



# Which Animal in the PM Zoo Are You?

## Exploring Social Styles in Project Management

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**IPMA**  
international  
project  
management  
association

# About Our Presenter

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President: IPMA-USA

CEO: ProjectExperts

USA Representative: IPMA  
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PM Practitioner and  
Consultant since 1970



# Topics Addressed

## Which Animal in the Zoo Are You?

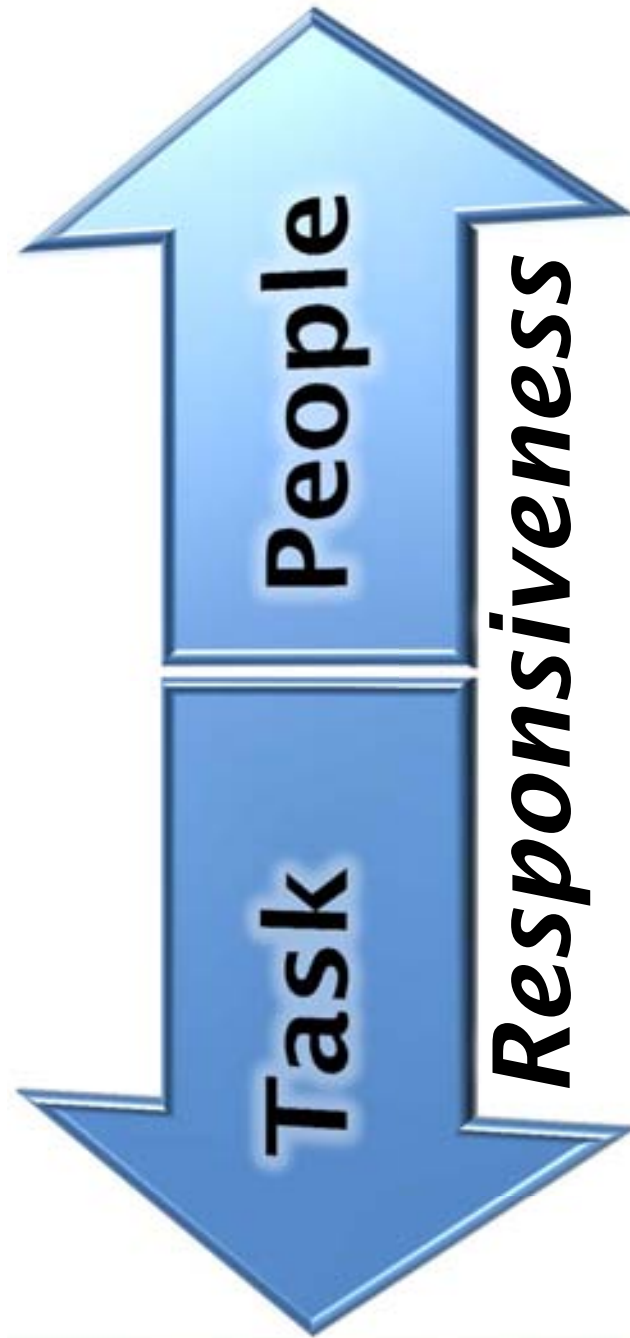
- ◆ Dimensions of Social Style
- ◆ Relating Zoo Animals to Classic Social Styles
- ◆ Distinguishing the "Gee Whiz" from the "So What"
- ◆ Analyzing the Project Strengths of Each Style
- ◆ What Makes the Best Project Teams?
- ◆ Opposing Styles; Unique PM Profiles
- ◆ Social Styles Uses Beyond the Zoo

