Perception Is Reality – The Psychology of Performance Management

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Agenda

- ❑ What is the Problem?

- ❑ Understanding Yourself

- ❑ Getting Inside the User and His Experience

- ❑ The Psy-Ops of Response Time Management

- ❑ Managing Change

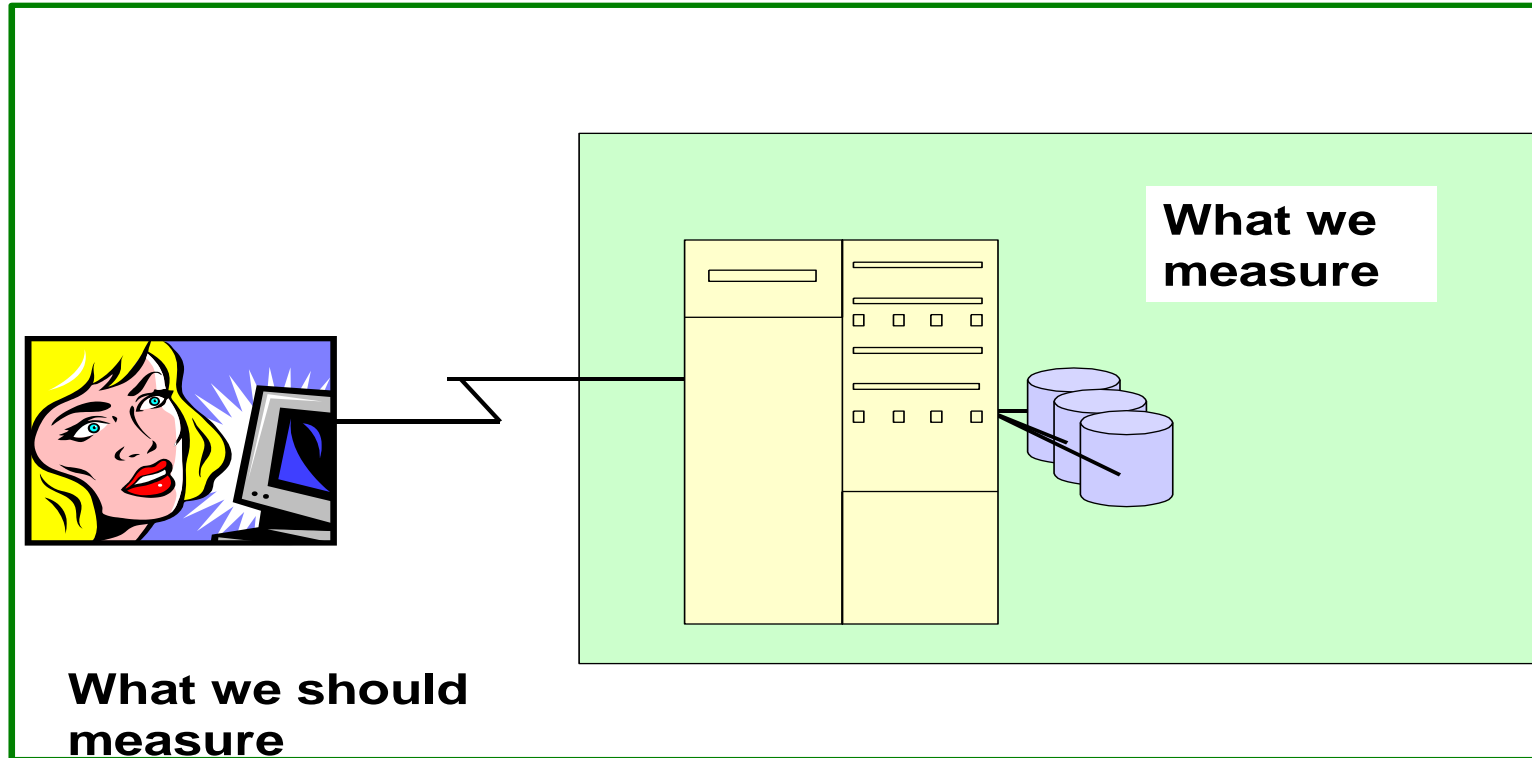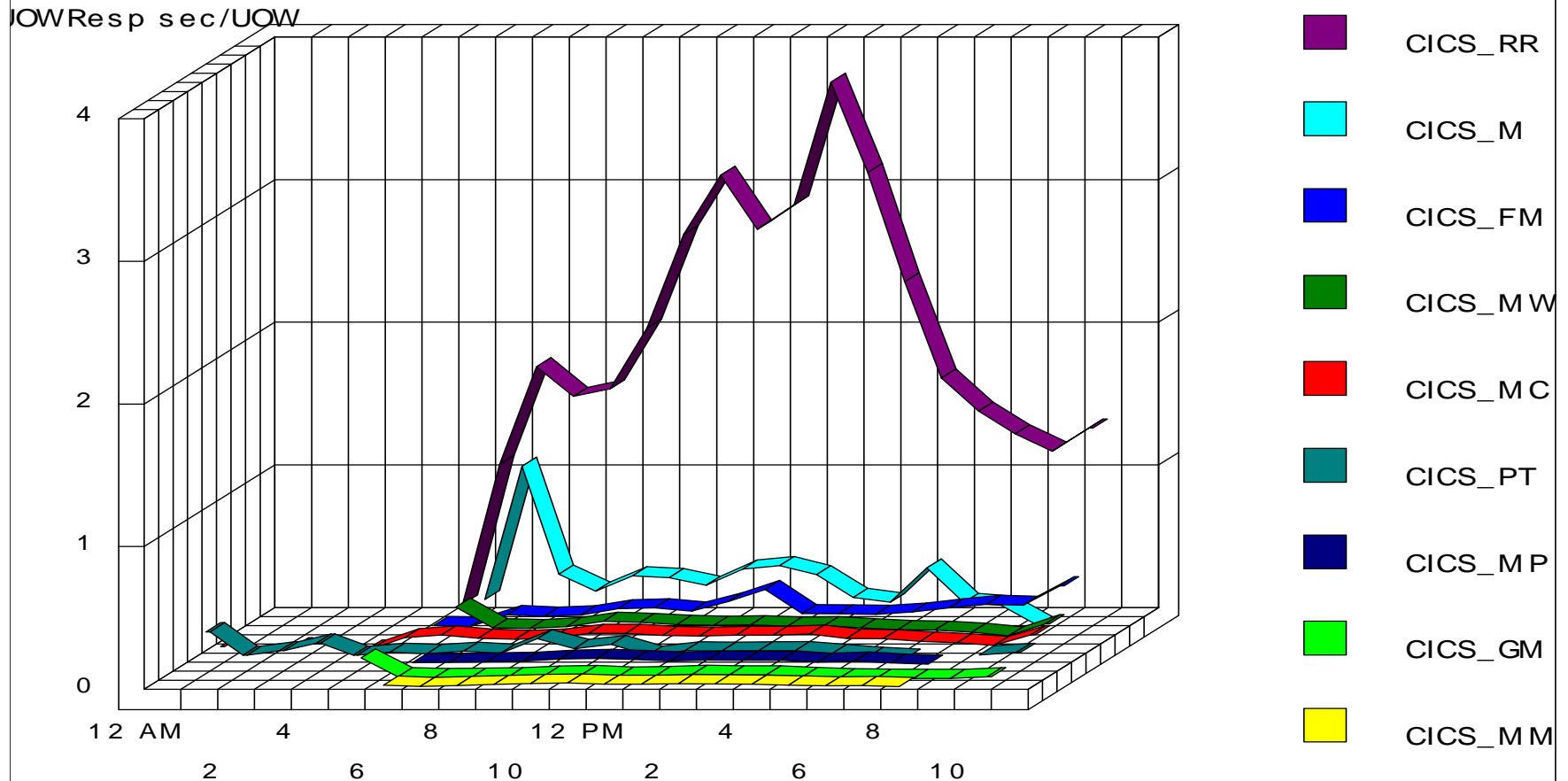- ❑ Communicating For Success

- ❑ Summary

What is the Problem?

