

**“LEADERSHIP IS ABOUT  
INSPIRING PEOPLE TO  
DO THINGS THEY NEVER  
THOUGHT THEY COULD”**

**Steve Jobs**



MANAGEMENT ESSENTIALS  
FOR PHYSICISTS

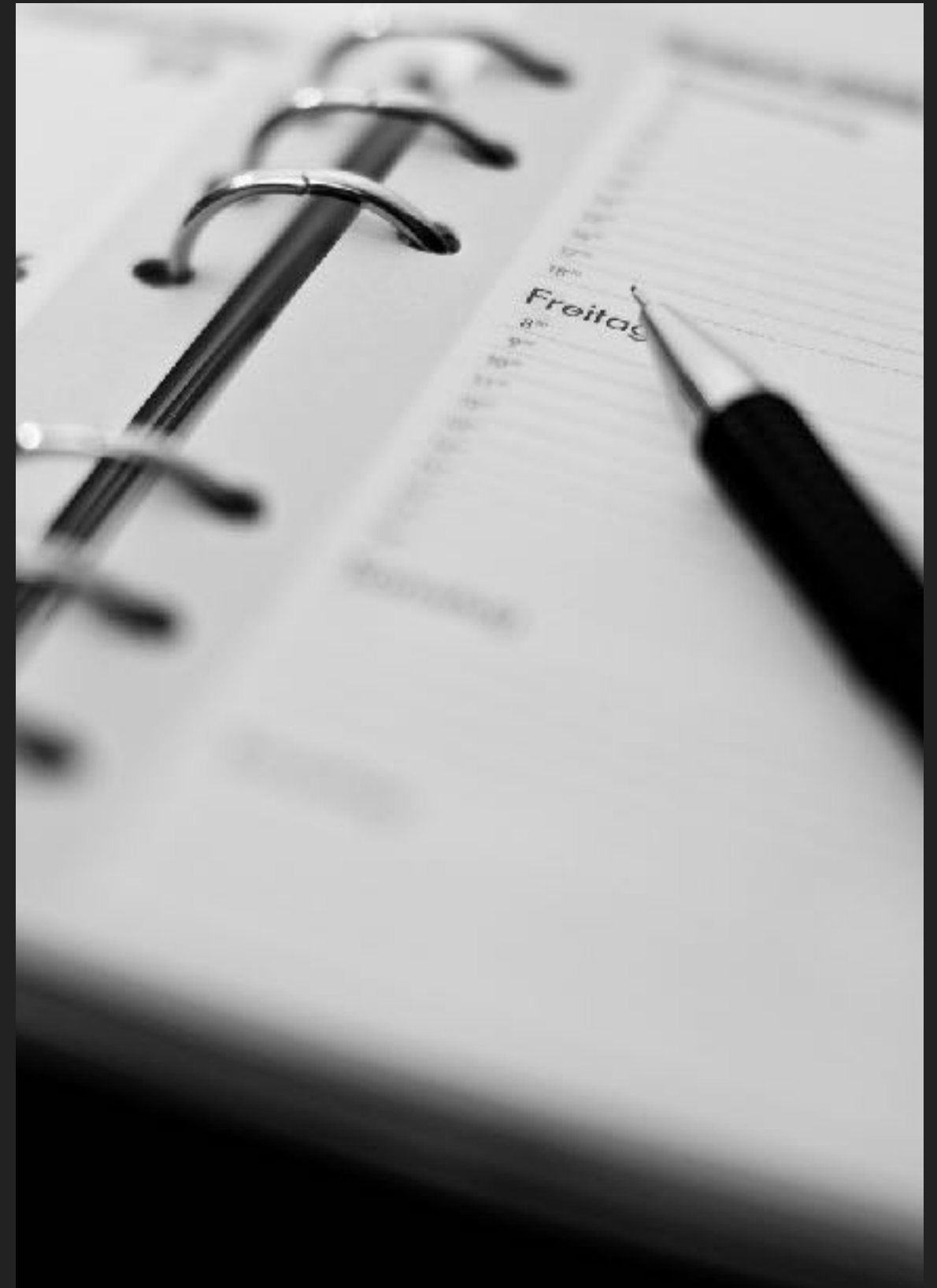
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# EPISODE 2: PEOPLE MANAGEMENT

