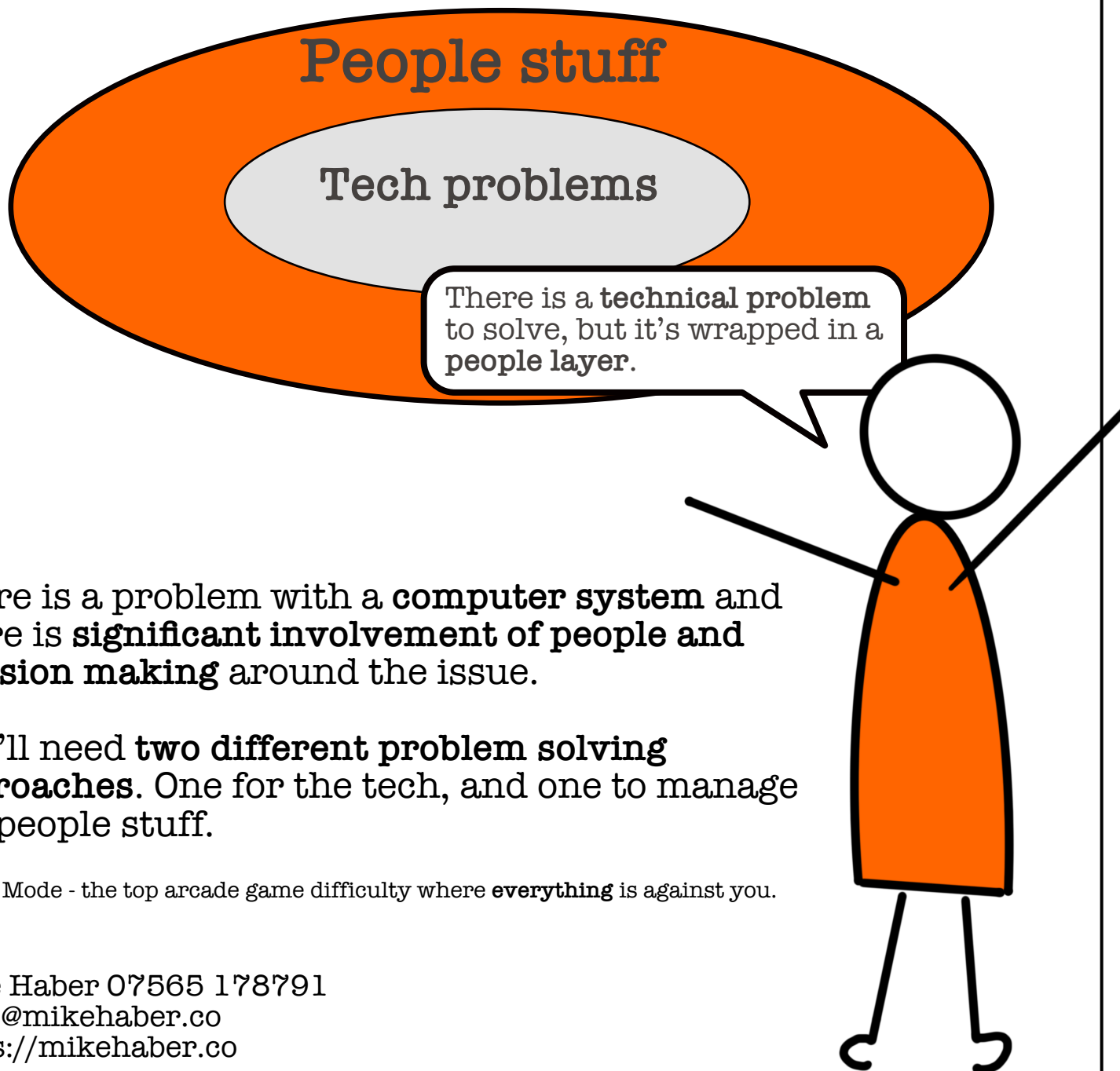


Problem Solving on Hard Mode Incident Response Kit

A **guide and checklist** for managing IT problems that involve many people.



There is a problem with a **computer system** and there is **significant involvement of people and decision making** around the issue.

You'll need **two different problem solving approaches**. One for the tech, and one to manage the people stuff.

*Hard Mode - the top arcade game difficulty where **everything** is against you.

