

REUTERS/Pawel Kopczynski

## The Dark Arts of Project Management Politics and Influence

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Speaker | Presenter | Workshop Leader

10/30/2018 6:30 PM

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## Agenda

- Background/Introduction
- Getting Started: Assumptions & Definitions
- Politics
- Influence
- Communications
- Final Thoughts

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## Administrivia

- Cell phones on stun
- If you need to stand-up, step out or walk around – please do so
- Bathrooms are ...
- Questions and sharing are encouraged, and rewarded
- Show respect – active listening and disagree with the idea not the person
- We may “park” a topic to help us stay on task
- More information in Addendum when you see a @
- Evaluation at end – please fill-out and comment
  - Content
  - Delivery
  - Examples
  - Anything else

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## My Background

- Software development since 1979, Business Analysis and Project Management since 1982, Staff Management since 1983
- 18 Years in Corporate
- 5 Years in Not-for-profit
- 2 Years in Government
- 17 Years in Consulting & Staffing
- Worked in HealthCare, Government, Financial, Agri-business, Services, Manufacturing, Insurance, K-12, Higher-Education, Consulting, Software, Audit/Compliance
- Technology
  - ✓ Development – Custom and Package
  - ✓ Operations
  - ✓ Security
- Business
  - ✓ New Product Development – Ideate through Deployment
  - ✓ Operational Process Improvement
  - ✓ Ran my own 40 person company for 17 years

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## My Background

### Some of the Larger, More Complex Projects

- Seven month project to create and roll out a family of business products for a healthcare company
- Managing the 2 year rewrite of a custom Sales and Marketing automation system for a global reinsurance company
- The development of a PMO office and corresponding polices, processes and artifacts for a Higher Ed organization
- The design and implementation of a data center move for a Fortune 500 company to an out of state location requiring no business hours downtime
- Planning, RFP creation, product selection, deployment and support of a 3 year ITIL and monitoring operations system for a company requiring 99.96% uptime
- The package selection, customization and deployment of all infrastructure, back-office and on-site systems for a 20-location, Fortune 500 distribution business
- The 3-year custom development project to design and create a multi-state workers compensation system that would be available for future "sale"



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## My Background

### Some of my presentations include:

- How to be a Chameleon, a Key to Enterprise Project Success
- Top Ten Ways to Screw-up a Good Project
- How to Train your Dragon, a Project Sponsor Primer
- Managing Change and Surviving to Talk about it
- Yes, And... Advanced Negotiations in a Project World
- The Art of Selling and Salesmanship: Tools Everyone Needs to Utilize
- Surefire Scheduling
- Managing Innovation: When Thinking out-of-the-box is Required

### This should tell you a couple of things...

- I find titles market & attract attention which leads to project success
- I can be irreverent, sarcastic and love debates; so comments and other opinions are appreciated
- I focus on the soft skills in project management



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## Getting Started



- Who here is from Construction/Engineering, IT, Operations, Business?
- Who here is working Public sector? Non-profit? Corporate?
- Who has over 5 yrs. of PM experience?
- Who has a sponsor on their present project(s)?
- Who here has set-up the project, built the perfect plan and then have it take a "left turn" and become "interesting"?
- Who here enjoys the struggles of the Politics of running a project?
- Who is here just because of the presentation Title?



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## Assumptions

- Successful journey from start to finish of a project is not linear, clean, forecastable or easy
- Everyone has an agenda – not always the same agenda as yours, or the project Sponsors
- No 2 projects are the same – no matter how hard you try to make them the same
- Your interest is to deliver the project on time, on budget, with all the proposed features - with a smile on everyone's face
- It takes <8 hours to learn how to use a tool to manage a project and a lifetime to learn the art of successfully running a project
- All companies, departments, teams have their politics
- The bigger and more complex a project, the more important the Dark Arts are to be successful



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## Definitions @

- **Project:** a temporary endeavor with a defined beginning and end
- **Project Management:** the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals.
- **Project Manager:** the person responsible for accomplishing the stated project objectives. (on time, on budget and with everyone smiling – jp)

There are a lot of people with a PM title or responsibility in this world – it is one of most difficult jobs to consistently articulate

