

{Data Management}
The Human Behaviour
Dimension

DAMA Calgary Chapter
© Steve Dolha
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steve@solgistic.com

Setting Expectations

- ❖ Its about the approach not a checklist
- ❖ My opinion and perspective
- ❖ Dealing with people is hard work
- ❖ I'm not an expert, but I'm passionate about it
- ❖ Encourage further reading and research

I confess that I had anxiety about this presentation. I'm not a professional in the field of human psychology - my learnings and influences come from my own experiences and from the guidance and writings of those who are such professionals - there are others who have much more in-depth understanding and experience with human performance - including my wife who has greatly influenced my perspective and understanding of people and what influences their behaviours.

This slide is intended to set your expectations about this presentation but mostly its to deal with that anxiety that I had - more about that later

Its about the approach - there are no silver bullets

There are a lot of opinions - this presentation is based on my own opinions

I'm not an expert but I'm passionate about it.

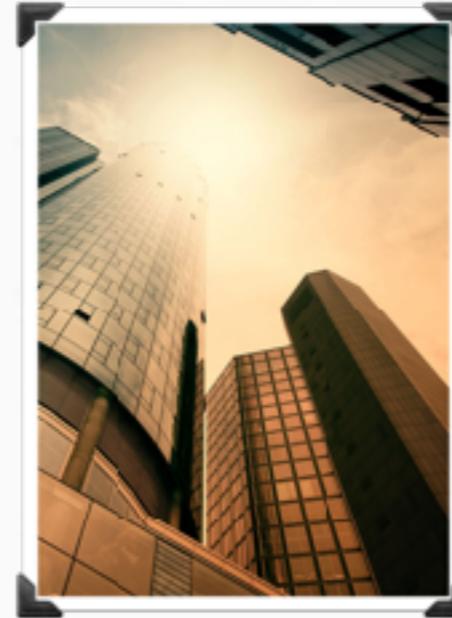
There are many ways to look at human behaviour and its not always as clear cut as some would have you believe. I encourage you to seek out more information and mostly I encourage you to incorporate the human component into your data management practises (that's my positive reinforcement for you today).

About Me

- ❖ 35 years of IT experience
- ❖ Strong software development background
- ❖ Have focused for the past 8 years on data architecture, data management, data delivery and data analytics (lots of stuff around data)
- ❖ Keenly interested to improve the human experience with technology

Meet George

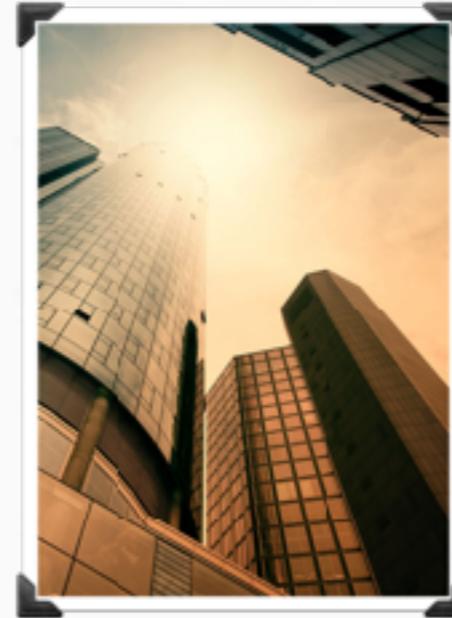
- ✦ George is a data management professional in a large Oil & Gas organization and has been asked to scope the data requirements for a dashboard for the VP of Production.



Meet George. George has recently been asked to build a dashboard for the VP of Production that will give him more detailed and consolidated insight into the operations of his department. One of the components of that dashboard is the ability to view serious incident data sourced from a system used by the field staff to record those incidents.