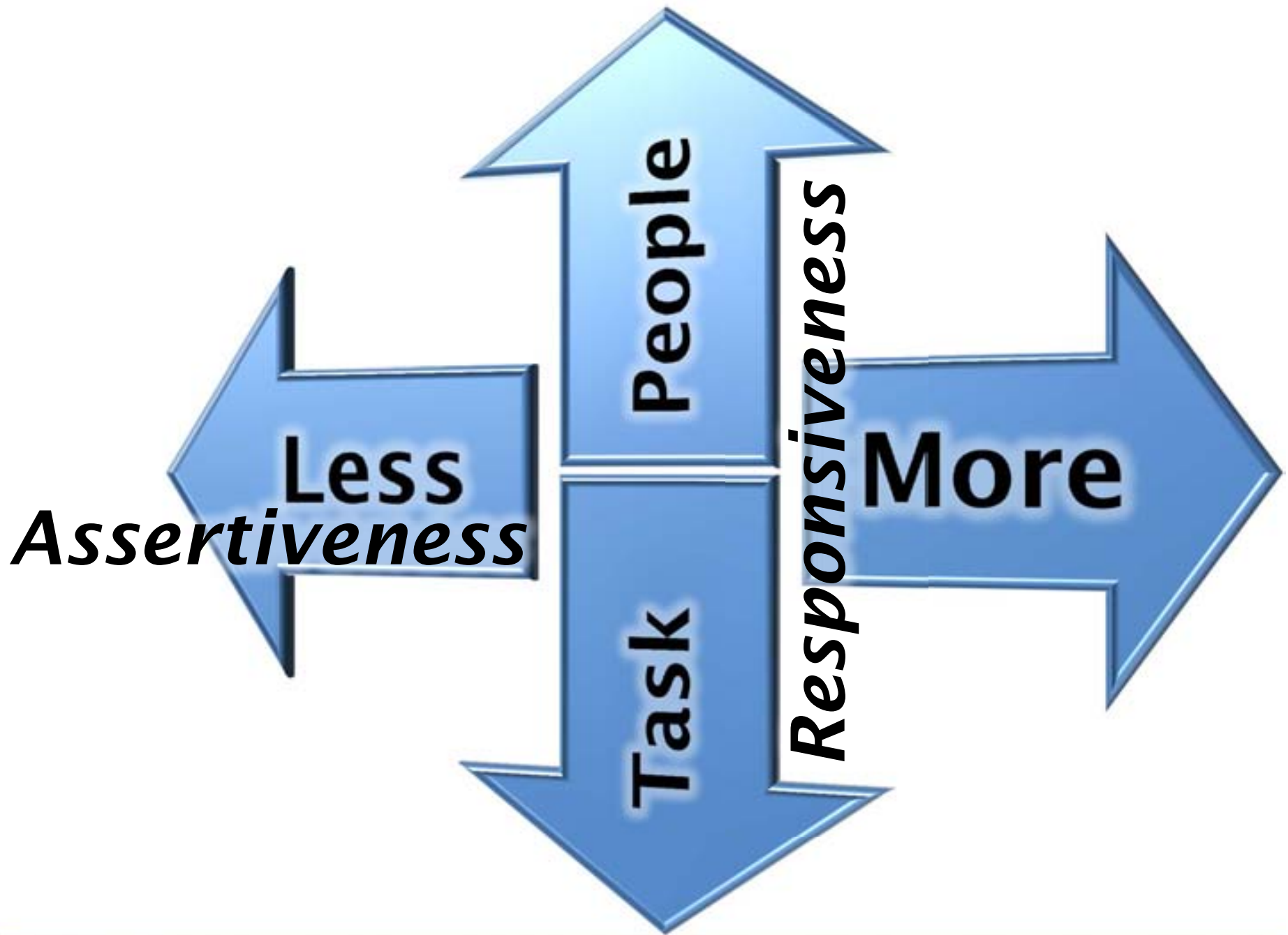
# PM and the Social Animal

## Social (or Behavioral) Style Background

- ◆ History
- ◆ Self-perception of style
- ◆ Tends Not to Change
- ◆ The key to interactions in projects