- **Joe's Definitions of the Multiple Types of Project Managers:**

- ✓ Project Coordinator: great at mechanics of the project
- ✓ Technical Project Lead: focuses on managing the technical team
- ✓ Application Project Manager: handles projects under \$500k and 10 people
- ✓ Enterprise Project Manager: handles projects over \$1M and 20 people

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## The Dark Arts of Project Management

### Any QUESTIONS



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## Defining The Dark Arts

The soft-skills used to influence the successful outcome of a project

- Politics and Influence
- Marketing and communications
- Managing up and across and down
- Negotiations



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## Why it's called the Dark Arts

- Hard to learn and master
- No course can make you a Master
- Practicing Dark Arts is not embraced by everyone
- There are no rules, instructions or 1 special way to practice it
- If you practice the Dark Arts – people will not know that you are doing it
- If you practice the Dark Arts – it will deliver results

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## What it takes to be a good Project Manager

- Good Communicator – at all levels of an organization
- Adapts to different personality styles
- Understands the Business/Application
- Well-networked – internally and externally
- Knows how to apply “just enough Process & Tools”
- Can foresee the future
- Driven toward goals, yet can flex when needed
- Organized
- Disciplined (enough)
- Thick-skinned
- Good Leader
- Good Listener



How many of these are “mechanics”? @



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## From: Ten Simple Ways to Screw-up a Good Project

- #10 Changes in technology, infrastructure or materials
- #9 Muddled project vision, priorities and objectives
- #8 Unengaged sponsor
- #7 Frequent changes to key resources
- #6 Unmanaged Change Control
- #5 Project deadlines that are impossible to meet
- #4 Project is not properly funded
- #3 Poor or non-existent communications
- #2 Project plan that is non-existent, out of date, incomplete and/or poorly constructed
- #1 Management Team, Business Leaders or Project Team that does not understand any or all of the above



➤ Which of these problems are never dealt with by using Politics and Influence?

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## The Dark Arts of Project Management

# Politics

## Politics

- All companies have it – so how do you play to be successful?
- Different at each organization, even within different departments
- Build relationships with “Influencers” – even if not on your project
- Know when and how to bring in the Big Guns
- Find the “power” in and out of your organization
- Build rapport with project team, sponsor, leadership, vendors
  - ✓ Look for something in common
  - ✓ Different approaches for different people types
- Don’t play “fair”
  
- Who is an example of an unusual “power” player?

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## Few folks play “fair”

Give yourself permission to “play” as well

- Playing Fair is ... following the rules & being totally transparent about everything
- Recognize it is part of your duties and embrace it
  - ✓ Otherwise you are at a distinct disadvantage
- Manage Communications: deliver the right message at the right time, to the right audience
  - ✓ It is often not what you say but how you delivered the message
  - ✓ Use forethought – all the time
  - ✓ Information is power: you don't have to tell everyone, everything, right away

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## Few folks play “fair”

- Know the rules/guideline – the fences you need to stay within
- “Bend” the rules when necessary
- Make sure the risk is worth the reward if you stray
- Be able to explain your thinking – to yourself and to your boss/sponsor
- If the rule you bend is big, important or risky enough
  - ✓ Put it “in your drawer” for a day
  - ✓ Run it by someone “safe”, knowledgeable or risk adverse
  - ✓ Be prepared for the fall-out

“Don't ever take down a fence until you know why it was put up.”



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## Few folks play “fair”

- Don't be afraid to ask for:
  - ✓ The unusual
  - ✓ Something that would normally be a “no”
- Sell it
  - ✓ You can't get a “yes” if you don't ask
  - ✓ It is all in how you ask
  - ✓ Be willing to take “no”
  - ✓ Don't sell past the “yes”

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## The Dark Arts of Project Management

# Influence

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# Personality profiling

- It is the Art of learning about people
  - ✓ How they take in information
  - ✓ How they think
  - ✓ How they make decisions
  - ✓ How they communicate
- Some of the available tools
  - ✓ DISC: <http://discpersonalitytesting.com/free-disc-test/>
  - ✓ 16 Personalities: <http://www.16personalities.com/free-personality-test>
  - ✓ Options and analysis: <http://www.suestockdale.com/different-types-of-personality-tools/>