What we measure

What we should measure

Fig. 1 – What we can (and what we should) measure

Application UOW Response Time
for [GROUP_2] on 9/16/2002

Conundrum

Response Time

Acceptable?

Unacceptable?

Who Needs You?

You Aren't Doing Your Job
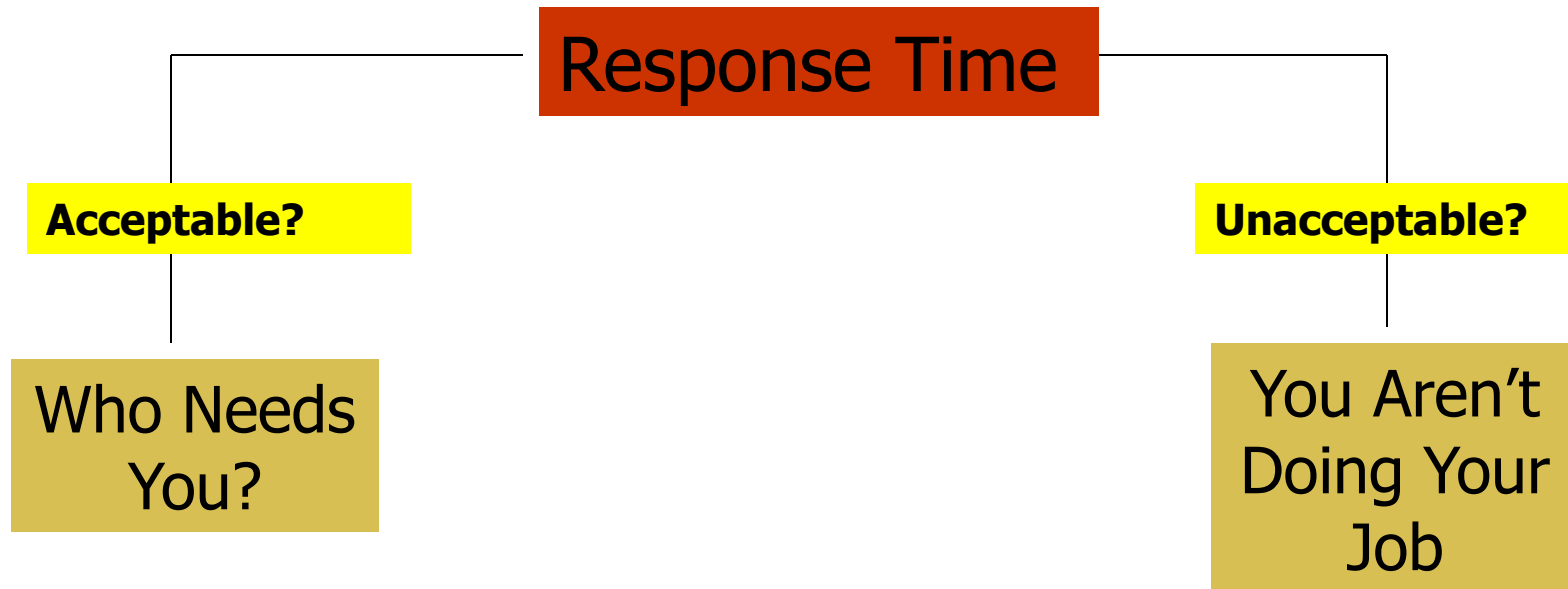
Is this working for you?

INSANITY

IT'S DIFFICULT TO COMPREHEND HOW INSANE SOME PEOPLE CAN BE.
ESPECIALLY WHEN YOU'RE INSANE.

www.despair.com
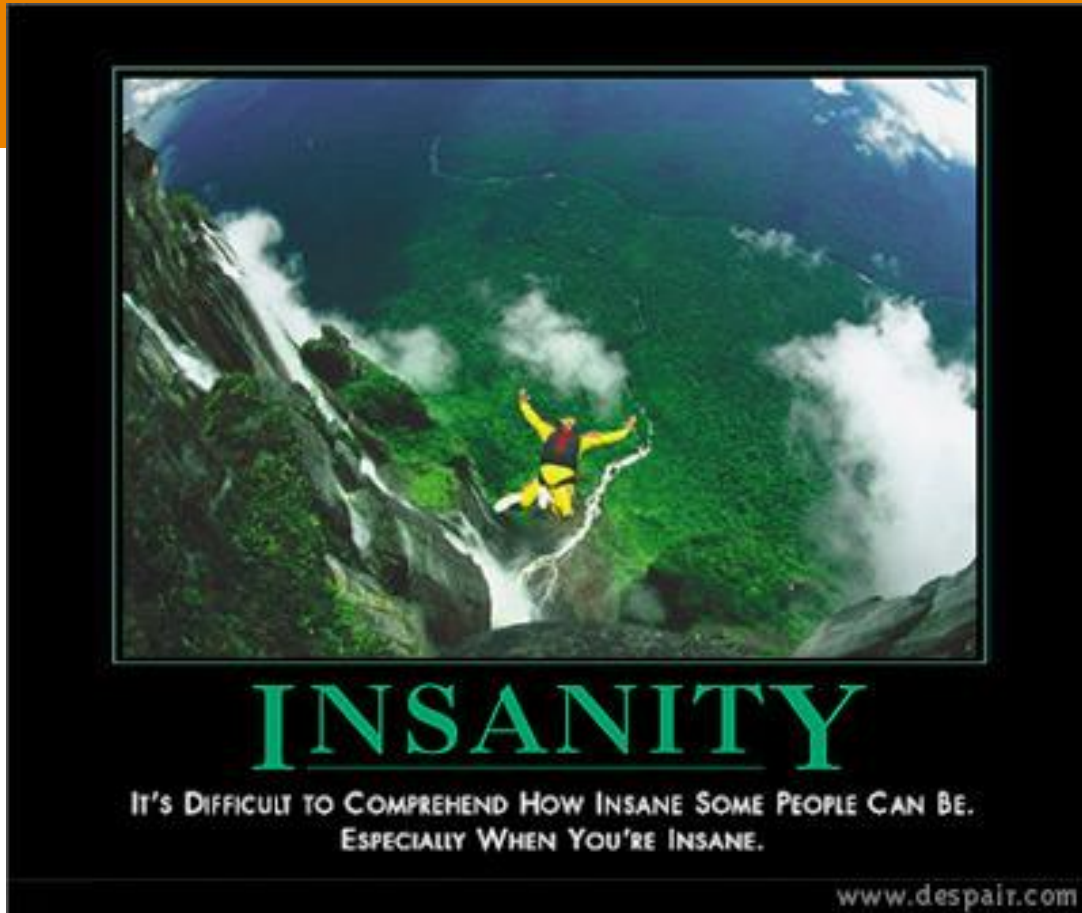
Insanity (n) – "Doing the same thing over and over again and expecting different results."

Albert Einstein

Understanding Yourself

- Better Living Thru Psychology

"I feel the need for speed."