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# TODAYS AGENDA

- ▶ A brief history of HR/people management
- ▶ Personality types: we are all different
- ▶ Getting to Yes: Negotiating Agreement Without Giving In
- ▶ Handling difficulties together: how to give effective feedback
- ▶ Tips & tricks



**WARNING:  
HIGHLY NON SCIENTIFIC  
CONTENT AHEAD**

**(YOU CAN STILL LEAVE THE ROOM...)**



### A FEW MILESTONES IN HR/PEOPLE MANAGEMENT

- ▶ Ancient China: first written HR practices and basic HR processes to organise small teams
- ▶ 1532: Machiavelli writes "The Prince", first people management book covering rewarding, incentives, etc.
- ▶ 18th century industrial revolution: right staffing and education for large teams
- ▶ Early 20th century: globalisation and productivity increases
- ▶ Modern era: focus on employee engagement and leadership



# THE MYERS-BRIGGS TYPES

- ▶ WWII: Katharine Briggs and her daughter, Isabel Myers developed their Type Indicator (MBTI) based on Jung's work
- ▶ Based on **four dichotomies**:
  - ▶ Attitude: Extroversion/Introversion
  - ▶ Lifestyle preferences: Judging/Perception
  - ▶ Information gathering (perceiving): Sensing/iNtuition
  - ▶ Decision making (judging): Thinking/Feeling
- ▶ Mainly **proprietary** (hum...) framework, but open source alternative exists
- ▶ **Controversial** in academic psychology (where the Big Five Personalities test is preferred), but widely used in business context (vast majority of Fortune 500) and others (US Military)
- ▶ Take the (open source) test:  
<http://personality-testing.info/tests/OEJTS/>