# DiSC Profile Methodology @

## What does DiSC stand for?



**Dominance**  
 Person places emphasis on accomplishing results, the bottom line, confidence

- Behaviors**
- Sees the big picture
  - Can be blunt
  - Accepts challenges
  - Gets straight to the point



**Influence**  
 Person places emphasis on influencing or persuading others, openness, relationships

- Shows enthusiasm
- Is optimistic
- Likes to collaborate
- Dislikes being ignored



**Steadiness**  
 Person places emphasis on cooperation, sincerity, dependability

- Doesn't like to be rushed
- Calm manner & approach
- Supportive actions
- Humility



**Conscientiousness**  
 Person places emphasis on quality and accuracy, expertise, competency

- Enjoys independence
- Objective reasoning
- Wants the details
- Fears being wrong

# Two Ways to Communicate

## Inductive Presentation

- evidence  
↳ point
- evidence  
↳ point
- evidence  
↳ point
- sum all points  
↳ Big Point

## Deductive Presentation

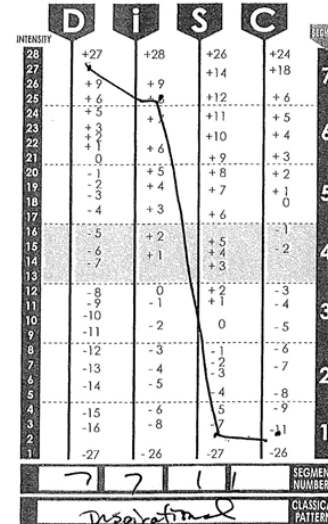
- Big Point  
- sum all points
- Point  
- evidence
- Point  
- evidence
- Point  
- evidence

freshspectrum.com

# My Profile



- Dominance** - places emphasis on accomplishing results
- Influence** - Person places emphasis on influencing or persuading others
- Steadiness** - Person places emphasis on cooperation
- Conscientiousness** - Person places emphasis on quality and accuracy



**THE ENTREPRENEUR**  
 Code: ESTP-A  
 Role: Explorer  
 Strategy: People Mastery

**MIND**  
 This individual likes to interact with their environment.  
 Estimated individuals prefer group activities and get energized by social interaction. They tend to be more enthusiastic and more easily excited than most. [Read more](#)

**ENERGY**  
 This individual likes to direct their own energy.  
 Assertive individuals are highly practical, pragmatic and down-to-earth. They tend to have strong habits and focus on what is happening or has already happened. [Read more](#)

**NATURE**  
 This individual has a strong opinion and will speak their mind.  
 Thinking individuals focus on objectivity and rationality, prioritizing logic over emotions. They tend to hide their feelings and see efficiency as more important than cooperation. [Read more](#)

**TACTICS**  
 This individual uses their own approach to work, learning and decision-making.  
 Prospecting individuals are very good at improving and spotting opportunities. They tend to be flexible, reward nonconformists who prefer keeping their options open. [Read more](#)

**IDENTITY**  
 This individual is very confident and resistant to stress.  
 Assertive individuals are self-assured, even-tempered and resistant to stress. They refuse to worry too much and do not push themselves too hard when it comes to achieving goals. [Read more](#)

## Managing Outcomes through Influence

- People are Different - Find out what motivates each person
- Some of the typical Motivators
  - ✓ New technology/toys
  - ✓ Avoiding risk / Love risk
  - ✓ Recognition
  - ✓ Left alone/self-managed
  - ✓ Rewards :->)
- Build rapport
  - ✓ Be inquisitive – ask questions
  - ✓ Listen and learn
  - ✓ Personality profiling
- Make assumptions based on what you presently know about their role, communication style, age, tenure with the company, etc. – but be ready to change your position as you really get to know someone



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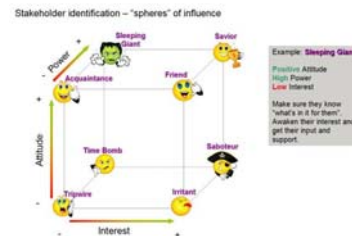
## Managing Outcomes through Influence

“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

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## How to improve your sphere of influence

- Build trust and rapport
  - ✓ With your sponsor
  - ✓ With every Executive you can connect with
  - ✓ With lead SMEs
  - ✓ With any and every gatekeeper
- Gain control over resources and tools
  - ✓ Direct
  - ✓ Through association
- Remember people behind the scenes
- Bartering/Exchanging



Note:

- Use all of your people “tools”: listening, motivation, trust & rapport, bartering

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## Managing Outcomes through Influence

### Group Exercise

- ✓ How does a project manager exercise influence over a sponsor?
- ✓ List other groups of people that you would similarly handle
- ✓ How does a project manager exercise influence over their project team?