- 'Maverick' Mitchell

Job Qualifications

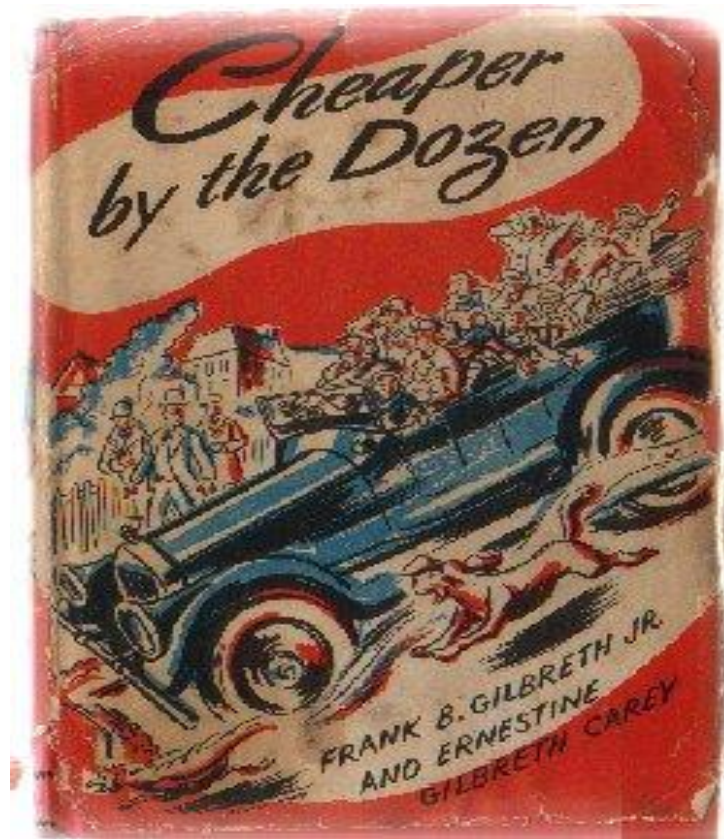|	Fighter Pilot	Performance Analyst
❑ Works Independently	✓	✓
❑ Always Right	✓	✓
❑ Motivated by Speed	✓	✓
❑ Multi-tasker	✓	✓
❑ Analytic	✓	✓
❑ Risk Manager	✓	✓
❑ Communicative???		

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"In the majority of cases this man deliberately plans to do as little as he safely can."
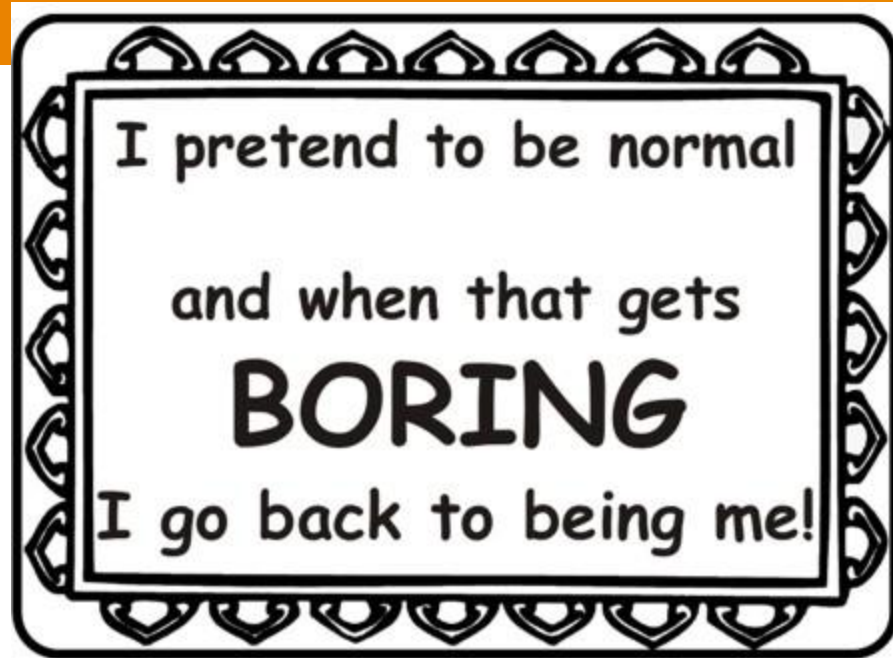
"The man in the planning room, whose specialty is planning ahead, invariably finds that the work can be done more economically by subdivision of the labour; each act of each mechanic, for example, should be preceded by various preparatory acts done by other men."
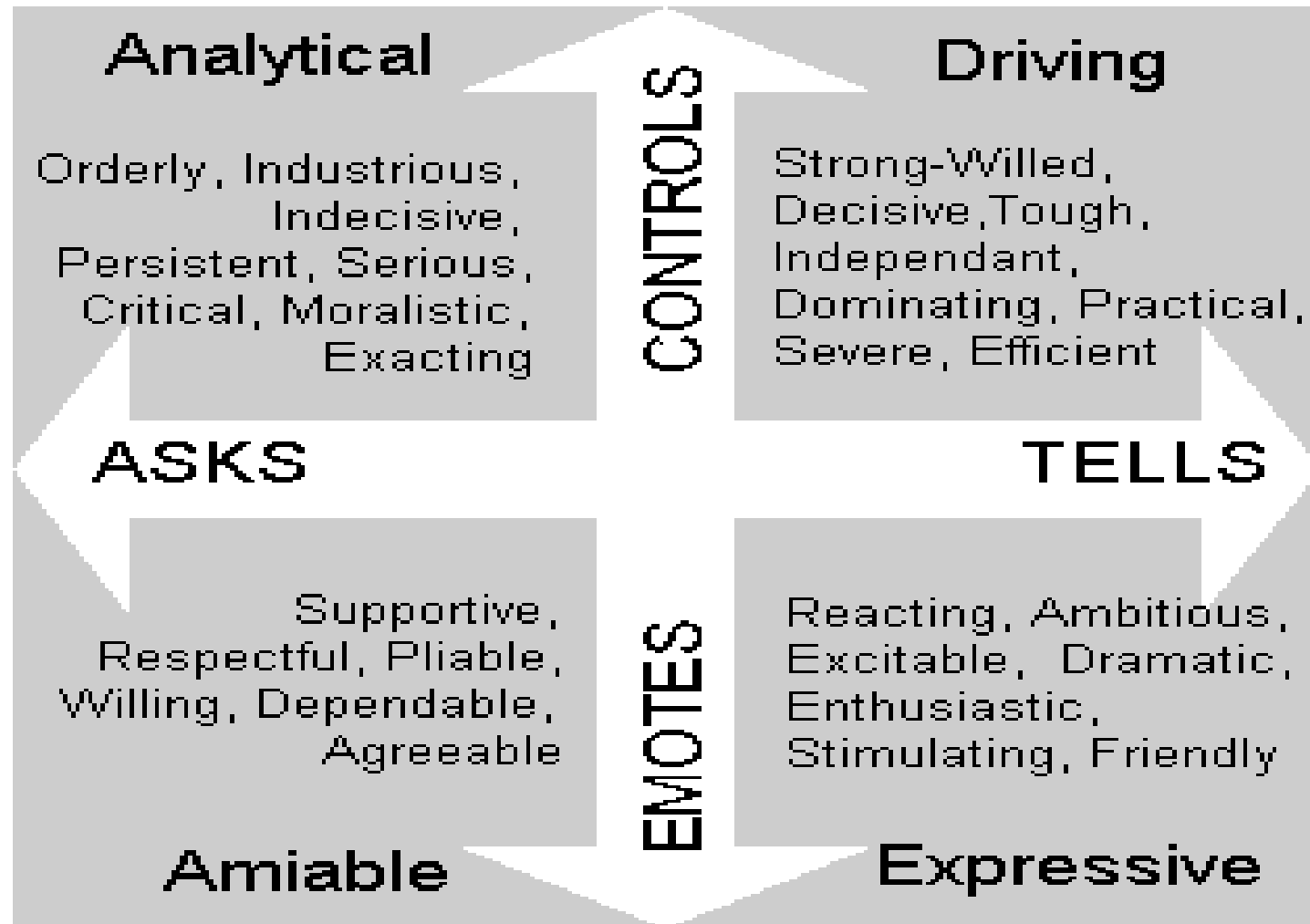
Frederick W. Taylor