## FOR THOSE WHO FEEL BETTER WITH EXAMPLES...

<b>ISTJ</b>  <b>Owen Lars</b> <b>The Inspector</b> Responsible, loyal, and hard working. Have an acute sense of right and wrong and work to preserve established norms and traditions. Somewhat reserved and prefer to work alone, but can make great team members if the need arises. Characterized by the ability to work hard and make sacrifices to keep society running smoothly.	<b>ISFJ</b>  <b>C-3PO</b> <b>The Protector</b> Traditional, loyal, quiet, and kind. Extremely intuitive about people and sensitive to others' needs. Often fear change and try hard to maintain peace and order. Tend to serve behind the scenes without seeking recognition. Like routine and possess excellent follow-through skills. Characterized by the ability to identify the needs of others and meet them selflessly.	<b>INFJ</b>  <b>Obi-Wan Kenobi</b> <b>The Counselor</b> Introspective, caring, sensitive, and complex. Strive for peace and seek to develop and guide others. Value self-control and the pursuit of the greater good. Live their lives with a great purpose, and devoted to the causes they believe in. Characterized by the ability to connect with the essence of others and to identify their strengths.	<b>INTJ</b>  <b>Palpatine</b> <b>The Mastermind</b> Objective, independent, thorough, and adaptable, with well-developed powers of concentration. Natural leaders who strive for perfection. Talented in bringing ideas from conception to reality. Expect perfection from themselves as well as others. Characterized by their desire to produce mastery and achievement that reflects their brilliance.
<b>ISTP</b>  <b>Chewbacca</b> <b>The Crafter</b> Independent and adventurous, yet quiet and reserved. Interested in how and why things work. Adaptable and spontaneous. Likes to live in the moment. Loyal to their peers and to their internal value systems, but not overly concerned with respecting rules if they get in the way. Characterized by their ability to get things done.	<b>ISFP</b>  <b>Bail Organa</b> <b>The Artist</b> Quiet, serious, sensitive, and kind. Loyal and faithful, dislikes conflict. Have a keen appreciation for beauty due to their highly developed senses. Likely to be original and creative. Highly affectionate, but can be difficult to get to know. Live in the present and yearn for freedom. Characterized by their desire to help and contribute to the well-being of others.	<b>INFP</b>  <b>Luke Skywalker</b> <b>The Idealist</b> Introspective, private, creative, and highly idealistic. Driven by their values, and interested in helping people and serving humanity. Adaptable and laid-back unless a strongly-held value is threatened. Imaginative, often talented in language and writing. Characterized by their ability to be present with another person on a deep level.	<b>INTP</b>  <b>Yoda</b> <b>The Architect</b> Logical, original, reserved, and curious. Focus on ideas, theories, and explanations. Have a calm, serious exterior, but a deeply passionate soul. Appreciate and respect intelligence in others. Have a strong ability to stay on task. Characterized by their ability to design sophisticated systems and theories that improve the lives of others.
<b>ESTP</b>  <b>Han Solo</b> <b>The Promoter</b> Friendly, adaptable, and action-oriented "doers" who are focused on immediate results. Think on their feet and thrive in crises. Internal risk-takers who live fast-paced lives. Never allow rules to get in the way of their ambitions. Straightforward and realistic, take criticism well. Characterized by their ability to get things done and work well with others.	<b>ESFP</b>  <b>Wicket</b> <b>The Performer</b> Outgoing, friendly, and fun-loving. Likely to be the center of attention in social situations. Love new experiences and live for the moment. Adapt readily to new people and environments, can get bored easily. Enjoy material comforts and want the best of what life has to offer. Characterized by their ability to create positive experiences for others.	<b>ENFP</b>  <b>Qui-Gon Jinn</b> <b>The Champion</b> Enthusiastic, idealistic, inspiring, and creative. Actively advocate for what they feel to be important, attracting others to their causes with excellent people skills, warmth, and positivity. Excited by new ideas but tend to get bored with details. Characterized by their ability to inspire and motivate others with their enthusiasm and passion for life.	<b>ENTP</b>  <b>R2-D2</b> <b>The Inventor</b> Quick, innovative, curious, and resourceful. Excellent ability to understand concepts and apply logic to find solutions. Introspective and carefree nonconformists who are bored by routine. Thrive at finding crafty solutions to technical problems. Characterized by their ability to pursue and succeed at any risk-taking venture.
<b>ESTJ</b>  <b>Darth Vader</b> <b>The Supervisor</b> Practical, realistic, organized, and strategic. Possess natural leadership qualities. Strict boundary setters who take personal responsibility very seriously. Intensely focused on getting results and seek ways to do so in the most efficient way possible. Characterized by their ability to preserve traditions and provide security for their loved ones.	<b>ESFJ</b>  <b>Jer Jar Binks</b> <b>The Provider</b> Warmhearted, conscientious, and popular. Tend to put the needs of others over their own needs. Sensitive to criticism and need positive reinforcement to feel good about themselves. Supportive and generous, can sometimes come across as overbearing due to their capacity for empathy. Characterized by their genuine concern for others, which drives everything they do.	<b>ENFJ</b>  <b>Padme Amidala</b> <b>The Giver</b> Warm, empathetic, and charismatic with excellent people skills. Highly sensitive to the emotions and needs of others. Likely to find hidden potential in others and strive to help them fulfill it. Take their obligations to others very seriously. Characterized by their ability to help develop others, and making a lasting difference in people's lives.	<b>ENTJ</b>  <b>Leia Organa</b> <b>The Executive</b> Assertive, strategic, and decisive, with a natural desire to lead. Intelligent and well-informed, value knowledge and competence. Are quick to see illogical and inefficient systems, and develop intelligent solutions in response. Characterized by their ability to lead confidently and reach goals with excellence.