*... dimensions covered*





# Which Animal In The Zoo?



**Style Tendencies**  
Determined, Objective,  
Independent,  
Candid, Decisive,  
Pragmatic

***High Task, High Assertiveness: Driver***

# Which Animal In The Zoo?



***High Task, High Assertiveness: Driver***



# Which Animal In The Zoo?



**Style Tendencies**  
Enthusiastic, Imaginative, Outgoing, Persuasive, Spontaneous, Fun-loving

***High “People”, High Assertive: Expressive***

# Which Animal In The Zoo?



***High “People”, High Assertive: Expressive***

# Which Animal In The Zoo?



**Style**

**Tendencies**

Supportive,  
Easy-going,  
Diplomatic,  
Cooperative,  
Loyal, Patient

***High “People”, Low Assertive: Amiable***

# Which Animal In The Zoo?



***High “People”, Low Assertive: Amiable***

# Which Animal In The Zoo?



**Style Tendencies**  
Precise, Systematic, Thorough, logical, Serious, Prudent

***High Task, Low Assertive: Analyst***

# Which Animal In The Zoo?



***High Task, Low Assertive: Analyst***

# Social Style "Scripts"

**Amiable**

**Expressive**

**Analytical**

**Driver**



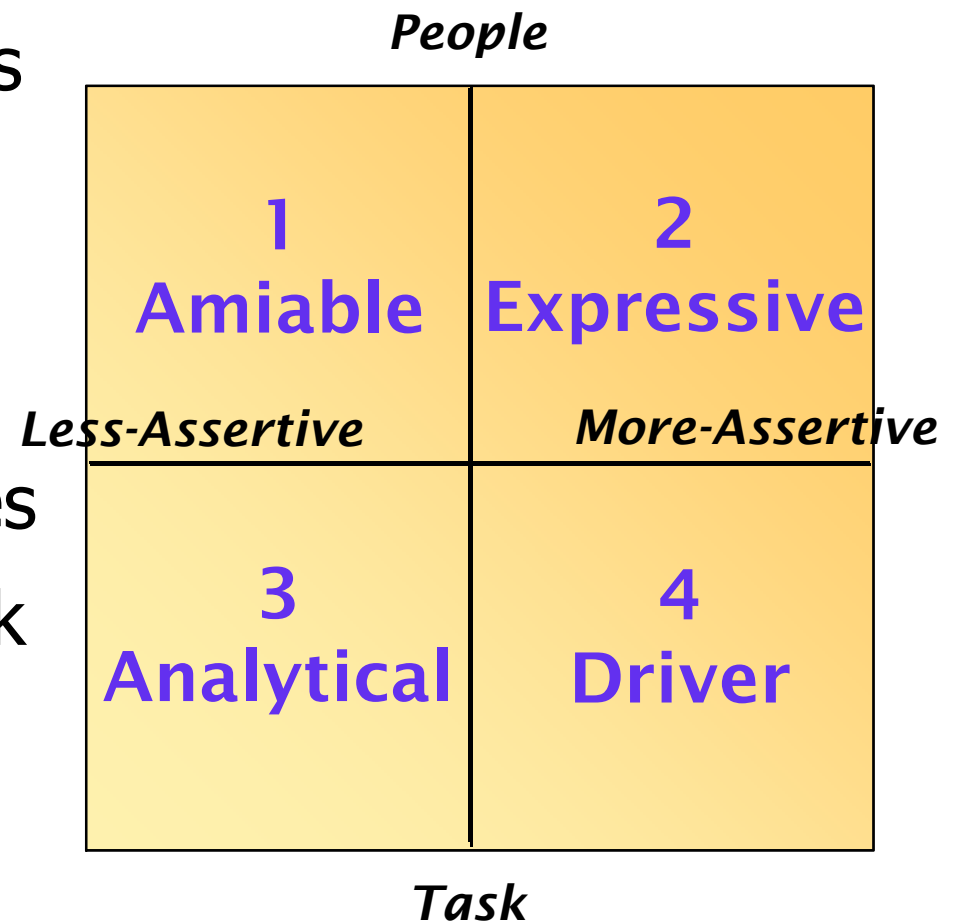
# So What?



# Some Project Applications

Which Social Style(s) might be best suited to ...

- a. Maintain Project Metrics
- b. Sell a Project Budget
- c. Develop Customer Rapport
- d. Produce Good Estimates
- e. Keep a Project On Track
- f. Consult in a PMO  
(Project Mgmt Office)



# Some Project Applications

## Which Social Style(s) ... *Sample Answers*

- a. Maintain Project Metrics
- b. Sell a Project Budget
- c. Develop Customer Rapport
- d. Produce Good Estimates
- e. Keep a Project On Track
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		<i>People</i>	
		c	b
		1	2
		Amiable	Expressive
		f	f
<i>Less-Assertive</i>			<i>More-Assertive</i>
		f	f
		3	4
		Analytical	Driver
		a d	e b
		<i>Task</i>	

# What Makes the Best Teams?

For the examples that follow, what % success rate do you think each combination achieved?

25%

50%

75%

100%

?



*Basis: a Doctoral Dissertation  
at NC State University, USA*



**all People-oriented**  
**a. 25%, b. 50%, c. 75%, d. 100%?**

**all Task-oriented**  
**a. 25%, b. 50%, c. 75%, d. 100%?**





**all Less-Assertive**  
**a. 25%, b. 50%,**  
**c. 75%, d. 100%?**

# Why Does This Matter?

Successful Projects depend on the *many-to-many* relationships between team members.

*Most project interactions* (structuring, assigning, estimating, scheduling, tracking, controlling, reporting, closing, & benefits realization) *are based on interpersonal interactions, and behavioral styles.*

Social Competences are **prerequisites** for the highest-performing project managers and teams.

# Working Through Diversity

- ◆ Disadvantages of working with opposites
- ◆ Advantages of working with opposites
- ◆ Disadvantages of working with similar styles



***What bothers you most about people with the style diagonally opposite of yours?***

**Amiable**

Supportive, easy-going, diplomatic, cooperative, loyal, patient

**Expressive**

Enthusiastic, imaginative, persuasive, spontaneous, outgoing, fun-loving

**Analytical**

Precise, systematic, logical, thorough, serious, prudent

**Driver**

Determined, objective, independent, candid, decisive, pragmatic

# Am I Stuck With My Style?

If PMs are Social Animals, I want to try a different style—those others have more fun!

- ◆ Success with any style ... emphasize strengths
- ◆ Preferred script; we have all styles
- ◆ Flexing outside preferred style adds ***STRESS***
- ◆ Some act out different styles in different settings

# Extreme Animals In The Zoo



# Extreme Animals In The Zoo



# Styles Uses Beyond the Zoo



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- ◆ Teambuilding
- ◆ Conflict Management
- ◆ Targeting Presentations

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- ◆ Teambuilding
- ◆ Conflict Management
- ◆ Targeting Presentations
- ◆ Improving Delegation
- ◆ Sales Training
- ◆ Cross-cultural Acceptance

**A variety of styles instruments, from popular commercial products, to free.**

# *Summary:* PM and the Zoo





## ***Summary: PM and the Zoo***

- ◆ It takes a team to fill the project zoo
- ◆ Add those who differ, not more of the same
- ◆ Flex to improve how you relate to others
- ◆ Explore your styles in other venues
- ◆ Practice PM as Zoo-keeper
- ◆ Add *Considered Behavior* as a competence
- ◆ Improve PM Performance for Social and less-Social Animals

# Questions or Comments?

## Contact Information

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