

Human Behavior

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Human Behavior

- Systems are conceived, designed, implemented, maintained, used, and tolerated (or not) by people
- People react quite predictably
- However, often differently from what we intuitively think
- Most projects
 - ignore human behavior,
 - incorrectly assume behavior,
 - or decide how people should behave (*ha ha*)
- To succeed in projects, we must study and adapt to real behavior rather than assumed behavior
- *Even if we don't agree with that behavior*



Movie: Six Days, Seven Nights



Discipline

- Control of wrong inclinations
- Even if we know how it should be done ...
(if nobody is watching ...)
- Discipline is very difficult
- Romans 7:19
 - The good that I want to do, I do not ...



- Helping each other (watching over the shoulder)
- Rapid success (do it 3 weeks for me...)
- Making mistakes (provides short window of opportunity)
- Openness (management must learn how to cope)

Intuition

- Makes you react on every situation
- Intuition is fed by experience
- It is free, we always carry it with us
- We cannot even turn it off
- Sometimes intuition shows us the wrong direction
- In many cases the head knows, the heart not (yet)
- Coaching is about redirecting intuition

Is intuition wrong, or is the design wrong ?



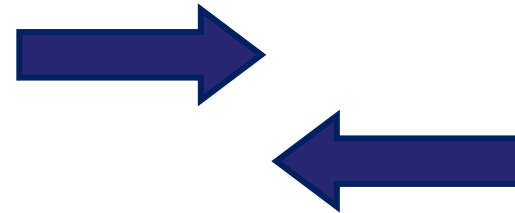
The user is always right

Communication

- Talking as near as possible past each other



To each other



Past each other

- Don't *assume* we understand: *check!*

Communication

- Traffic accident: witnesses tell *their* truth
- Same words, different concepts
- Human brains contain rather fuzzy concepts
- Try to explain to a colleague
- Writing it down is explaining it to paper
- If it's written it can be discussed and changed
- Vocal communication evaporates immediately
- E-mail communication evaporates in a few days



Perception



- Quick, acute, and intuitive cognition (www.M-W.com)
- Intuitive understanding and insight (www.oxforddictionaries.com)
- What people say and what they do is not always the same
- The head knows, but the heart decides
- Hidden emotions are often the drivers of behavior
- Customers who said they wanted lots of different ice cream flavors from which to choose, still tended to buy those that were fundamentally vanilla
- So, trying to find out what the real value to the customer is, can show many paradoxes
- Better not simply believe what they say: check!

It can't be done, *they* don't allow it



- If the success of your project is being frustrated by
 - dogmatic rules
 - ignorant managers

it's no excuse for failure of your project

- Return the responsibility
 - If you don't really get the responsibility (empowerment)
 - If you cannot continue to take responsibility
- At the end of your project it's too late
at the FatalDate any excuse is irrelevant
- You knew much earlier

People oppose change !



- People are not against change
- People (sub-consciously) don't like uncertainty
- Any project changes something and thus introduces uncertainty
- People can cope with uncertainty for a short time

We failed because of politics

- **Good politics:**
 - People decide differently on different values
- **Bad politics: hidden agenda's**
 - Say this, mean that - often even unintentionally
 - Politics thrive by vagueness
 - Facts can make bad politics loose ground
- If you accepted the responsibility for the project, failure because of “politics” is just an excuse
- What did you really do about it ?



Excuses, excuses, excuses ...



- We have been thoroughly trained to make excuses
- We always downplay our failures
- It's always 'them' – How about 'us' ?

- At a Fatal Day, any excuse is in vain: *we failed*
- Even if we “really couldn't do anything about it”
- Failure is a very hard word. That's why we are using it !
- No pain, no gain
- We never say: “You failed” - Use: “We failed”
 - After all, we didn't help the person not to fail

Mistakes, unnecessary things

- What was the last time you made a mistake ?
- What was the last time you did something unnecessary ?

- Did you talk with others about it ?
- Did you learn from it ?
- What did you do about it ?

Ignore the first reaction

- If you show something is wrong
- Even if the person agrees, first you'll get:

“Yes, but ... bla bla” or,
“That’s because ... bla bla”

- We have been trained from childhood to make excuses
- Ignore the bla bla
- Wait for the next reaction