Meet Jackie

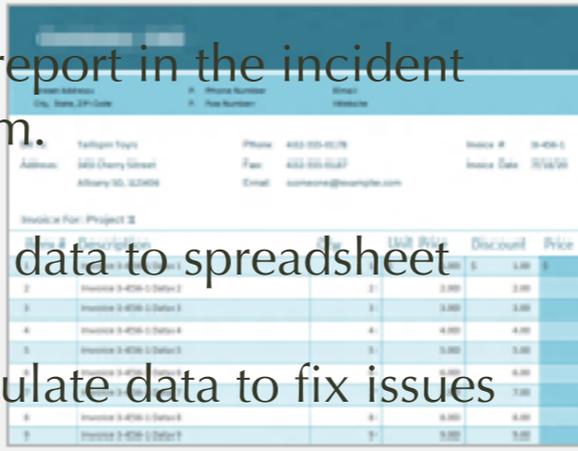
- ✦ Jackie is the key business person responsible for the data that George needs for the dashboard.



Jackie is the key business person responsible for this particular reporting today in the form of reports that she produces.

You guessed it - a Spreadsheet is involved!

- ❖ Step 1: run a report in the incident tracking system.
- ❖ Step 2: export data to spreadsheet
- ❖ Step 3: manipulate data to fix issues
- ❖ Step 4: produce report from spreadsheet



The screenshot shows a web interface for an incident tracking system. At the top, there is a header with fields for 'City, State, ZIP Code', 'Phone Number', and 'Website'. Below this, contact information is displayed: 'Telephone: 412-555-0123', 'Address: 1402 Cherry Street, Pittsburgh, PA 15206', 'Fax: 412-555-0127', 'Email: support@company.com', 'Invoice # 10456', and 'Invoice Date 10/15/10'. A section titled 'Invoice For: Project 12' contains a table with the following data:

Qty	Description	Unit	Unit Price	Discount	Price
1	Invoice 1-4126-1-Data-1	1	3.00	3.00	
2	Invoice 1-4126-1-Data-2	2	3.00	3.00	
4	Invoice 1-4126-1-Data-4	4	4.00	4.00	
3	Invoice 1-4126-1-Data-3	3	3.00	3.00	
4	Invoice 1-4126-1-Data-4	4	3.00	3.00	
5	Invoice 1-4126-1-Data-5	5	3.00	3.00	
6	Invoice 1-4126-1-Data-6	6	3.00	3.00	
7	Invoice 1-4126-1-Data-7	7	3.00	3.00	

As George digs deeper he learns that Jackie relies heavily on an Excel spreadsheet to generate those reports and that in fact Jackie is manipulating the data in that spreadsheet such that it no longer matches the data that he pulls directly from the incident system.

To do this, Jackie has some experience using Excel and is able to run a report in the software system that records the incident data entered each month by the field operations staff. And further, she is able to copy and paste that data from the report into a spreadsheet. With the raw data now in a spreadsheet, Jackie has built a complex set of formulas and summary spreadsheet macros which generate the reports that she supplies to her VP.

Jackie Says No



And to top it all, Jackie refuses to let George have direct access to her spreadsheet. George is clearly frustrated by this.

Frustration Ensues



There is a lot of discussion within George's team? Can't Jackie just tow the line and use the system she's been given and drop that spreadsheet? Most in George's team view Jackie as a renegade.

Is Jackie Really a Renegade?

"A renegade is a person who deserts and betrays an organizational set of principles. That's exactly what some impatient business owners unknowingly do by moving data in and out of business solutions, databases and the like. Rather than wait for some professional help from IT and Data Management teams, eager business units may decide to create their own set of local applications without the knowledge of IT or Data Management teams."

