
Denise P. Kalm
Session #9759
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 can (and what we should) measure

Fig. 1 – What we can (and what we should) measure
How Do You Measure This?
Conundrum

Response Time

Acceptable?
Who Needs You?

Unacceptable?
You Aren’t Doing Your Job

Is this working for you?
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

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<tr>
<th>Qualification</th>
<th>Fighter Pilot</th>
<th>Performance Analyst</th>
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<tr>
<td>Works Independently</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Always Right</td>
<td>✔️</td>
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<td>Motivated by Speed</td>
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<td>Multi-tasker</td>
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<td>Analytic</td>
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<td>Risk Manager</td>
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<td>Communicative???</td>
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Where it all started
"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
Time-Motion Studies

Frank & Lillian Gilbreth
"You are what you pretend to be."

Kurt Vonnegut
Social Styles

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

Driving
- Strong-Willed, Decisive, Tough, Independent, Dominating, Practical, Severe, Efficient

ASKS
- Supportive, Respectful, Pliable, Willing, Dependable, Agreeable

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

EMOTES
- Amiable

Expressive
The Dimensions

Social Style Dimensions

**Less Assertive**
- Asks
- Cooperative
- Reserved
- Slow-acting
- Risk-avoiding

**More Assertive**
- Tells
- Competitive
- Forceful
- Fast-acting
- Risk-Taking

**More Responsive**
- Shows Emotion
- Warm (Heart)
- Spontaneous
- Informal
- People-oriented

**Less Responsive**
- Controls Emotion
- 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
Overviews of Social Styles

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
Overviews of Social Styles

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
Overviews of Social Styles

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
Read the Faces
One Additional Element

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-)
"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

Deficit Needs

Physiological Needs

Safety Needs

Belonging Needs

Esteem Needs

Being Needs

Self Actualization

Predictability, consistency, fairness
Computer as Threat
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"
Shackel Acceptability Equation
The Who, What & When of End Users
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
Understand What They Want

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 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
Managing Your Manager

- **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
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
“It does not matter how slowly you go so long as you do not stop.”

Confucius
References


Enjoy the Ride!

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