Personality of Process

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Personality of Process

- Personality

- Process (ITIL Problem Management)

- Scenario

- Argument: Personality can affect process

- Where to from here?

Personality?

Personality refers to the **individual differences** in characteristic patterns of <u>thinking</u>, <u>feeling</u> and <u>behaving</u>.

- American Psychological Association

Personality of Process

…contributing factors

- » Heredity
- » Environment
- » Experience
- » Values

Personality of Process

Myers-Briggs theory on personality:

- Human behavior is not due to chance; it is in fact the logical result of a few basic, observable differences in mental functioning.

- These basic differences concern the way people prefer to use their minds, specifically, the way they perceive and the way they make judgments.

(Gifts Differing: Understanding Personality Types, by Isabel Briggs Myers and Peter B. Myers)

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Personality of Process

Myers-Briggs theory on personality:

Extraversion   **Introversion**

To focus the dominant (favourite) process on the outer world or on the world of ideas

Sensing   **Intuition**

To use one kind of perception instead of the other when either could be used

Thinking   **Feeling**

To use one kind of judgment instead of the other when either could be used

Judgement   **Perception**

To use the judging or the perceptive attitude for dealing with the outer world

(Gifts Differing: Understanding Personality Types, by Isabel Briggs Myers and Peter B. Myers)

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Process?

Oxford Dictionary:

A **series of actions or steps** taken in order to <u>achieve a particular end</u>.

Personality of Process

Context: ITIL Problem Management

- Many problems will be unique and will require handling in an individual way

- Problem Management involves root-cause analysis

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Personality of Process

Context: ITIL Problem Management

1.Detection 2.Logging	3.Categorisation 4.Prioritisation	5.Investigation 6.Workaround*	7.Known Errors* 8.Resolution	9.Closure

SCENARIO: Process Review

- **Inconsistent** quality of inputs

- Discrepancies in **prioritisations**

- Lack of **in depth analysis**

- Process **knowledge** and **Interest**

- **Customer focus**

MATURITY ASSESSMENT
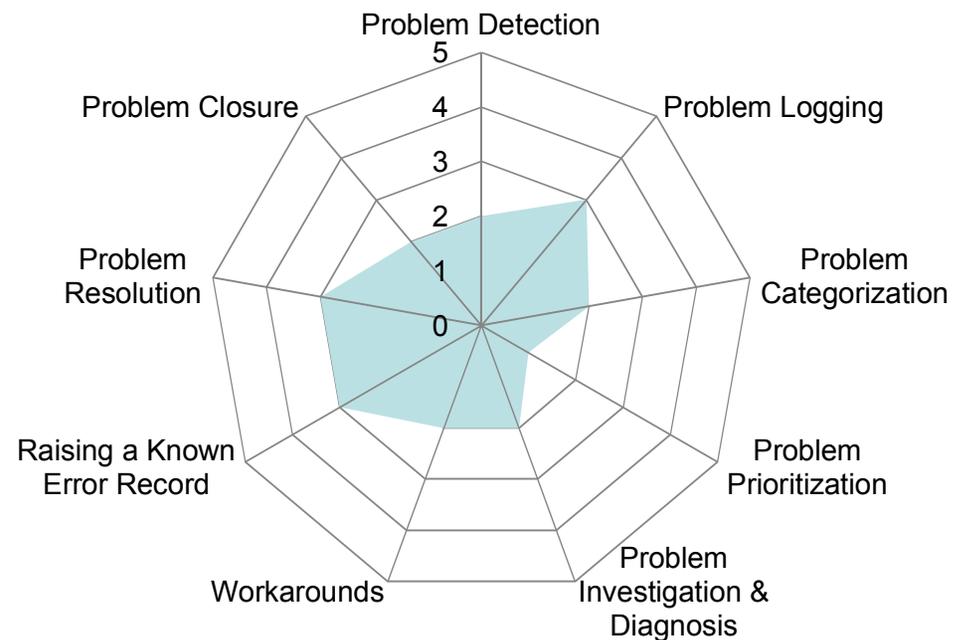
SCENARIO: Process Survey

- "Problem process responsibilities are avoided…"

- "Minor concerns are left undocumented…"

- "…stop hiding behind process and get in front of the customer and be accountable.

- "Buck passing and metric chasing cloud the actual effectiveness of the support process."