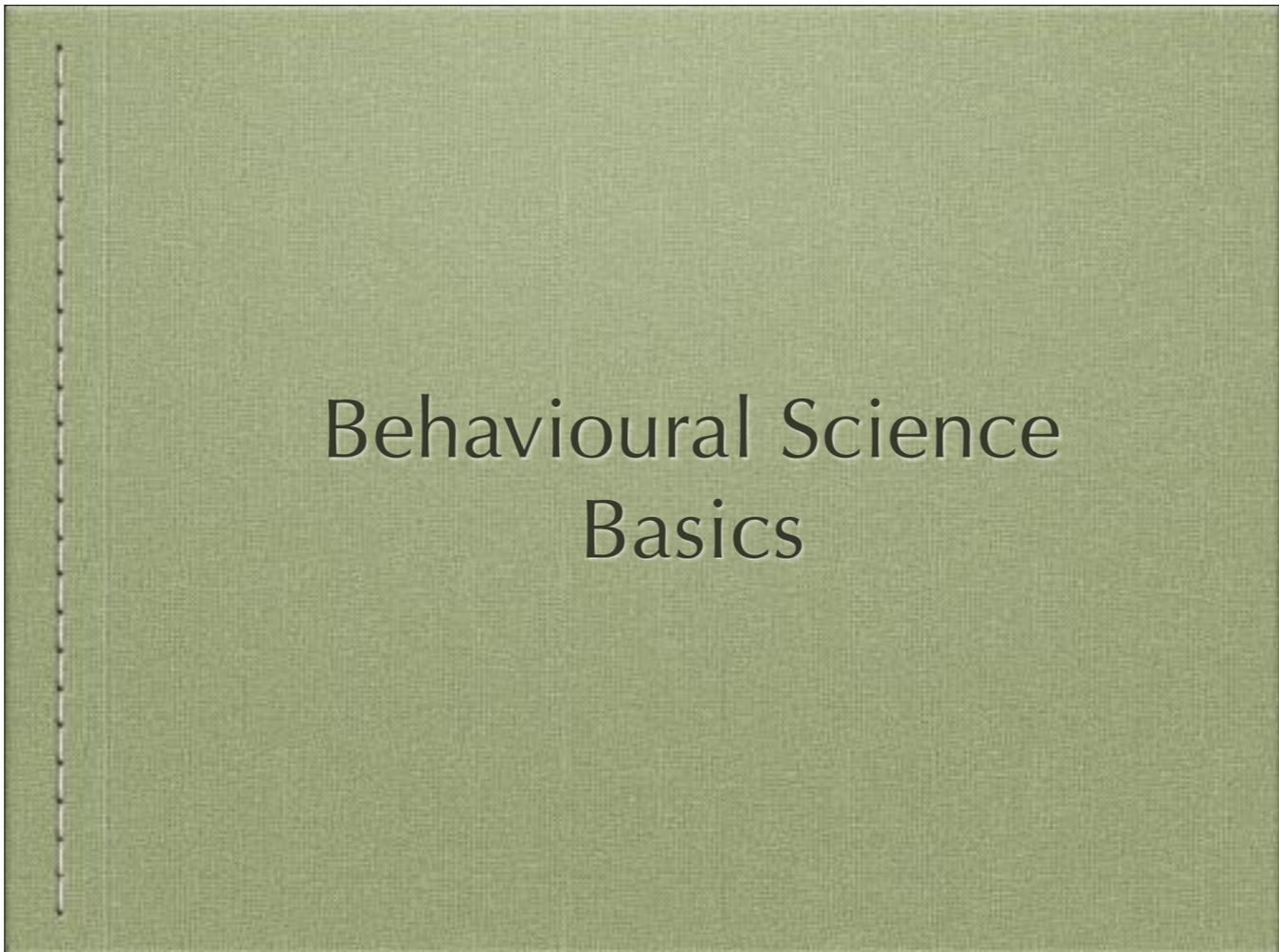
source: http://data-governance.blogspot.ca/2011/08/top-ten-root-causes-of-data-quality_25.html

Is this how we should view Jackie. I found this quote on a data governance blog - this person went on to prescribe a punitive approach to solving this "Renegade" issue.

Lets spend some time exploring the approach before we return to the story.