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## The Dark Arts of Project Management

# Communications and Marketing

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## Excellent Communications

- Always think “who am I talking to?”
  - ✓ Management/Sales/Marketing – Quick and to the point
  - ✓ Technical/ Engineering/Security – Details
  - ✓ HR/Operations – Process and Procedure
  - ✓ Accounting/Finance – Details + Process and Procedure

Note:

- When do Communications start and end on a project?
- Make sure to have examples of project benefits for each of the above groups?



www.clipartof.com · 1182777

PMI (Project Management Institute) suggest a project manager should spend **90%** of their time communicating!

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## Excellent Communications

- The Art of Listening
  - ✓ Ears & Mouth
  - ✓ Ask a question.....then remember to be quiet
  - ✓ Don't finish the other person's sentences
  - ✓ Tone of voice
  - ✓ Step back and listen to all the information – don't focus on 1 piece

The biggest communication problem is we do not listen to understand.  
We listen to reply.

- Body Language speaks volumes
  - ✓ A picture does tell a 1000 words
  - ✓ Remember to check your audience

- What are some ways you can tell someone is engaged/not engaged?
- What are some tricks to use when someone is not engaged?



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## Highly Visible Charts

A status document that regularly displays key metrics for the project

- “Just enough” information
- Place in the right location(s)
- Think push vs. pull
- Their role:
  - Communicate
  - Motivate

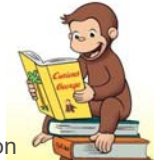
Features	IS SDLC				User Testing & Training		2/20
	FDD	SRS	Coding	IS Test	UAT	Train- ing	
<b>Group 1-Pre-plantment</b>							
1. Business Requirement							
2. Logical Requirements Analysis							
3. Program Requirements							
4. Market/Competitive Analysis							
5. Approved Contract Details							
6. Send to customer (SOW)							
<b>Group 2-Design</b>							
1. Manage User Interface							
2. Send to Client/MS (Approval)							
3. Create Sheets							
4. Create Marketing Content Assets							
<b>Group 3-Dev, Deploy &amp; Monitor</b>							
1. Enter Firm Order Terms							
2. Manage Contracts							
3. Send to Client/MS (Form Order)							
4. Record Authorized Email Links							
5. Broker Frontend E-IOU							
6. Market Sheets							
7. Data Conversion							
8. Create Sheet Report							
<b>Group 4-Release &amp; Post-plantment</b>							
1. Send to Client/MS (Informal)							
2. Send to Client/MS (Formal)							
3. Multi-Currency Contracts							
4. SOP Management							
5. Core Broker Revenue UI							
6. Core Broker Revenue (IMM)							
7. Custom Marketing (external)							
8. Non-Consensus Forms							
9. Audit Review E-IOU							
10. Underwriting/Approvals							
11. Revenue MISC							
<b>Group 5-Report, MISC &amp; Final Bug Fixes</b>							
1. Manage User Interface							
2. User Interface Reporting							
3. Reports							
4. Terminology and Definitions							
5. Feedback							
6. ISCI Dashboard							
7. CRM Integration							
8. Compliance Reporting							
9. Audit & Final Update Changes							
10. Compliance E-IOU							
11. ISCI Controls							
12. Final UAT Bug Fixes							
13. Misc Enhancements							

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## Validating

- How can you tell when a team member isn't telling the Truth
  - ✓ Their lips are moving....
- What to do?
  - ✓ Ask a clarifying question
  - ✓ Confirm in writing
  - ✓ Play back what you heard for confirmation
  - ✓ Ask the question again – a different way – as often as needed



### Note:

- How can you tell when a Sponsor, other executive or SME isn't telling the Truth?



