Personality Types

SWEN-261
Introduction to Software Engineering
Department of Software Engineering
Rochester Institute of Technology

ISTJ
‘Doing what should be done’
-Inspector-

ISFJ
‘A High Sense of Duty’
-Protector-

INFJ
‘An inspiration to others’
-Counsellor-

INTJ
‘Everything can be improved’
-Mastermind-

ISTP
‘Try anything once’
-Crafter-

ISFP
‘Sees much, shares little’
-Composer-

INFP
‘Noble service to society’
-Healer-

INTP
‘Love to solve problems’
-Architect-

ESTP
‘The ultimate realist’
-Promoter-

ESFP
‘You only live once’
-Performer-

ENFP
‘Give life an extra squeeze’
-Champion-

ENTP
‘One exciting challenge after another’
-Inventor-

ESTJ
‘Love to administer’
-Supervisor-

ESFJ
‘Love to be the host for everyone’
-Provider-

ENFJ
‘Smooth talking persuader’
-Teacher-

ENTJ
‘Life’s natural Leaders’
-Field Marshall-

https://toughnickel.com/business/Top-Effective-Leadership-Skills-3-Leadership-Styles
© Mohan Kumar 2012
Each person brings an individual perspective and personality to the project team.

- These differences can maximize the potential of the team, but also can be a source of tension.
- Every team member has to accept that there are different ways to approach work.
  - *None are right or wrong, or good or bad.*
  - *Some may be better suited for certain tasks than others.*

- Study of personality theory can provide insight for how to make a team more effective and reduce tension.
Personalities, like fingerprints, are unique, but also like fingerprints, have recognizable patterns.

- Most work in personality typing has its roots in the work of psychologist Carl Jung.
- These personality types describe typical or habitual patterns and not fixed and unbreakable behaviors.
  - *Which do I do first?*
  - *Which is most comfortable or reliable for me?*
- Jung's theory was brought to an operational level by Katherine Briggs and Isabel Briggs Myers.
The Myers-Briggs Type Indicator® defines a personality type on four dimensions.
The most pervasive personality dimension is where you get your source of energy.

- **Internal (Introversion) vs. External (Extraversion)**
- Extraverted minds look outside for motivation to act, change, or interact.
- Introverted minds look for internal thoughts and ideas.

**Coming up with new ideas**
- *Extravert* – lively brainstorming session
- *Introvert* – individually working through ideas and reflecting over time
How you prefer to gather information is a second personality dimension.

- Direct observation (**Sensing**) vs. association of ideas, sixth sense (**Intuition**)
- Sensing prefers direct experimentation, action plans, practical application
- Intuition prefers goals, models, possibilities
- Deciding on a technology to use
  - **Sensing** – *what have others used and have they been successful*
  - **Intuition** – *this new technology seems good*
The third personality dimension is how you decide on the meaning and importance of information.

- Analytic, cause-and-effect (Thinking) vs. value-oriented, idealistic (Feeling)
- Thinking prefers logical arguments, questioning the veracity of the information
- Feeling prefers values, examining impacts on individuals
- Deciding to outsource some project work
  - Thinking – which will be less expensive and faster
  - Feeling – which will keep the team more motivated
The final personality dimension is based on how you relate to the external world.

- **Judgment vs. Perception**
- A Judging preference focuses on deadlines, task completion, making decisions
- A Perceiving preference focuses on adaptability, open to new opportunities

Discussion during sprint retrospective
- **Judgment** – *Did we clear the sprint backlog? How can we make better task estimates?*
- **Perception** – *What new ideas did we uncover for the product?*
An appreciation for different personalities is needed.

- Whether one personality theory or another is correct is not the main point.
- A personality model provides insight into the different preferences we each have for approaching our work and interacting with others.
- Your team is composed of different people which will make it a stronger team.