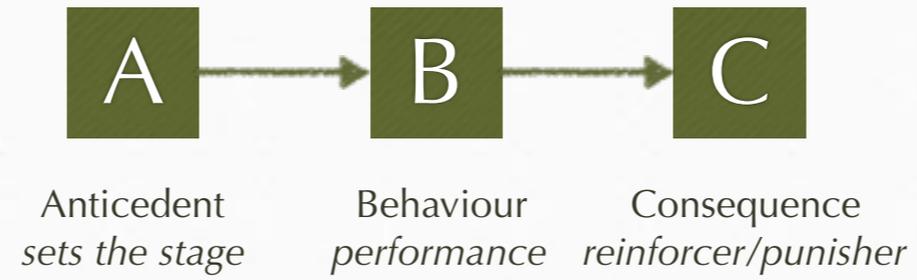
My Major Influences

- ❖ Behavioural Science
- ❖ Gestalt Therapy
- ❖ Non-Violent Communication (NVC)



Behavioural Science
Basics

The ABC Behaviour Model



This model can be used to understand and attempt to shape behaviour using positive reinforcement or alternatively removing negative consequences.

The Four Consequences



Behaviour

Consequences

Consequences
that increase
behaviour

- ❖ *Positive reinforcement*: We get what we want
- ❖ *Negative reinforcement*: We work to stop or avoid something

Consequences
that decrease
behaviour

- ❖ *Punishment*: We get what we DON'T want
- ❖ *Extinction*: We don't get what we want

Ideal Consequence: P.I.C.



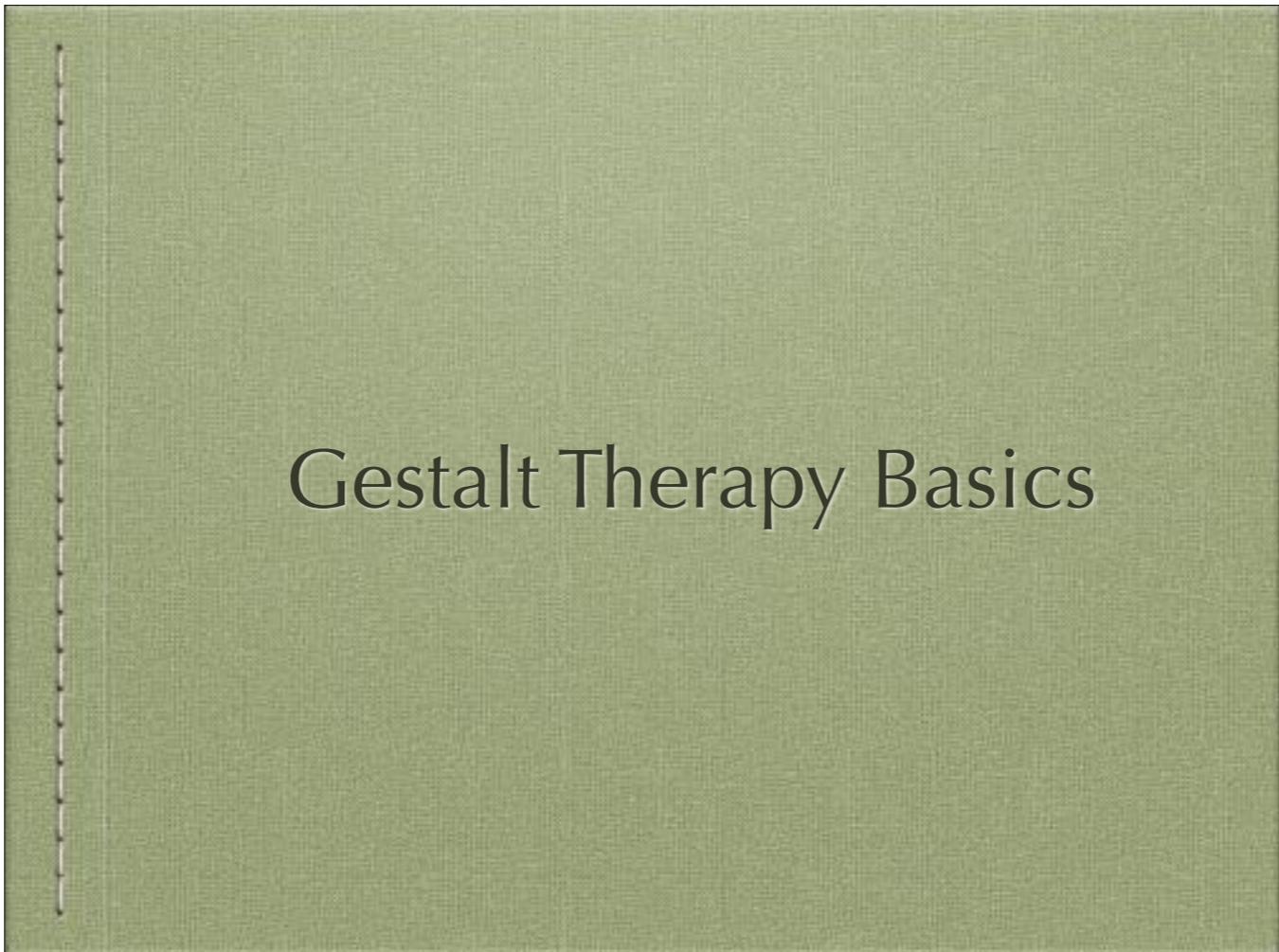
Negative reinforcement has its place - to stop a specific behaviour in its tracks. But it has a downside in that it does not create the conditions which elicit “discretionary behaviour” - going above and beyond. Instead people do just what is required to avoid negative reinforcement from happening again.

