INTRODUCTION

A natural question in the minds of many readers is, “How is all this really going to influence daily IT work?” This chapter attempts to provide some indication in an organized, albeit overview form. Thus, when discovering areas of relevance to IT management, such as teamwork, end-user relationships, motivation, change management, etc., the goal is not to present comprehensive coverage of each such area. The aim, more modestly, is to provide an initial attempt to show how ideas presented in Part I can specifically influence such areas of relevance. It is hoped to demonstrate potential effects of working with “enhanced emotional intelligence” as outlined earlier and, thus, to arouse further motivation for application of such a framework in specific areas outlined in this chapter.

IS TEAMWORK

A considerable amount of system development is accomplished through the use of project teams. Indeed, much has been written in management and IS literature about effects of team synergy. However, what would characterize an “emotionally intelligent” system team? How could it apply the considerations from Part I?
Team Formation

In the book, *The Wisdom of Teams*, Katzenbach and Smith (1999) define a team as “a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.” At the start, EEI can assist in the first stage, *team formation*. Choosing team members, not only by technical competence but also by considering anticipated psychodynamics, is indeed recommended. Whether it be through formal MBTI profiles or a general, but accurate appreciation of at least the temperament types (NT, NF, SJ, and SP) and their strengths, a personality type focus can eliminate narrowness of approach and lack of balance.

A team organizer will know the nature of the project (e.g., degree of innovativeness, degree of interaction with users, amount of detailed coding required, etc.). He will be aware of the strengths and weaknesses of each temperament. To support his impressions, he may actually interview prospective team members and ask them work-related (and then specific experience-related) questions that would confirm their temperamental traits and preferred modes of operating. He can try to elicit views of how a person with a particular temperament would interact with another specific type. Such consideration could form one major variable in a (albeit informal) decision support model as to whom to select for the team.

Task Assignment/Execution

After the team is chosen, *task assignment* is another main requirement. There will likely be subgroups on the team responsible for different project aspects (e.g., data model, process model, GUI design). Consideration of how personality traits and thinking styles will complement can assist greatly. For example Patricia Ferdinandi’s proposed set of personality strengths for various system development tasks (Table 10) can be assessed and then tested out. When explaining to a team member *why* she was chosen for a particular task (e.g., user interface design), personality traits, formally assessed or perceived, can be included in the discussion.

After task *assignment* comes task *execution*. Here, the team (and possibly its subgroups) is at work. Specific awareness of ones MBTI personality preferences and those of co-workers can indeed be valuable. Persons can get to appreciate each other’s strengths, and realize when and from whom to ask for help. Initially, awareness can be more rudimentary, focusing individually on each of the four dimensions: Introversion/Extraversion, Intuition/Sensing, Thinking/Feeling, and Judging (structured)/Perceiving (open-ended). For
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