



Incident Management Training for IT Operations

Human Behavior

In the absence of process, personalities prevail!

The Human Side of IR

- IR is a team sport
- IC is key social signaler
- Self Awareness and Situational Awareness
- Leadership must account for personalities under pressure

The Human Side of IR

Personality Variance

The measurable differences in personality traits between individuals, or the variation in how individual personality traits are expressed across situations.

Can Create Positive Friction

Cognitive diversity

Innovation and creativity

Better route finding

Clear communications

Or Negative Friction

Endless debate

Decision delay

Authority Challenges

Trust Erosion

Prolonged business impact

Personalities

	DEVELOPERS	DESIGNERS	PROJECT MANAGERS	QA	SYSADMINS
SEEN BY DEVELOPERS					
SEEN BY DESIGNERS					
SEEN BY PROJECT MANAGERS					
SEEN BY QA					
SEEN BY SYSADMINS					

Command

- Key social signaler
- Chief Momentum and Clarity Officer
- Prevent decision fragmentation
- Identify and Manage disruptions

Situations

- Swoop
- Long Conversations
- Ineffective SME
- Team Friction
- Background Noise
- Language
- Culture
- Vendors
- Lack of Progress
- Lack of Sense of Urgency
- Fatigue

Personalities

- The Savior/Superman
- Quiet One
- Over Explainer
- Uncertain SME
- The Interrupter
- The Grenade Thrower
- Naysayer
- Bridge Lurker
- Tunnel Rat
- 20/20 Hindsight
- Chicken Little
- Joker

Quiet One (2 types)

1. One who is normally quiet
2. Someone who is never quiet but is not speaking on this incident

IC Techniques

- Direct questions
- Provide them with a platform to participate
- Check with them in the background

Naysayer

- Large personality and possibly negative
- Frequently has dissenting opinion and “what-if’s” the situation beyond usefulness

IC Techniques

- Can be challenging, so stick to facts
- Have other opinions brought forward and discuss
- Consensus is not always possible

Over Explainer

Talented but over explains every concept or suggestion

IC Techniques

- Provide them a timeline or time bracket
- Politely cut them off and let them know you may get back to them for more detailed background information

Audio Recording Exercise

- Incident Commander (IC): volunteer or be appointed
- Group listens to the assigned audio clips
- Identify disruptive personalities and/or situations
- Group discussion of findings

How does personality variance impact team performance?

What would you do to alleviate the situation?

What would you say or do differently if the disruptor was a junior SME versus a senior leader?