Gasification is an example that attempts to use positive reinforcement to shape behaviour.

Basic Guideline: 4 to 1 positive to negative reinforcement.

My Assessment of ABC

- ❖ Helps to guide the design of environments that reinforce desired behaviours
- ❖ Does not speak to the wants and fears that really drive human behaviour



Gestalt Therapy Basics

Gestalt Therapy

- ❖ Fritz and Laura Perls - founders of Gestalt therapy
- ❖ Has at its core the principle that every individual is a whole (mind, body and soul), and that they are best understood in relation to their current situation as he or she experiences it.
- ❖ The gestalt approach focuses on experience in terms of understanding an individual's wants, fears, perceptions, behaviours, body sensations, ideas and memories.

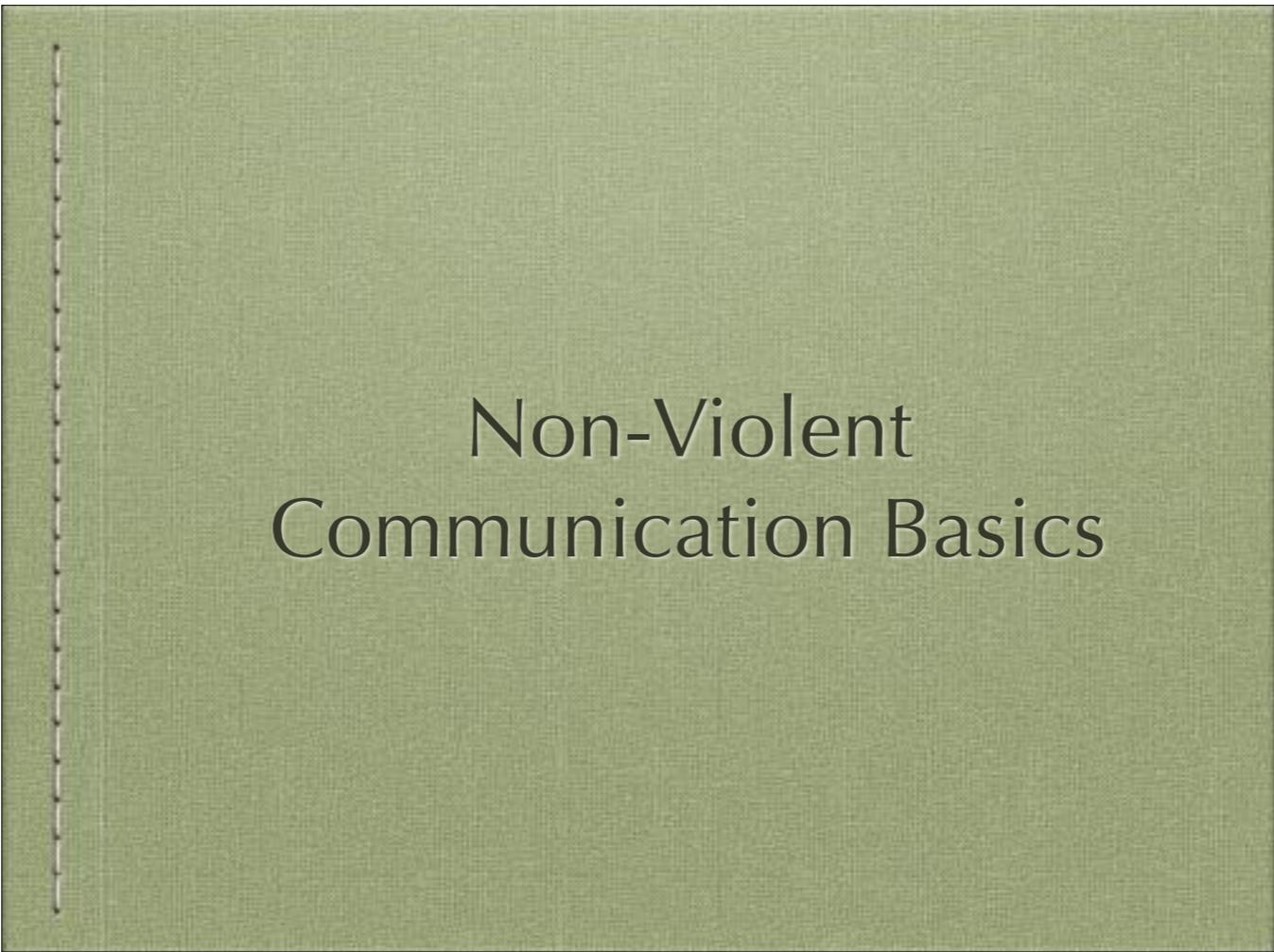
My Assessment of Gestalt Therapy

- ❖ Helps one appreciate that wants and fears are a very strong driver of behaviour
- ❖ Encourages attaining an understanding of those wants and fears
- ❖ Is a counter balance to behavioural science

I'm not proposing that we should be using Gestalt Therapy with our clients. Rather I think of the concepts of Gestalt Therapy as is a balancing influence to the behaviouralist viewpoint.

For the purposes of this presentation it is enough to understand that a person's wants and fears are a very strong drivers of behaviour.

As much as we'd like to think that the ABC model will achieve the behaviour we seek, without understanding a person's wants and fears those behavioural changes tend to be short lived. Diets are a classic example of this.

The image shows the front cover of a book. The cover is a solid, textured olive-green color. On the left side, there is a vertical line of stitching, indicating the spine of the book. The title is centered on the cover in a dark, serif font. The title is split into two lines: "Non-Violent" on the top line and "Communication Basics" on the bottom line.

Non-Violent
Communication Basics

Nonviolent Communication

- ❖ Developed by Marshall Rosenberg beginning in the 1960s.
- ❖ Focuses on three aspects of communication:
 - ❖ self-empathy (defined as a deep and compassionate awareness of one's own inner experience),
 - ❖ empathy (understanding and sharing an emotion expressed by another), and
 - ❖ honest self-expression (defined as expressing oneself authentically in a way that is likely to inspire compassion in others).

