Managing Human Behavior During Incidents

Personality	Bad Traits	Recommendations
Quiet One	• May be uncomfortable speaking up in a group • Little interaction on a bridge unless called out specifically or a natural pathway is created for their contribution. • May be reserved but invaluable	• Don't forget about or discount the Quiet One as uninterested or unqualified based on the amount of interaction. • Ask direct questions of the Quiet One by name/function to create an entry point for them to participate in the conversation. • If Quiet Ones are being rolled over in the discussion, take action to give them airtime!
Naysayer	• Typically, outspoken with a large personality • Frequently comes across as negative • Often cites past history as justification why a current idea/plan etc. won't work • May be a dissenting opinion for the sake of dissention. Finds many reasons why something won't work but few reasons why it will • Often "what if's" all plans or ideas to the extreme • May be entrenched in their own position and defend it at all costs.	• The Naysayer isn't always wrong so beware of discounting the issues raised just because they may be difficult to deal with • Require specificity when Naysayers throw up obstacles or dissention • Don't engage in verbal sparring • May need to tell a Naysayer they are in a minority opinion on a topic or idea and that the response must move forward. Remember consensus is not always possible on every action taken during a response.
Overbearing	• Frequently identified in the organization as a "know it all" • Like the Naysayer, overbearing people typically have large personalities • Puts people on the defensive • Can't or won't see other perspectives.	• Stay calm and don't engage in verbal or written sparring • Beware of very opinionated suggestions that may be more colorful and grandiose than helpful • Use other response participants to help evaluate the offering of an overbearing person

	• Can't seem to be agreeable without some caveat or reason • May be a person that commonly likes to push buttons and/or push limits • Quick to make decisions and may be impulsive • May not easily accept being wrong or that others are making contributions that appear to be more useful	• Avoid pointing out directly that an Overbearing One is wrong • May be useful to assign tasks to an Overbearing One that takes them off the main communications channel
Over Explainer	• Intelligent, competent and talented • Gives lengthy explanations anytime a question is asked (tells you how watches are made when you ask what time it is!) • Adds personal stories or historical background to descriptions or explanations that may or may not be relevant • Not overtly disruptive but may be stealing time away with needless detail	• Recognize the Over Explainer and keep them in check. Interrupt if need be once the required information is obtained • Many Over Explainers don't recognize the behavior pattern in themselves • Beware when two over explainers are engaged. They may take you on a detailed journey that may or may not be useful! • It might be useful to give them a timeline prior to asking a question. An example might go something like this, "Mary, it sounds like we need to get an opinion on this message que lag, can you explain that to me in a minute or less?"
Joker	• Constantly injecting humor or non-relevant comments in to the conversation just like a class clown • Doesn't make the switch from Peacetime to Wartime and in some cases, prevents the entire response from making the switch • Typically loves attention • Most have high self-esteem and are usually good problem solvers	• Limit the Joker's opportunities to disrupt • If behavior persists, be direct in reminding The Joker to stay focused • While this personality may not seem toxic to a response effort, be careful not to indulge the Joker or encourage the behavior

Uncertain Contributor	• May be hard to pin down when looking for specific information or recommendations • Frequently needs more time to "check one more thing" before acting • The higher the stakes, the higher the level of uncertainty • Frequently uses hedging or uncertain language when offering opinions or recommendations. You might hear words like "maybe", "perhaps", "it could be", or "it might" • The Uncertain Contributor may fall in to trying to find perfect or 100% certainty even when it's not possible or practical to do so.	• Demand specificity and accuracy • May phrase questions to the Uncertain Contributor that only require yes or no answers • With this personality (and the others for that matter), ask one question and get on answer. Avoid long or complicated questions that allow the Uncertain Contributor to pick and choose what part of the question he or she might answer. Think specifically about what in formation you want and ask questions as simply and direct as possible • Involve other technical experts to bolster the Uncertain Contributor and/or corroborate or even refute their opinions and/or recommendations.
Gunslinger/Savior	• The Gunslinger is talented, knowledgeable, valuable to the organization and knows it! • The company may reinforce The Gunslinger's Wartime value and role in Peacetime activities • The Gunslinger is often called specifically because he or she has built a reputation as a key problem solver and "go to" person. • Others typically are hesitant to challenge The Gunslinger because they are often right and generally have a large personality and don't tolerate competition well	• Don't confuse the confidence of The Gunslinger with his or her ability to get to the right answer • Take steps to prevent The Gunslinger from informally assuming the role of IC and taking over the response effort. • As with The Uncertain SME, it may be wise to structure questions in such a way as not to provide a stage for them to take over the response effort. • This personality is challenging in that it may be difficult to distinguish a key person with unique knowledge, skill or talent from the Gunslinger personality. Gunslingers may be more intimidating than helpful. • May be useful to assign tasks that takes them off the main communications channel
Interrupter	• Bursts in to the middle of conversations. May have ben lurking on a conference bridge or other communications channel prior to interrupting	• Keep the interrupter in check by observing and remarking on the behavior early. • Interrupters can usually be kept in check by bringing up the behavior