INSPIRING INSIGHT 1:  
WESTERN COUNTRIES TYPICAL  
POPULATION BREAKDOWN

ISTJ 11-14%	ISFJ 9-14%	INFJ 1-3%	INTJ 2-4%
ISTP 4-6%	ISFP 5-9%	INFP 4-5%	INTP 3-5%
ESTP 4-5%	ESFP 4-9%	ENFP 6-8%	ENTP 2-5%
ESTJ 8-12%	ESFJ 9-13%	ENFJ 2-5%	ENTJ 2-5%



## INSPIRING INSIGHT 2: COMPATIBILITY MAP

- ▶ There is no absolute incompatibility, some combinations simply require more energy
- ▶ There are specific strategies to overcome difficulties
- ▶ I am ENTJ. I have founded a company with one INTP and one ISTP... but I am living with an ESFJ for over 15 years!

# Type Relation and Compatibility

	The Analyticals				The Sentinels				The Negotiators				The Artisans			
	ENTJ	ENTP	INTJ	INTP	ESTJ	ESFJ	ISTJ	ISFJ	ENFJ	ENFP	INFJ	INFP	ESTP	ESFP	ISTP	ISFP
ENTJ																
ENTP																
INTJ																
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ENFJ																
ENFP																
INFJ																
INFP																
ESTP																
ESFP																
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ISFP																

	Ideal Match: Problems resolved easily, Growth occurs naturally.
	Strong Match: Hardships will require some compromise.
	Potential Match: Shared values needed to transform into strong match.
	Conflictive Match: Needs compromise and maturity to sustain growth.
	Least Ideal Match: Both partners must compromise and empathize.

Type	Most Ideal				Potential Matches								Least Ideal			
ENTJ	ISFP	INFP	ESFP	ESTP	ISTP	INTP	ENFP	INFJ	INTJ	ENFJ	ISTJ	ENTP	ESTJ	ENTJ	ESFJ	ISFJ
ENTP	ISFJ	ISTJ	ENTP	ESTJ	ESFJ	INFJ	INTJ	INFP	ENFJ	INTP	ISTP	ENFP	ESTP	ENTJ	ESFP	ISFP
INTJ	ESFP	ESTP	ISFP	INFP	INFJ	ENFP	ENTP	ISTP	ENFJ	INTJ	ISTJ	ENTJ	INTP	ESTJ	ISFJ	ESFJ
INTP	ESFJ	ENFJ	ISFJ	INFJ	ESTJ	ISTJ	ENTJ	ENFP	ENTP	INTP	INTJ	ISTP	INFP	ESTP	ISFP	ESFP
ESTJ	INFP	ISFP	INTP	ENTP	ISTP	ESFP	ENFP	ISTJ	ISFJ	ESTJ	ESFJ	INTJ	ENTJ	ESTP	ENFJ	INFJ
ESFJ	INTP	ISTP	ENTP	ENFP	INFP	ISTJ	ESFJ	ESTP	ISFP	ENFJ	ISFJ	INFJ	ESTJ	ESFP	ENTJ	INTJ
ISTJ	ENFP	ENTP	ISFP	INFP	ESTP	ESFP	INTP	ESTJ	ESFJ	ISTJ	INTJ	ISFJ	ISTP	ENTJ	INFJ	ENFJ
ISFJ	ENTP	ENFP	INTP	ISTP	ESFP	ESTP	ESTJ	INFP	ESFJ	ISTJ	ISFJ	ENFJ	INFJ	ISFP	INTJ	ENTJ
ENFJ	ISTP	INTP	ESTP	ESFP	ENFJ	INFP	ISFP	ENTP	INTJ	ESFJ	INFJ	ENFP	ENTJ	ISFJ	ESTJ	ISTJ
ENFP	ISTJ	ISFJ	ESFJ	ESTJ	INFJ	INTJ	ENTJ	ISFP	ENFP	INTP	INFP	ENFJ	ENTP	ESFP	ESTP	ISTP
INFJ	ESTP	ESFP	ISTP	INTP	ENFP	ENTP	INTJ	ENTJ	INFJ	ISFP	ENFJ	ESFJ	ISFJ	INFP	ISTJ	ESTJ
INFP	ESTJ	ENTJ	INTJ	ISTJ	ENFJ	ESFJ	ENTP	INFP	ISFJ	INTP	ESFP	ENFP	ISFP	INFJ	ISTP	ESTP
ESTP	INFJ	INTJ	ENFJ	ENTJ	ISFJ	ISTP	ISTJ	ESFJ	ESTP	ISFP	ESFP	INTP	ENTP	ESTJ	ENFP	INFP
ESFP	INTJ	INFJ	ENTJ	ENFJ	ESTJ	ISTJ	ISFJ	ISFP	ISTP	INFP	ESFP	ESTP	ESFJ	ENFP	ENTP	INTP
ISTP	ENFJ	ESFJ	INFJ	ISFJ	ENTJ	ESTJ	ESFP	ESTP	INTJ	ISTP	INTP	ENTP	ISTJ	ISFP	INFP	ENFP
ISFP	ENTJ	ESTJ	INTJ	ISTJ	ENFJ	ESFJ	INFJ	ESFP	ISFP	ESTP	ENFP	INFP	ISTP	ISFJ	INTP	ENTP