NVC - The Language we use matters

- ❖ Rosenberg says that certain language tends to alienate people from the experience of compassion and empathy:
 - ❖ Moralistic judgments implying wrongness or badness
 - ❖ Demands that implicitly or explicitly threaten listeners with blame or punishment if they fail to comply.
 - ❖ Denial of responsibility via language that obscures awareness of personal responsibility.
 - ❖ Making comparisons between people.
 - ❖ A premise of deserving, that certain actions merit reward while others merit punishment.

My Assessment of NVC

- ❖ Its extremely hard to unlearn years of communicating a certain way but its worth the effort
- ❖ It does increase awareness of what language I use and respond to and how it impacts how others respond to what I say
- ❖ It does improve the ability to create trust and empathy



George & Jackie Meet

George books a meeting with Jackie to discuss her spreadsheet. During that meeting George can tell that Jackie is reluctant and guarded - after all IT has tried to convince her to drop her use of this spreadsheets on many occasions in the past. George realizes that this is a sensitive issue with Jackie so he decides to focus on listening to better understand Jackie's perspective on this situation. He asks Jackie to explain the situation from her point of view.

Jackie's Reality

- ❖ Existing Incident Tracking system is out of date and no longer supported
- ❖ New system is planned but months away
- ❖ She is strongly compelled to make sure the data is correct
- ❖ She is comfortable with using Excel because of the control it gives her

Jackie explains to George:

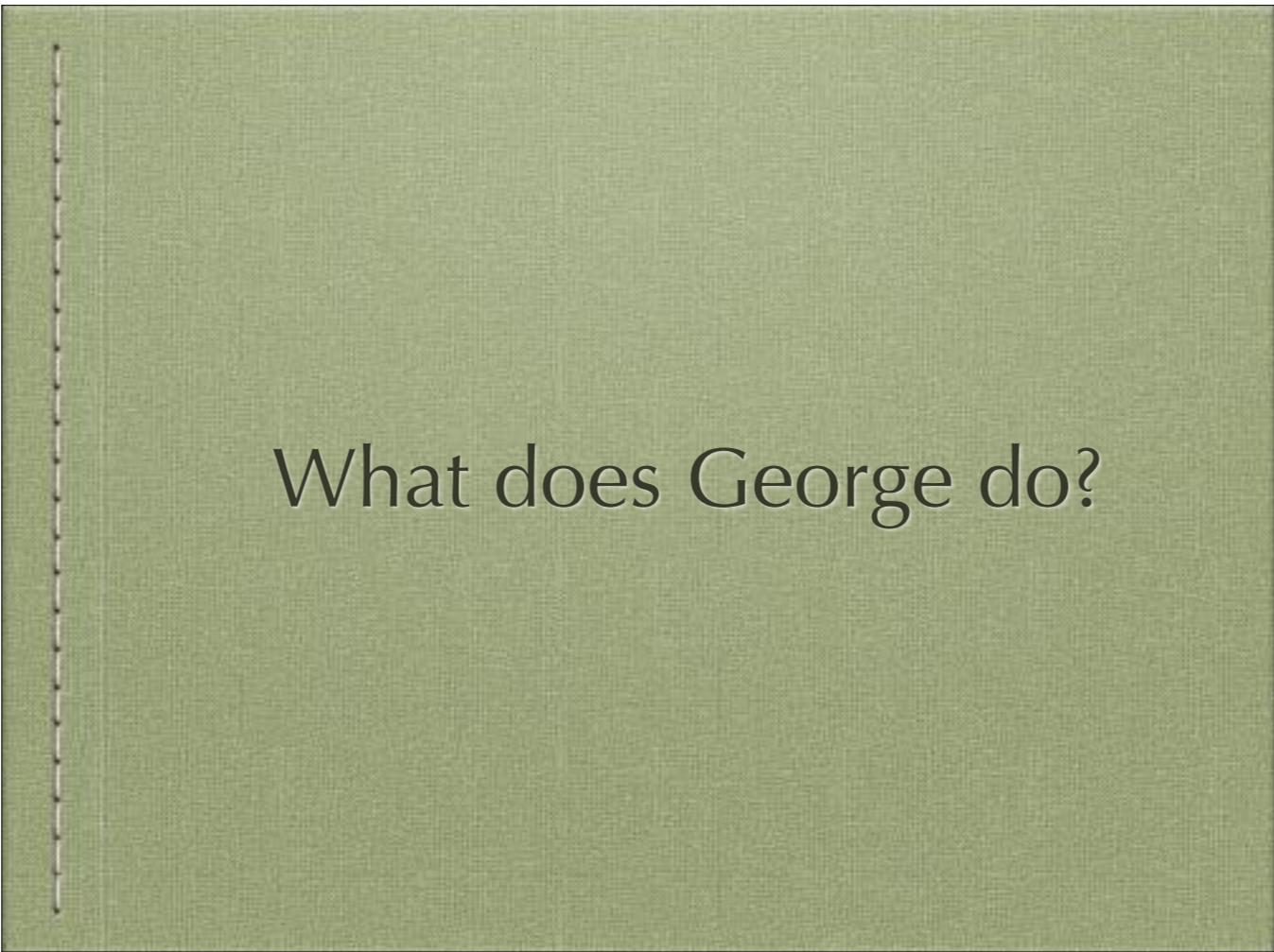
1. The existing incident tracking software has not been upgraded in some time, the reporting requirements for incident data, particularly serious incidents has changed recently so the existing system no longer supports the way that incidents need to be reported to the external regulatory agency.
2. The IT person who once supported the existing incident tracking system is no longer with the company so Jackie has no one to turn to help her with that system.
3. There are plans for a new incident tracking application to be implemented but that is months away and frankly Jackie is not convinced that the new system is going to work since no one has spoken to her about her reporting needs.
4. She feels strongly that she has to make sure that the data is correct every month - any errors could have major impacts to the company and she feels directly responsible for avoiding that situation.
5. She feels comfortable knowing that the data in Excel is directly under her control where she understands everything that is being done to it and Excel gives her the power of control and understanding that she needs.