- "Some teams do not take proper ownership….."

- "…sent back to the Service Centre's queue when they should not be sent back.

- "Based on observation I'd say some people consistently take ownership of incidents and problems, while others do the opposite."

SCENARIO: Maturity Assessment & Survey Findings

- Differing views on how much information was required.

- Varied interpretations of priority definitions.

- Inconsistent attention to detail

- Communication challenges

- Ability to empathise with customers

Food for thought…

- Why do some personalities resist?

- How do we achieve consistency across a large and wide spread team?

- Process/es cannot be tailored to suit each preference, surely not?

- What's wrong with the 'big stick' approach?

Food for thought...

"People don't resist change. They resist being changed."

- Peter M. Senge

Food for thought…

Using MBTI as an example:
16 Possible Types

1. Extraversion vs Introversion (E/I)
2. Sensing vs iNtuition (S/N)
3. Thinking vs Feeling (T/F)
4. Perceiving vs Judging (P/J)

   i.e. **'INTJ'**

Argument: Personality can affect Process?

Extraverted Types	Introverted Types
Tend to be faster, dislike complicated procedures.	Tend to be careful with details, dislike sweeping statements.
Are interested in the results of their job, in getting it done and in how other people do it.	Are interested in the idea behind their job.
Often act quickly, sometimes without thinking.	Like to think a lot before they act, sometimes without acting.
Usually communicate freely.	Have some problems communicating.

Gifts Differing: Understanding Personality Type by
Isabel Briggs Myers and Peter B. Myers

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Argument: Personality can affect Process?

Sensing Types	Intuitive Types
Dislike new problems unless there are standard ways to solve them.	Like solving new problems.
Like an established way of doing things.	Dislike doing the same thing repeatedly.
Are patient with routine details.	Are impatient with routine details.
Work more steadily, with a realistic idea of how long it will take.	Work in bursts of energy powered by enthusiasm, with slack periods in between.
Tend to be good at precise work.	Dislike taking time for precision.

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Argument: Personality can affect Process?

Thinking Types	Feeling Types
Do not show emotion readily and are often uncomfortable dealing with people's feelings.	Tend to be very aware of other people and their feelings.
Tend to decide impersonally, sometimes paying insufficient attention to people's wishes.	Often let decisions be influenced by their own or other people's personal likes and wishes.
Are able to reprimand people or fire them when necessary.	Dislike telling people unpleasant things.
Are more analytically oriented—respond more easily to people's thoughts.	Are more people-oriented— respond more easily to people's values.

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Argument: Personality can affect Process?

Judging Types	Perceptive Types
Work best when they can plan their work and follow the plan.	Adapt well to changing situations.
May decide things too quickly.	May have trouble making decisions.
May dislike to interrupt the project they are on for a more urgent one.	May start too many projects and have difficulty in finishing them.
May not notice new things that need to be done.	May postpone unpleasant jobs.
Tend to be satisfied once they reach a judgment on a thing, situation, or person.	Tend to be curious and welcome new light on a thing, situation, or person.

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Recommendations

- As a **Group Lead** – Foster a team culture which promotes diversity in personalities as a strategy to encourage innovative ideas and positive team morale.

- As a **Team Manager** – Embrace resistance and personality conflict as a development opportunity towards successful process implementation and/or improvements.

- As a **Team Member** – Identify your strengths and areas for improvement to better serve yourself, your team and ultimately contribute to a healthier environment.

Action Plan

- ## Monday Morning
  - Make a sincere effort to revisit any bias based on challenging personalities in the context of personality type.
  - Align the strengths and weaknesses of each type to critical success factors when implementing or improving your process.
  - Identify strategies and/or actions to address any gaps.

- ## Next 90 Days
  - Implement changes using strategies based on a broad spectrum of personality types, rather than one or two.

- ## Next Year
  - Foster a culture that encourages diverse personalities.

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Additional Resources

- **Gifts Differing: Understanding Personality Type**
  by Isabel Briggs-Myers and Peter B. Myers

- **Personality Type: An Owner's Manual**
  by Lenore Thomson

- **The Emotional Life Of Your Brain**
  by Richard J. Davidson Ph.D. with Sharon Begley

- **No Two Alike – Human Nature and Human Individuality**
  by Judith Rich Harris

- **OGC ITIL v3 Service Operation**

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