### FINAL THOUGHTS

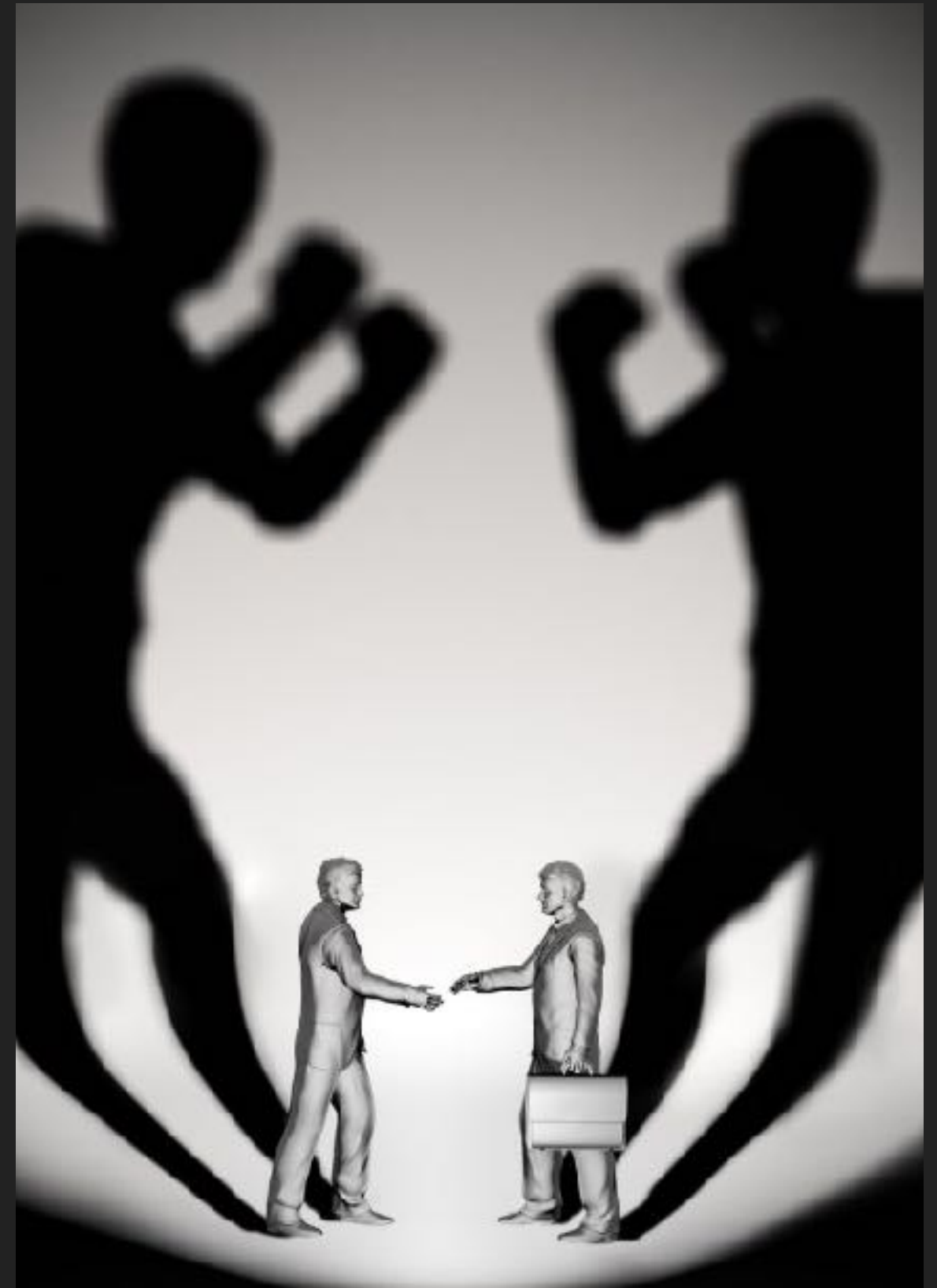
- ▶ MBTI is widely used, but **other frameworks** are also often used in business context (e.g., colours)
- ▶ All of them are being **rightfully criticised**
- ▶ The main point should not be about scientific validity or even direct utility, it should be about **opening your eyes** to diversity