George takes the time during this discussion to empathize with Jackie's situation.

Jackie's Key Motivations

- ❖ Meeting the demands and expected outcomes of her job.
- ❖ Comfort in the knowledge and skills she has today.
- ❖ Trust and certainty in her tools and processes.
- ❖ Trust in the people who help her.

George realizes that these are the key motivations that drive Jackie's behaviour.



What does George do?

George decides that the best approach is to work with what Jackie has today to first improve that situation for her needs and start to better align it with his goals. George proceeds to overhaul the spreadsheet that Jackie uses to make it easier for her to manage and change as well as introducing some key controls to confirm that the data is being processed correctly and make it easier to extract the data for his purposes.

George then sat down with Jackie and explains the changes he has made. As he does this, he sees a clear shift in Jackie's demeanour towards him. She becomes more open to letting him work with her on restructuring the spreadsheet and is no longer resistant to letting him extract the data each month from her spreadsheet to show on the dashboard. This is certainly not an ideal implementation, but George also realizes that Jackie's spreadsheet has given him detailed insight into the reporting and data requirements for this incident data - he passes those insights along to the team responsible for implementing the new system.

How did George do it?

- ❖ Sought to understand Jackie's needs and fears.
- ❖ Didn't deal with Jackie as a renegade
- ❖ Listened and assessed, not judged
- ❖ Used positive reinforcement to gain Jackie's trust
- ❖ Was careful with the language he used
- ❖ Created the conditions to gain Jackie's trust
- ❖ Was guided by a principle of creating a solution that works today while building a path to the future

Identified needs and fears:

I need to know that you will help me attain my goals to perform well for my manager to deliver accurate data.

I need to know you won't mess up my data and report it incorrectly.

I need to know that I'll be in control of who can see and manipulate the data.

In Summary

- ❖ Seek to understand driving motivations including wants and fears
- ❖ Assess behaviour antecedents and design systems and processes using positive consequences
- ❖ Language matters
- ❖ Enjoy the process :-)

Questions?