	• Routinely cuts off others during a conversation • Interrupters typically aren't good listeners. They generally are only waiting for their turn to talk rather than carrying on a two-way conversation.	and commenting directly to the person that they interrupting conversations and to wait for their turn to enter the discussion.
Grenade Thrower	• May derail a plan or line of thinking after decisions have been made • Create doubt and divert attention from the main points or plan with "what if's" to the point that nothing looks like a good idea • This personality is difficult to recognize because raising objections and or "what if" points are healthy when done at the right time and for the right reasons • Person may not recognize this tendency in themselves and doesn't see the behavior as distracting	• If it appears that the Grenade Thrower has lobbed a distraction, refocus the • discussion with a CAN report and stick to the verifiable facts. Facts are kryptonite to the Grenade Thrower. • Grenade Throwers often cite the possibility of a positive or negative outcome as justification for actions. The IC should acknowledge all possibilities, but keep the group focused on probabilities. Possible outcomes can be initially measured by yes or no. Using the word 'Probable' may be interchanged in this context is with the word likely, indicating a strong sense that the event or consequence may occur. An event may be possible but not likely, which is where The Grenade Thrower may base an opinion or argument or justification
Chicken Little	• Views every incident as a catastrophe • Tends to focus on worst case scenario viewpoints • Creates unhealthy sense of urgency amongst responders • Typically, conservative when it comes to acting	• Keep responders focused on efforts being taken to solve problem • Refer to the probable versus likely thinking outlined in the Grenade Thrower personality in order to keep a sense of reality • Avoid letting the Chicken Little take the response off course.
Bridge Lurker	• Calls into conference bridge or other communications channel without identifying that he or she is there • Won't participate until they believe it is necessary and then The Lurker chimes in without warning	• Acknowledge and ensure that everyone responder is identified when arriving to participate • On longer incidents, conduct a Personnel Accountability Report (PAR) to identify all persons on the incident. This is a good practice for operational security (making sure

	• May be working in the background and using other communication methods.	who has access to the communications channel *should* have access to the communications channel – you never know who may be listening unless you take steps to find out!) • It's okay for persons to join your response and stand by without contributing but as the IC, you should always know who is participating
Jumper to Conclusion	• Quick to arrive at a conclusion without fully investigating a situation, idea, thought etc. • The Jumper may be right or wrong but one thing is for sure, they jump quick • The Jumper may be very experienced and relies on that body of experience to make quick decisions. Again, The Jumper may often be right based on inference (something believed to be true based on previous experience). Beware, however, because this is not always the case. The goal of incident response decision making is to make the best decision in the shortest amount of time, not just make quick decisions	• Ensure that all responders are clear when discussing facts (able to be proven true or false) or opinions (something not measured against an objective standard) • Keep the Jumper (and everyone else for that matter) focused on fact based decision making as much as possible • The IC should always be evaluating information and placing in the fact, inference or opinion category in order to weight it correctly in the decision-making process
Tunnel Rat	• Typically takes a very narrow point of view or has focus on a single priority • Difficult to move them off their position even in the face of compelling evidence • May exhibit confirmation bias (take in, use or interpret only the information that favorably supports his or her position, belief, etc.) • May ignore or downplay information that does not support their position	• Don't engage in a circular discussion with the Tunnel Rat. He or she may only find new or different information to support a position • IC may "agree to disagree" on a particular point and move on • Be factual as much as possible in order to avoid the Tunnel Rat to speculate or form opinions that cannot be verified.

Fortnite player	• Is not focused and is distracted by other things, which may nor may not be work related. • Does not have a sense of urgency • Is frequently not responsive when the IC or other SME asks them a question. • Is frequently hears saying "can you repeat that"	• Keep responders focused on efforts to solve the problem • Call them out to focus their attention to the problem • Keep tight parameters on the time aspect and keep them on a tight time leash • Require that they repeat back the request that you made of them to ensure they are clear on their direction
Awesome Contributor	• Arrives in a timely fashion • If operating on a bridge, ensures their work environment is quiet • Speaks up and speaks clearly • Is specific, direct and factual • Respects the IC timeline for assigned tasks • Will request more help if he or she needs it • Stays focused on the event	• None required because they are awesome!