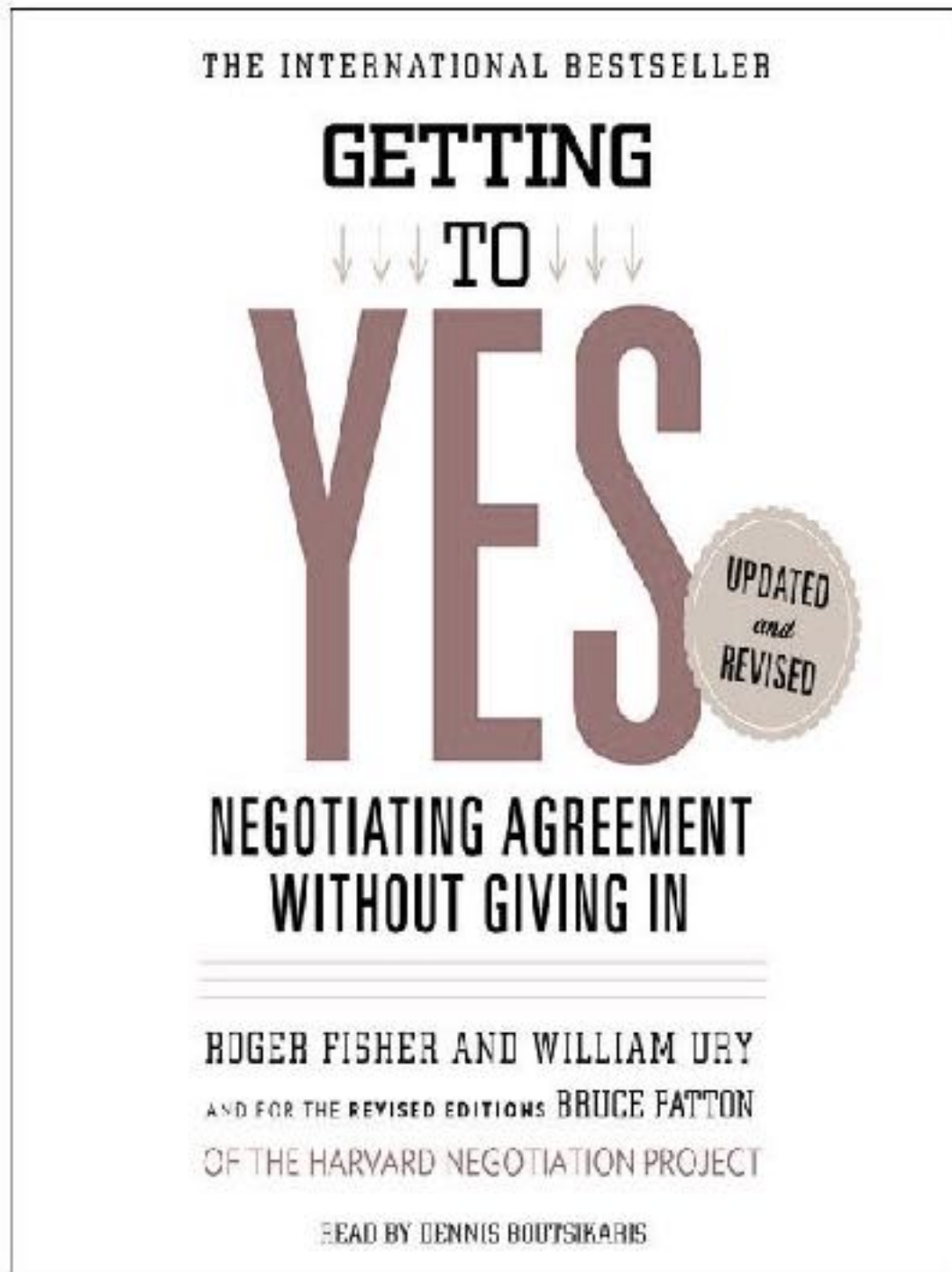


# NEGOTIATING AGREEMENT

- ▶ Negotiation skills are often key, not only to business, but to all kind of human relationships!
- ▶ Even though the deep nature of each individual involved plays a role, negotiation can be (partially) learnt
- ▶ From my personal experience, people with science background are, generally speaking, especially not well trained for this exercise
- ▶ Let's start with a role playing game!



## GETTING TO YES



- ▶ Classical business textbook by Fisher and Ury (1983)
- ▶ Oppose positional bargaining to Principled Negotiation, used by several organisation (from banks to Caritas!)
- ▶ 4 core principles:
  - ▶ *Separate the people from the problem*
  - ▶ *Focus on interests, not positions*
  - ▶ *Generate options for mutual gain*
  - ▶ *Insist on using objective criteria*
- ▶ Come back to the world play, same scenarios, but new principles!



### WHY FEEDBACKS ?

- ▶ It is **impossible** to live without, so better be good at it
- ▶ Feedback is (or should be) a **gift** (say thanks!). It is the simplest way to continued learning
- ▶ Asking and giving feedbacks shows **respect** and **empathy**, NOT the contrary!
- ▶ Asking/giving feedbacks do **motivate**, improve **performance** and help making **better decisions**





## HOW TO GIVE EFFECTIVE FEEDBACKS

- ▶ The purpose of giving feedback should be to **begin a dialogue** so both parties come to greater shared understanding
- ▶ As a starting point you communicate:
  - ▶ Your **personal** understanding/ interpretation of a situation or circumstances