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## Marketing the Project

- Why you need to do it and how
  - ✓ Not everyone buys in from the start
  - ✓ It will pay dividends when the project hits a rough spot
  - ✓ "What's in it for them" – focused message about the good outcomes
    - i. First Sponsor meeting
    - ii. Project Kick-off
    - iii. Executive briefings
    - iv. Status updates
    - v. Training "events"
    - vi. Roll-out
    - vii. Hand-off to operations



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## Delivering Bad news.....

- Does not travel well via Email, Text, Instant messaging..... @
  - ✓ Tough to "sell through" the bad news that way
  - ✓ Can't gage reactions and deal with them
  - ✓ If you have to.... Proof well before sending & offer a chance to have a dialogue as soon as practical
- Don't wait until the last minute to communicate
- Offer assessments, alternatives and recommendations, if appropriate
- Try to present some good news at the end of the message

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## SUMMARY

- Being Successful doesn't mean only playing by the rules
- Politics: know them and play it well
- Learn how to manage outcomes through influence
- Put on your marketing hat early and often
- Communicate, Communicate, Communicate
- Confirm and Validate – everything that impacts the project
- If you only learn a few things today.....
  - ✓ Ask a Question
  - ✓ Remember who needs to adapt when having a conversation
  - ✓ Practice, practice, practice makes Perfect

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## Final Trivia

What tools and techniques did I use to Influence the outcome I wanted today....

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

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## Questions, Evaluations & 1 Lesson Learned



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## Email Joe to offer **feedback** or request a full **copy of any presentation**

### Project Management Essentials

- ✓ Project Management for the Beginner – the minimum you need to know to thrive
- ✓ The PM/BA Conundrum
- ✓ Building your Essential PM Soft skills
- ✓ Top Ten Ways to Screw-up a Good Project
- ✓ Using MS Project – the minimum you need to know to thrive

### The Dark Arts of Project Management Series

- ✓ Yes, And... Advanced Negotiations in a Project World
- ✓ The Dark Arts of Project Management: Influence and Politics
- ✓ How to be a Chameleon: a Key to Enterprise Project Success
- ✓ How to Train Your Dragon: a Project Sponsor Primer
- ✓ Project Stakeholders: Dealing with Sleeping Giants to Saboteurs
- ✓ The Art of Sales and Selling: Tools & Techniques Everyone Needs to Know
- ✓ Selling the Value of the PMO and Project Management
- ✓ A “Surefire” way to Ensure Schedule Performance!
- ✓ Managing Change and Surviving to Talk about it
- ✓ Managing Innovation in a Project Management World

### Case Studies

- ✓ Best Practices in Building out a Security Program [joe@jperzelinc.com](mailto:joe@jperzelinc.com) - 612.801.0737
- ✓ Building out SCSU’s PMO <https://www.linkedin.com/in/jperzel>
- ✓ itSMF ITIL Deployment <https://m.facebook.com/JPerzelinc-1830983350508822>



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# Addendum

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## Definitions

- **Project Manager:** the person responsible for accomplishing the stated project objectives. (on time, on budget and with everyone smiling – jp)
- **Project Management:** the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals
- **Program Management:** the application of knowledge, skills, tools, & techniques to a group of related projects
- **Portfolio Management:** the centralized management of one or more portfolios to achieve strategic objectives
- **Project Sponsor:** a person or group who provides resources and support for the project, program, or portfolio who is accountable for enabling success

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## Definitions

- **PMO:** a group within a business, agency or enterprise that defines and maintains standards for project management within the organization. The PMO strives to standardize and introduce economies of repetition in the execution of projects
  - ✓ enterprise PMO
  - ✓ organizational (departmental) PMO
  - ✓ special purpose PMO
- **Project Charter:** a statement of the scope, objectives, and participants in a project.
- **Waterfall:** a sequential (non-iterative) design process, used in software development processes, in which progress is seen as flowing steadily downwards through the phases of conception, initiation, analysis, design, construction, testing, production/implementation and maintenance.
- **Phase/Activity/Task:** Various levels of a schedule/plan

