaining and Placing Blame

- Dinosaurs believe that they are never the source of their troubles. Therefore, when something goes wrong they:
  - Complain
  - Blame
7. Like me Good; Not Like Me, Bad

- Dinosaurs always divide the world into good and evil
Management ideas from the book

The Art of Managing People
Hunsaker and Alessandra
1. Learn the art of questioning
2. Learn how to become an active listener
3. Learn how to project the appropriate image
4. Learn how to communicate effectively through voice tones
5. Learn how to read and use body language effectively
6. Be aware that spatial arrangements are important
7. Learn how to use your time effectively
8. Learn how to use feedback effectively
Out at Five

“The average person is only mentally productive a few hours a day no matter how many hours are worked. To get the best work out of your employees, make sure they leave work by five o’clock”

- Scott Adams
Some wisdom from Tom DeMarco’s *The Deadline*

- **Four essentials of good management**
  1. Get the right people
  2. Match them to the right jobs
  3. Keep them motivated
  4. Help their teams to jell and stay jelled

*(the rest is administrivia)*
Safety and change

- People can’t embrace change unless they feel safe
- Change is essential to all success in project work
- A lack of safety makes people risk averse
- Avoiding risk is fatal, since it causes you to miss out on the associated benefit as well
Manager’s essential body parts

- Management involves heart, gut, soul, and nose
  - Lead with the heart
  - Trust your gut (trust your hunches)
  - Build soul into the organization
  - Develop a nose for bullshit
Playing defense

1. Cut your losses
2. You can improve overall performance more by containing your failures than by optimizing your successes
3. Be aggressive about canceling failed efforts early
   - Sunk cost fallacy
4. Think of a jelled team – ready and willing to take on a new effort – as one of the project deliverables

5. A day lost at the beginning of a project hurts just as much as a day lost at the end
Process and process improvement

1. Good process and continually improving process are admirable goals.

2. They are also very natural goals: good technical workers will focus on them whether you tell them to or not.

3. A project can hope to gain enough from a single well-chosen method improvement to repay the time and money invested in the change.
Effects of pressure

1. People under pressure don’t think any faster
2. Extended overtime is a productivity reduction tactic
3. Short bursts of pressure and even overtime may be a useful tactic as they focus people and increase the sense that the work is important
   - Extended pressure is always a mistake
Conflict

- Building and installing systems is particularly conflict prone
- Conflict deserves respect. Conflict is not a sign of unprofessional behavior
- Remember: everyone is on the same side; the problem is on the other side
Questions?