Success

Frank & Lillian Gilbreth

I pretend to be normal

and when that gets
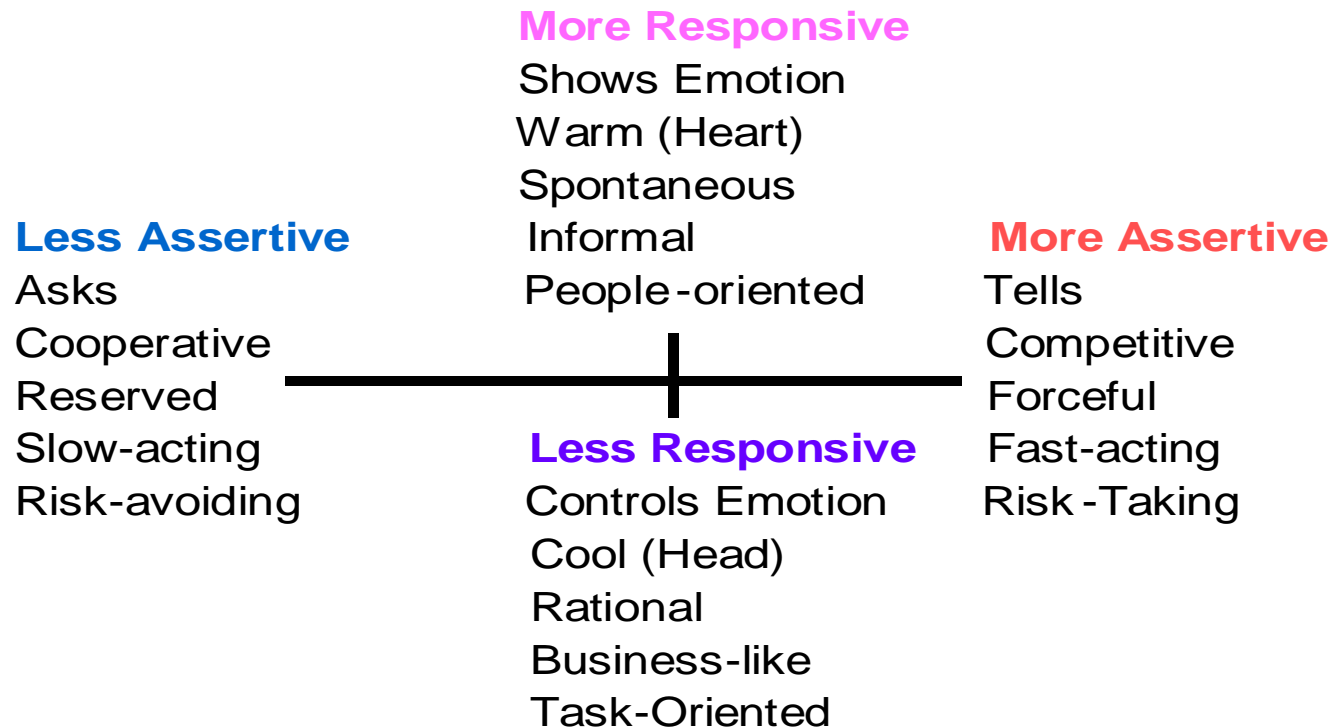
BORING

I go back to being me!

"You are what you pretend to be."

Kurt Vonnegut

Analytical

Orderly, Industrious, Indecisive, Persistent, Serious, Critical, Moralistic, Exacting

Driving

Strong-Willed, Decisive, Tough, Independant, Dominating, Practical, Severe, Efficient

CONTROLS

ASKS

TELLS

Supportive, Respectful, Pliable, Willing, Dependable, Agreeable

Reacting, Ambitious, Excitable, Dramatic, Enthusiastic, Stimulating, Friendly

EMOTES

Amiable

Expressive

Social Style Dimensions

More Responsive
Shows Emotion
Warm (Heart)
Spontaneous

Less Assertive Informal **More Assertive**
Asks People-oriented Tells
Cooperative Competitive
Reserved Forceful
Slow-acting **Less Responsive** Fast-acting
Risk-avoiding Controls Emotion Risk-Taking
 Cool (Head)
 Rational
 Business-like
 Task-Oriented

Overviews of Social Styles

Analytics:

❑ Thinkers

❑ Detail oriented

❑ Methodical

❑ Consistent

❑ Creatures of habit

❑ But what if?

❑ Like rules, not surprises

Drivers:

❑ Just do it now!

❑ Get to the point

❑ What's the bottom line?

❑ Everything is Win/Lose—and I'm going to win!

❑ Task Oriented

❑ Like to take action

Amiables:

❑ Want everyone to be happy

❑ Avoid hurting feelings

❑ Think well of others

❑ Like support from others

❑ Like to help others

❑ When pushed too often, will hold a grudge

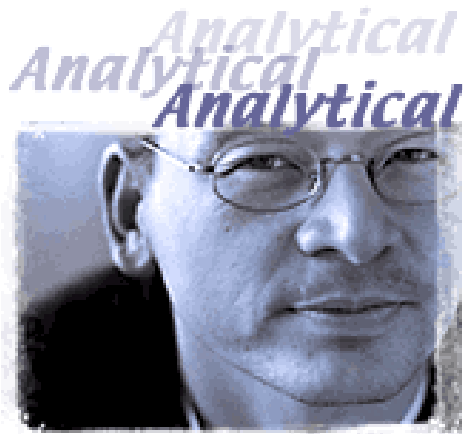Expressives:
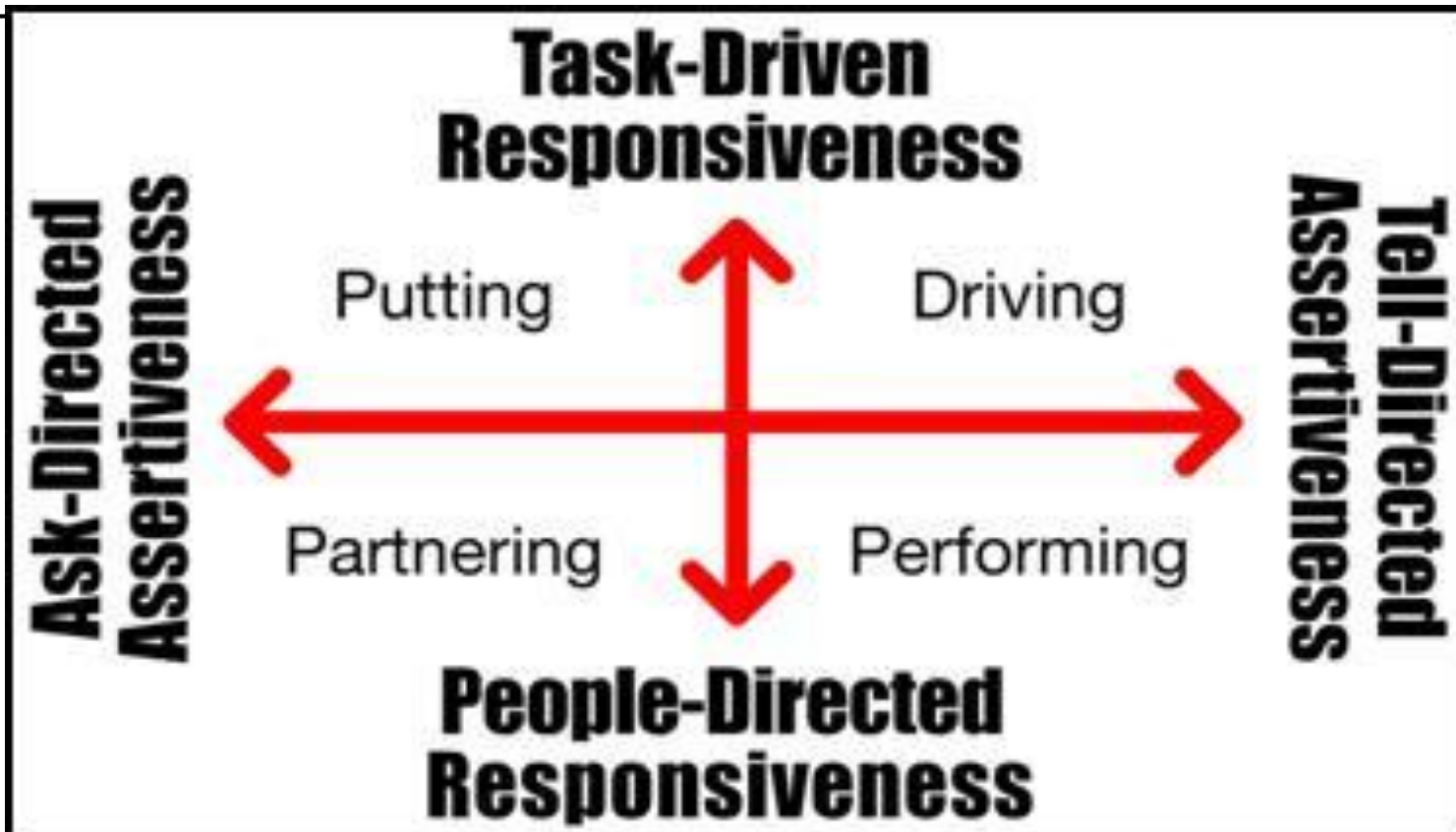
❑ Colorful, dramatic