  - ▶ **Your** expectations
  - ▶ Your appreciation (if appropriate)



# HOW TO GIVE EFFECTIVE FEEDBACKS

- ▶ Make sure to create a **sense of safety**
- ▶ Give your feedback **directly** to the person it applies to
- ▶ Choose the right **moment** and the right **place**
- ▶ Be **specific** and give examples
- ▶ Don't dwell on the past, feedbacks should be **forward looking**
- ▶ Don't forget the **positive feedbacks**, and **leave out the "but..."**
- ▶ Remember your way might not be the **only right way**
- ▶ Ask for feedbacks!



**WE ALL NEED PEOPLE WHO  
WILL GIVE US FEEDBACK.  
THAT'S HOW WE IMPROVE.**

**Bill Gates**



# FINAL RANDOM THOUGHTS

- ▶ Don't expect human relationships to follow any kind of **monotonous** curve!
- ▶ It is OK to **show and share negative emotions at work**, including anger, fear and disappointment. Containing them only make them stronger. It is not OK to let them take the decisions
- ▶ Don't focus on not doing mistakes, focus on **learning from them**
- ▶ Topics **not covered** here include: rewards/incentives, handling conflict, new types of people management (holacracy, etc.).. and so many others!
- ▶ People management is really difficult, but also incredibly **rewarding**



### KEY TAKEAWAYS

- ▶ People are not machines, they are all different and it requires training and an open mind to acknowledge that
- ▶ Negotiation is not simply about securing a deal. It is about finding creative solutions for mutual gain
- ▶ Both giving and asking for feedbacks is a gift. Value it and spread the word