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## Definitions

- **RAID:** Risk, Assumptions, Issues and Decisions
- **Triple Constraint:** Price/Pace/Perfection – cost/time/requirements or features
- **Slack time:** the built-in time in your project where you have excess capacity or duration
- **Crashing a Project Plan:** optimizing the project tasks for quickest delivery
- **Dependency:** required predecessor/successor
- **Table Stakes:** the minimum rigor required to handle the **mechanics** for a project
- **POC:** Proof of Concept
- **SME:** Subject Matter Expert
- **ROI:** Return on Investment
- **QNC:** Qualify-Negotiate-Close
- **TLA:** Three Letter Acronym

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## Definitions

- **Agile Scrum:** iterative and incremental agile software development framework for managing product development. It defines "a flexible, holistic product development strategy where a development team works as a unit to reach a common goal", and enables teams to self-organize by encouraging close online collaboration of all team members.
- **Agile Kanban:** method for managing knowledge work which balances demands for work with the available capacity for new work. Work items are visualized to give participants a view of progress and process, from task definition to customer delivery. Team members "pull" work as capacity permits, rather than work being "pushed" into the process when requested.
- **Epic:** a large user story in software development and product management.
- **User Story:** informal, natural language description of one or more features of a software system. User stories are often written from the perspective of an end user or user of a system.

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## Definitions

- **Scrum Master:** resource who is accountable for removing impediments to the ability of the team to deliver the product goals and deliverables. The Scrum Master acts as a buffer between the team and any distracting influences. The Scrum Master helps to facilitate key sessions, and encourages the team to improve.
- **Stand-up:** a short, focused, timely meeting where all team members disseminate information – often held daily.
- **Story points:** effort level assigned to the work to complete a Story.
- **T-shirt sizing:** ballpark estimating of the size of effort to accomplish something.

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## Definitions

### Project “Mechanics”

The normal, day-in, day-out tasks associated with running a project

- Setting-up a Charter, RAID, Communication plan, etc.
- Setting-up meetings & creating agendas
- Taking notes or meeting minutes
- Creating project plans and updating them
- Reporting project status

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**Dominance** - places emphasis on accomplishing results

**Influence** - Person places emphasis on influencing or persuading others

**Steadiness** - Person places emphasis on cooperation

**Conscientiousness** - Person places emphasis on quality and accuracy

### Exercise: Personality Profiling

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>✓ Are good at delivering on repeatable tasks</li> <li>✓ Doesn't like risks or change</li> <li>✓ Tend to get along with everyone</li> <li>✓ Stable &amp; predictable</li> <li>✓ Loyal &amp; Good listener</li> </ul> <p style="text-align: right;"><b>S</b></p>   | <ul style="list-style-type: none"> <li>✓ Like positive motivating environment</li> <li>✓ Enthusiastic and optimistic</li> <li>✓ Will fill the air when there is silence</li> <li>✓ Want to get along with everyone</li> <li>✓ Like large groups</li> <li>✓ Want to make a good 1<sup>st</sup> impression</li> </ul> <p style="text-align: right;"><b>I</b></p> |
| <ul style="list-style-type: none"> <li>✓ Want immediate results</li> <li>✓ Are fast at making a decision</li> <li>✓ Like challenges &amp; will take a risk</li> <li>✓ Direct and to the point</li> <li>✓ Will take charge when they see (perceive) a leadership vacuum</li> <li>✓ Problem solvers</li> </ul> <p style="text-align: right;"><b>D</b></p> | <ul style="list-style-type: none"> <li>✓ Want to know more - is analytical</li> <li>✓ Follow the rules</li> <li>✓ Like subtle or indirect approach to conflict</li> <li>✓ Need time to absorb a point before offering an opinion</li> <li>✓ Systematic</li> </ul> <p style="text-align: right;"><b>C</b></p>   |

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## On-line Personality Tests

- **Websites for various personality profile tools:**
  - <https://www.discprofile.com/what-is-disc/overview/>
  - <https://www.discinsights.com/personality-style-d#.Vr0HqFLGrcM>
  - <https://www.gallupstrengthscenter.com>
  - <http://www.16personalities.com/>
  - <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
- **Options and analysis**
  - <http://www.suestockdale.com/different-types-of-personality-tools/>

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