❑ What's possible?

❑ What's next? Future oriented

❑ Let's get started —soon.

❑ (Whoops forgot the deadline!)

❑ Leap before you look.

❑ Don't bug me with rules, limits, details

Analytical

Driving

Amiable

Expressive

Rules to Go By

- ❑ Take time to identify 'styles'

- ❑ Minimize judgment – just observe

- ❑ Don't confuse style with a person's role or job

- ❑ Ignore the 'whys' of behavior

- ❑ Observe the style in situations of stress

- ❑ Start interacting with people based on their 'style'

GETTING INSIDE THE USER AND HIS EXPERIENCE

"User, n. The word computer professionals use when they mean "idiot."

Dave Barry

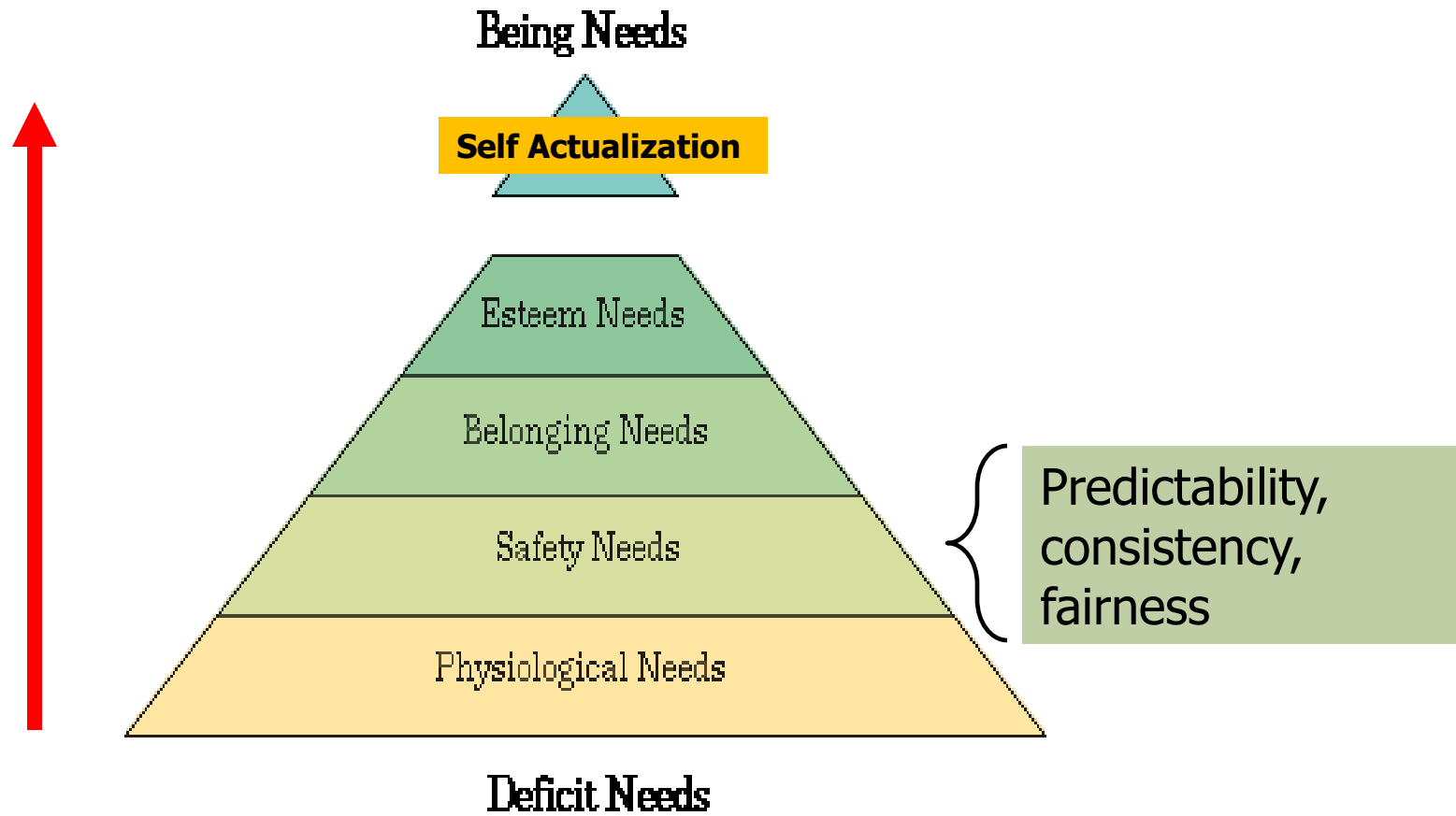"Computer make it easier to do a lot of things, but most of the things they make it easier to do don't need to be done."
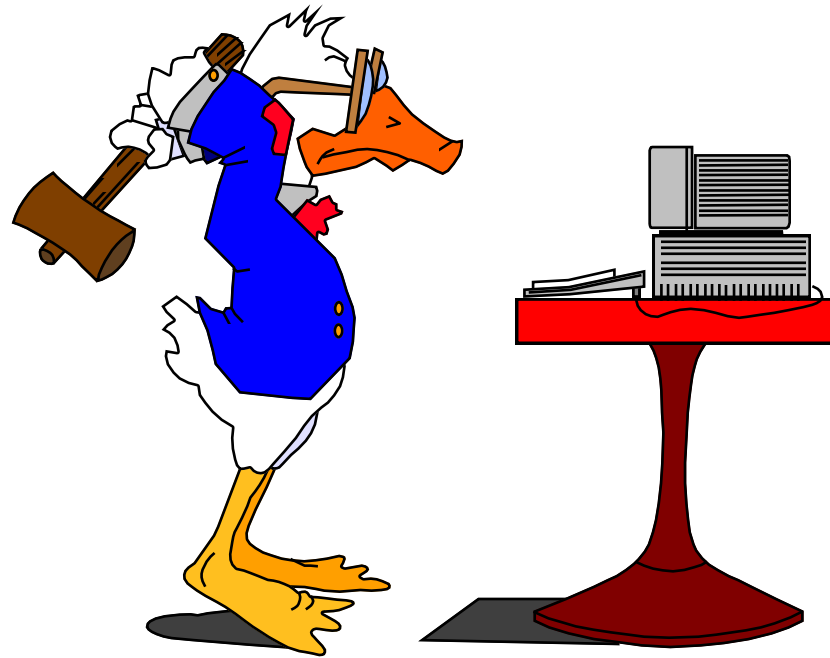
Andy Rooney (1919-)

Common Ground

"We can consider the process of healthy growth to be a never ending series of free choice situations, confronting each individual at every point throughout his life, in which he must choose between the delights of safety and growth, dependence and independence, regression and progression, immaturity and maturity."
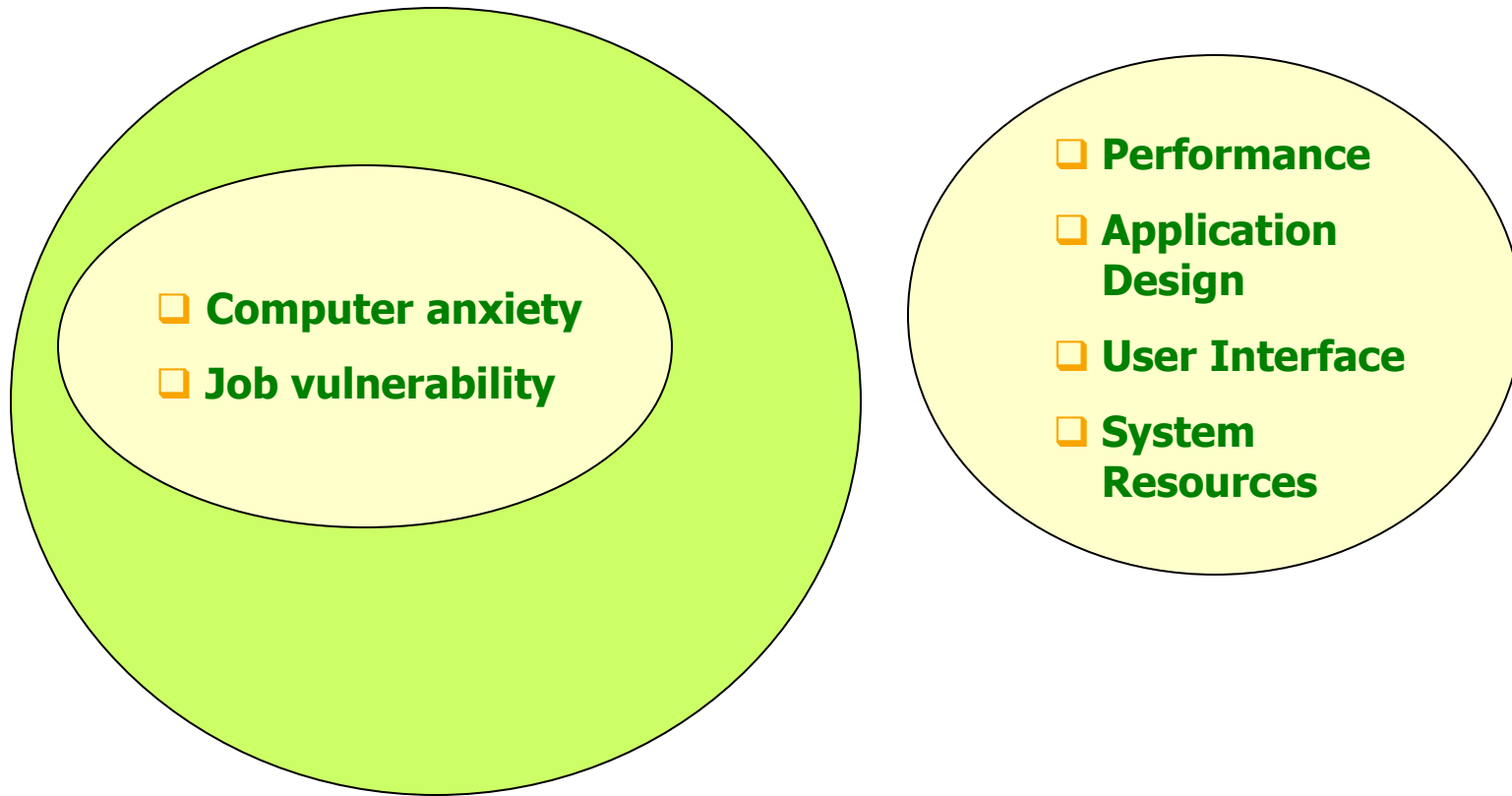

Abraham Maslow

Maslow's Hierarchy of Needs

Being Needs

Self Actualization

Esteem Needs

Belonging Needs

Safety Needs

Physiological Needs

Deficit Needs

Predictability, consistency, fairness

True Components of Response Time

❑ **Computer anxiety**

❑ **Job vulnerability**

❑ **Performance**

❑ **Application Design**

❑ **User Interface**

❑ **System Resources**

End User

"I'm not schooled in the science of human factors, but I suspect surprise is not an element of a robust user interface."
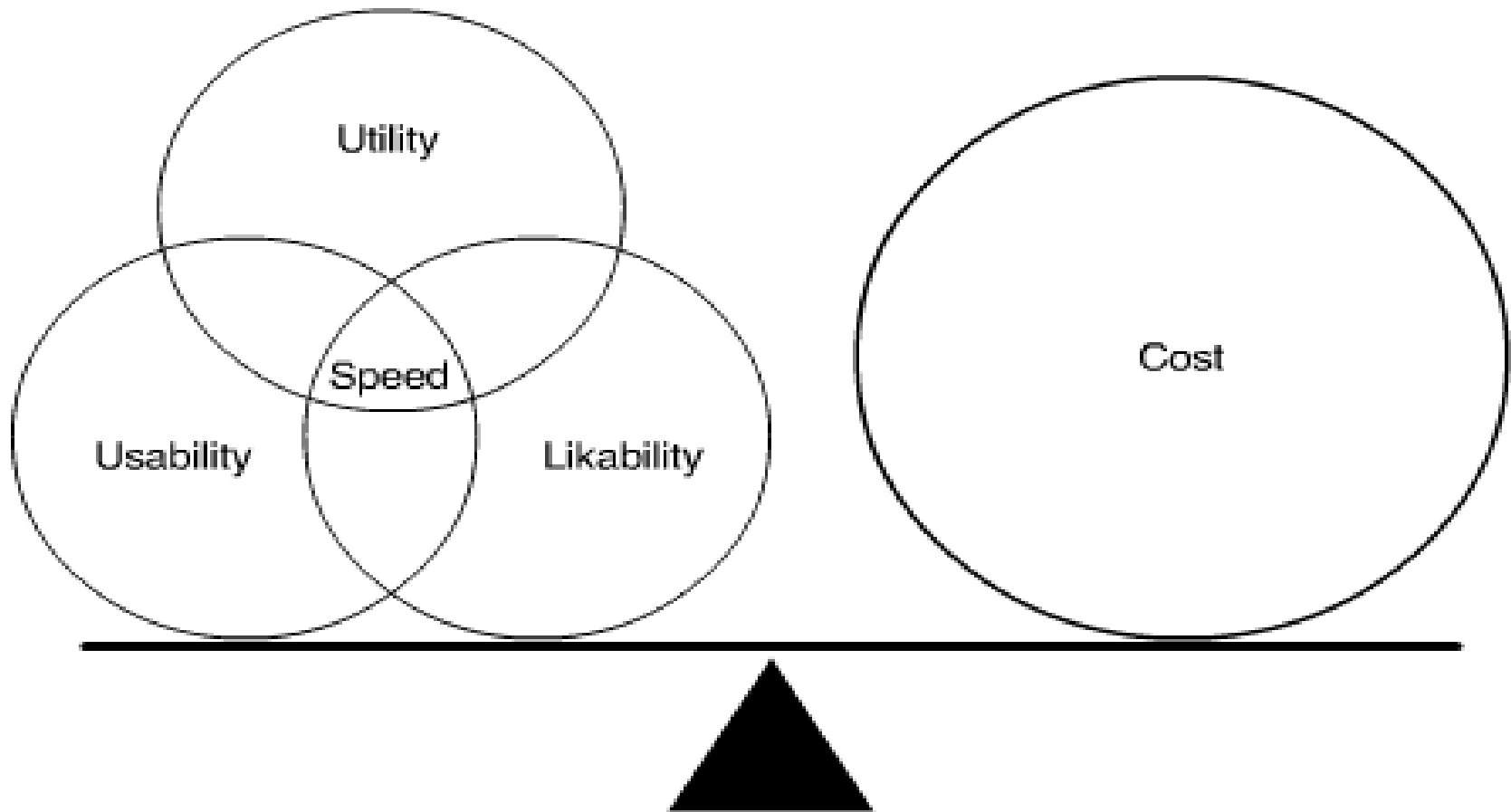
Chip Rosenthal

THE PSY-OPS OF RESPONSE TIME MANAGEMENT
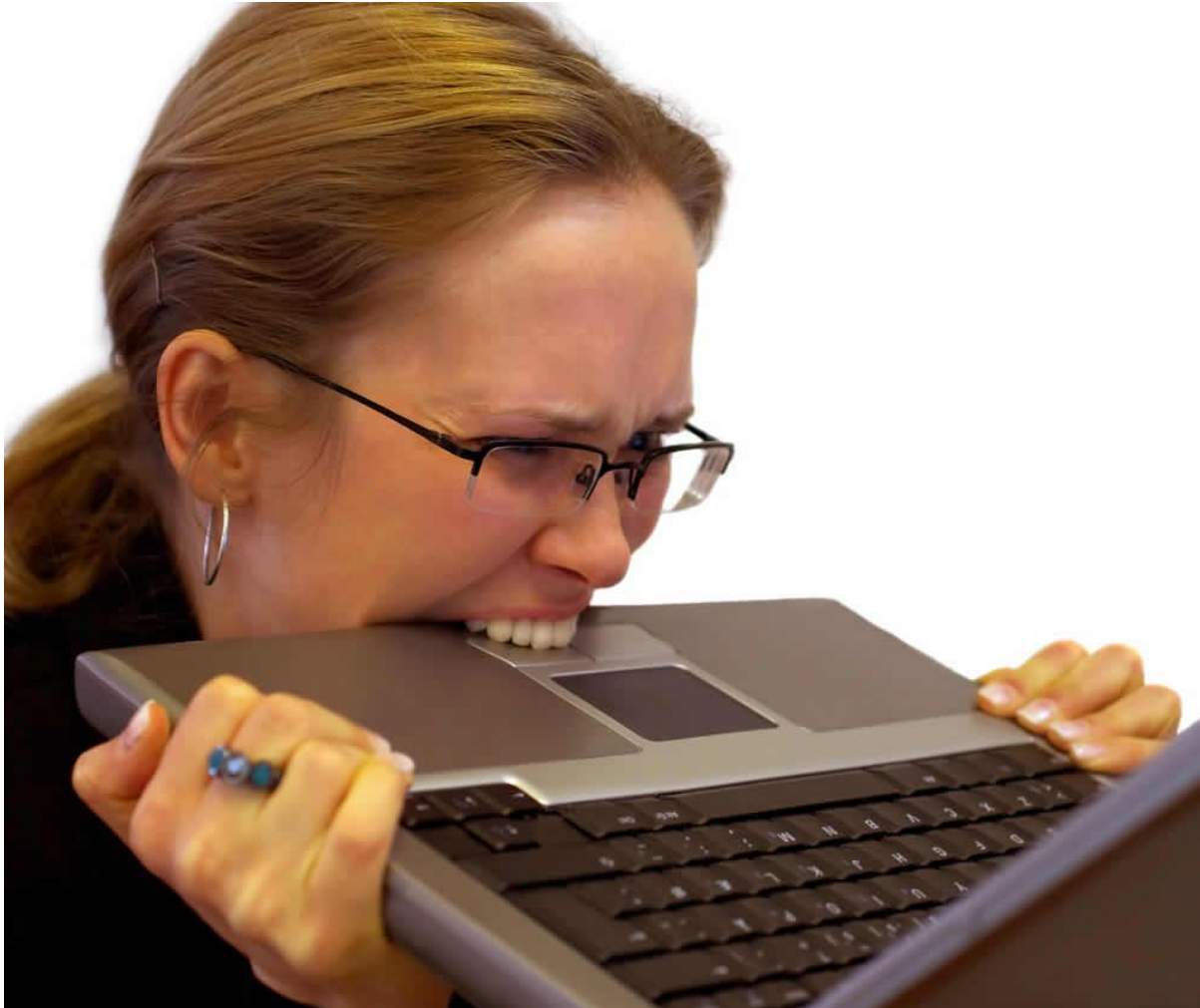
Psychological Operations

"Capture their minds and their hearts and souls will follow"

Factors in User Happiness

❑ Responsiveness relative to expectation

❑ Consistency

❑ Ease of use

❑ Low irritation value

What you can do depends on whether or not you can talk to the user

Fixing the Problem

- ❑ Fix consistency if you can't fix response time

- ❑ Manage expectations

- ❑ Minimize the use of graphics

- ❑ Minimize pages/elements which must be redrawn on update

- ❑ Never resend anything you don't have to

- ❑ Show key data first – paint the rest later

- ❑ Put navigation elements on top – give them something to do now

- ❑ Use progress bars

Perception is Everything

Where possible, customize the user experience to the needs of the user

"People are not disturbed by things, but by the view they take of them. "

Epictetus

MANAGING CHANGE

Axiom of Change

Announce it 3 times

❑ Tell them you are going to do it

❑ Tell them you are doing it

❑ Tell them you did it *(and remind them how successful it was)*

The substance of the change was irrelevant – it was the change itself that was important.

"On average, I must be comfortable"

A Mainframe to 3-Tier Conversion Story

Wrong

- ❑ Assumed the system was great

- ❑ Revoked RACF ids

- ❑ Made user convert

Right

- ❑ Started with a pilot for only a few

- ❑ Explained all the benefits

- ❑ Invited their questions and feedback

- ❑ Was on site for the pilot

Other Tricks of the Trade

❑ Model to ensure performance first

❑ Focus on the positives – what is in it for them?

❑ Understand that people act in ways to make their expectations occur – manage expectations

❑ Listen

COMMUNICATING FOR SUCCESS

DIPLOMACY
The Art of Saying, "Nice Doggy" Until Your Sniper Gets The Range
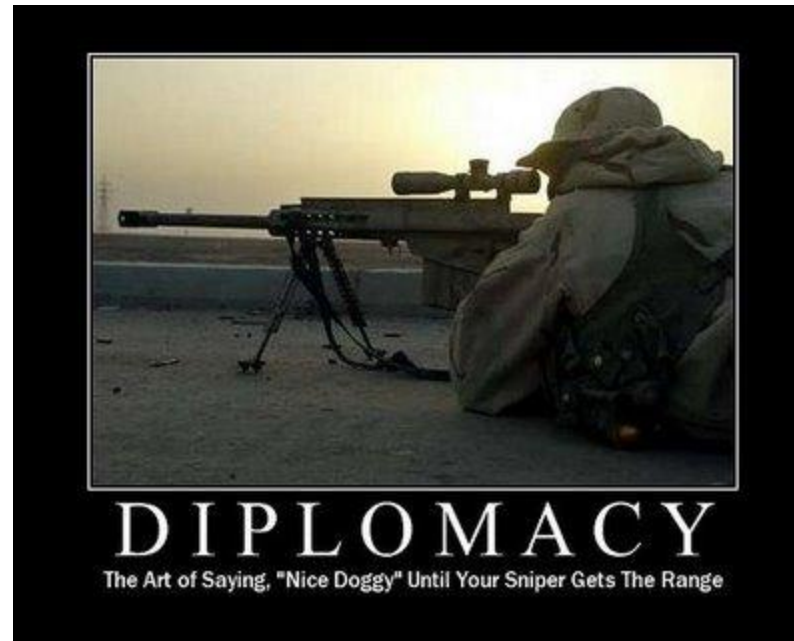
"Diplomacy is the art of letting someone else have your way. "
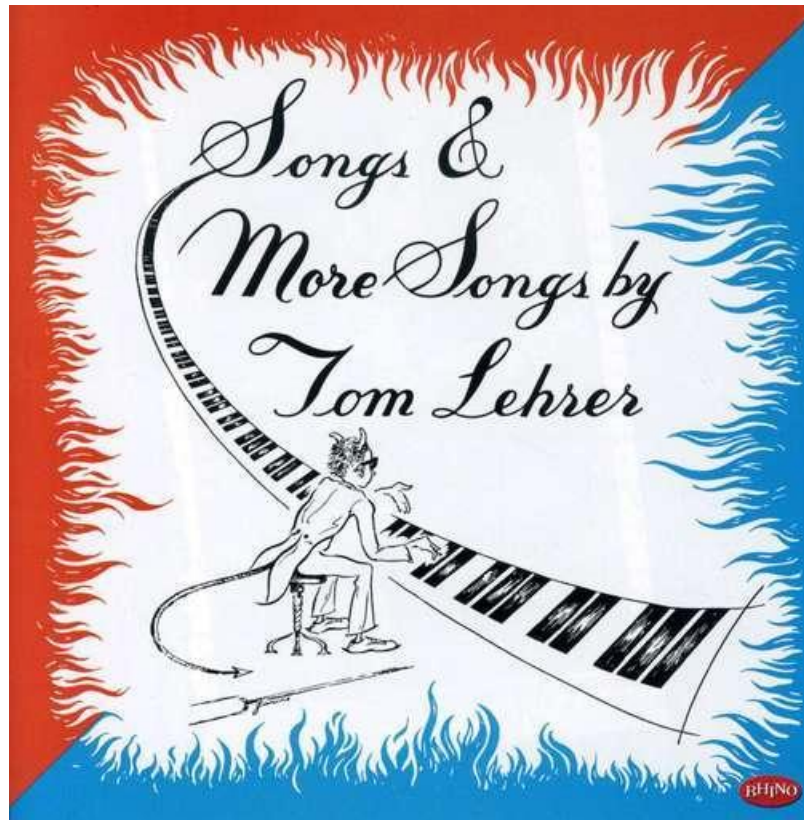
Daniele Vare

The "How"

- ❑ Identify the change agents

- ❑ Identify the value to each one

- ❑ Define the optimal method for communicating with each group

- ❑ Publish your change

- ❑ Get feedback along the way

Communicating

❑ Email newsletter

❑ Performance website

❑ Meetings (face to face, if possible)

❑ Personal call

"I wish people who have trouble communicating would just shut up."

Tom Lehrer (1928-)

Remember Social Styles

- ❑ Give Analytics more information and time to process

- ❑ Focus on the human component with Amiables

- ❑ Find how Expressives can be recognized and acknowledged because of this change

- ❑ Let Drivers be owners, or at least, think they are

❑ **Amiable** – ease the conversation around to the problem. Solve it, then go back to pleasantries

❑ **Expressive** – figure out 'what's in it for them'. Team on this, but listen to them

❑ **Analytic** – understand that they need loads more info and time to come to a decision. Give it to them

❑ **Driver** – Remember – they are the boss. Help them think this is their idea. Never bypass them.

SUMMARY & CONCLUSIONS

Take-Homes

- ❑ People skills are key in all professions

- ❑ If you don't understand yourself, you can't understand anyone else

- ❑ If you don't understand that everyone is not like you, you will fail

- ❑ "Social Styles" is an easy way to learn to work with others – it's just people awareness

The Donald notwithstanding – it may be business, but it is all personal
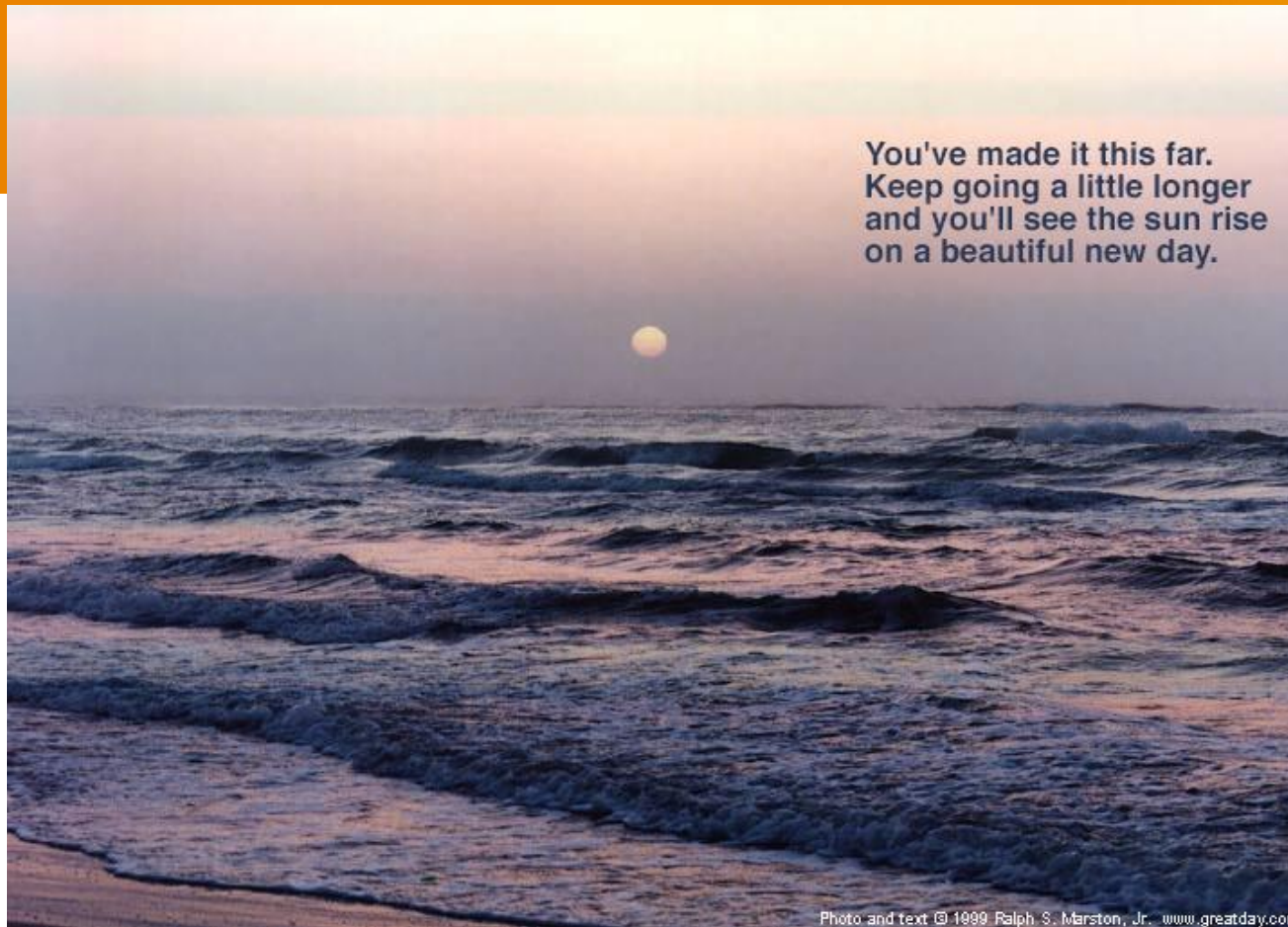
You've made it this far.
Keep going a little longer
and you'll see the sun rise
on a beautiful new day.

Photo and text © 1999 Ralph S. Marston, Jr. www.greatday.com

"It does not matter how slowly you go so long as you do not stop."

Confucius

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