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Context.

There is a tricky IT problem that will cause a **serious reputation problem** if not solved quickly.

The technical expertise is held by **multiple people** - and the resolution may be with any of them.

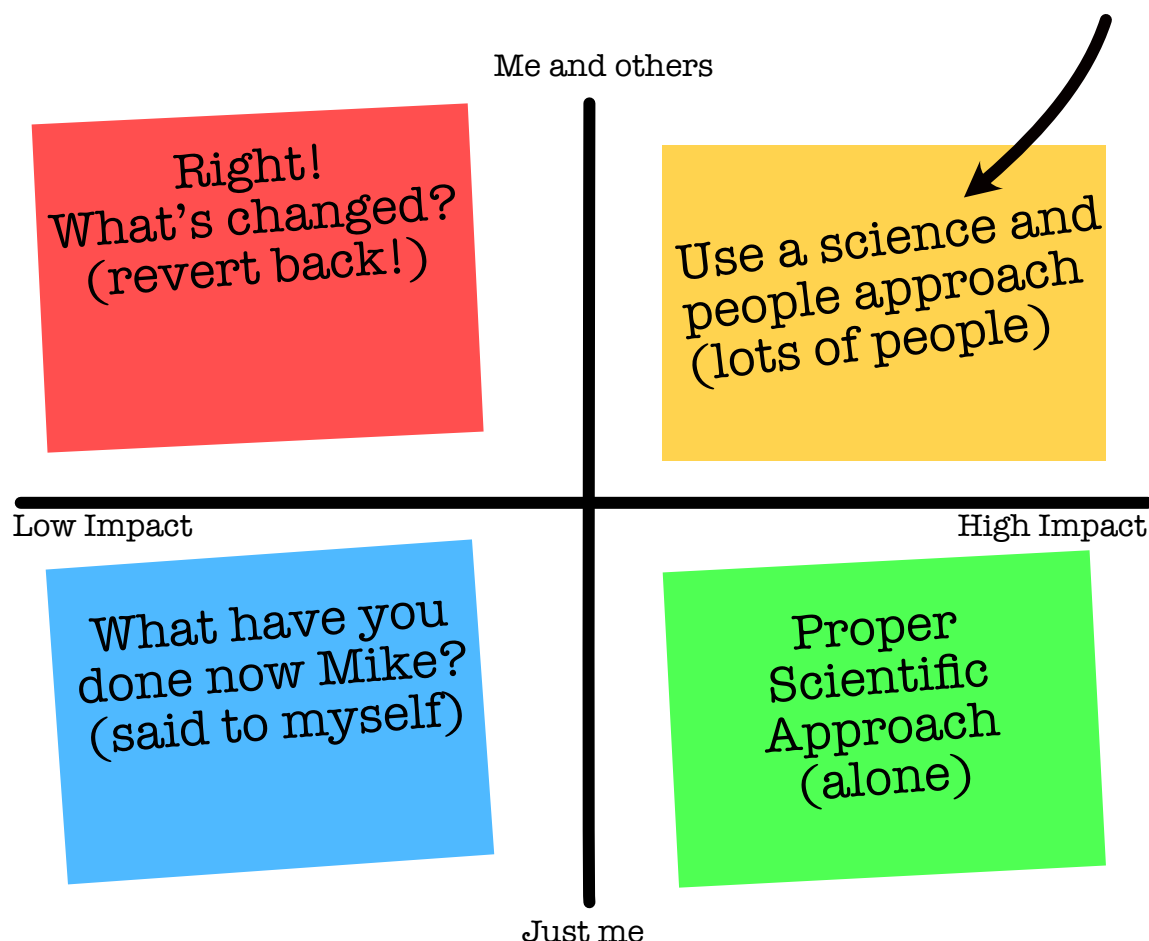
There is a technical problem with people layer, and technical problem solving is not suitable for both.

It's not possible to **'try harder'** with technical tools to manage the people layer. Approaches in this document point towards exactly to do and say.

The checklist and map in this guide show what these approaches are and **what they do**. Further workshop resources are available.

But first - what defines a problem needing both approaches?

When the problem has a **high impact**, there isn't a **single subject matter expert** and the effect is **felt widely** you need to manage both the **IT and people** sides of the situation

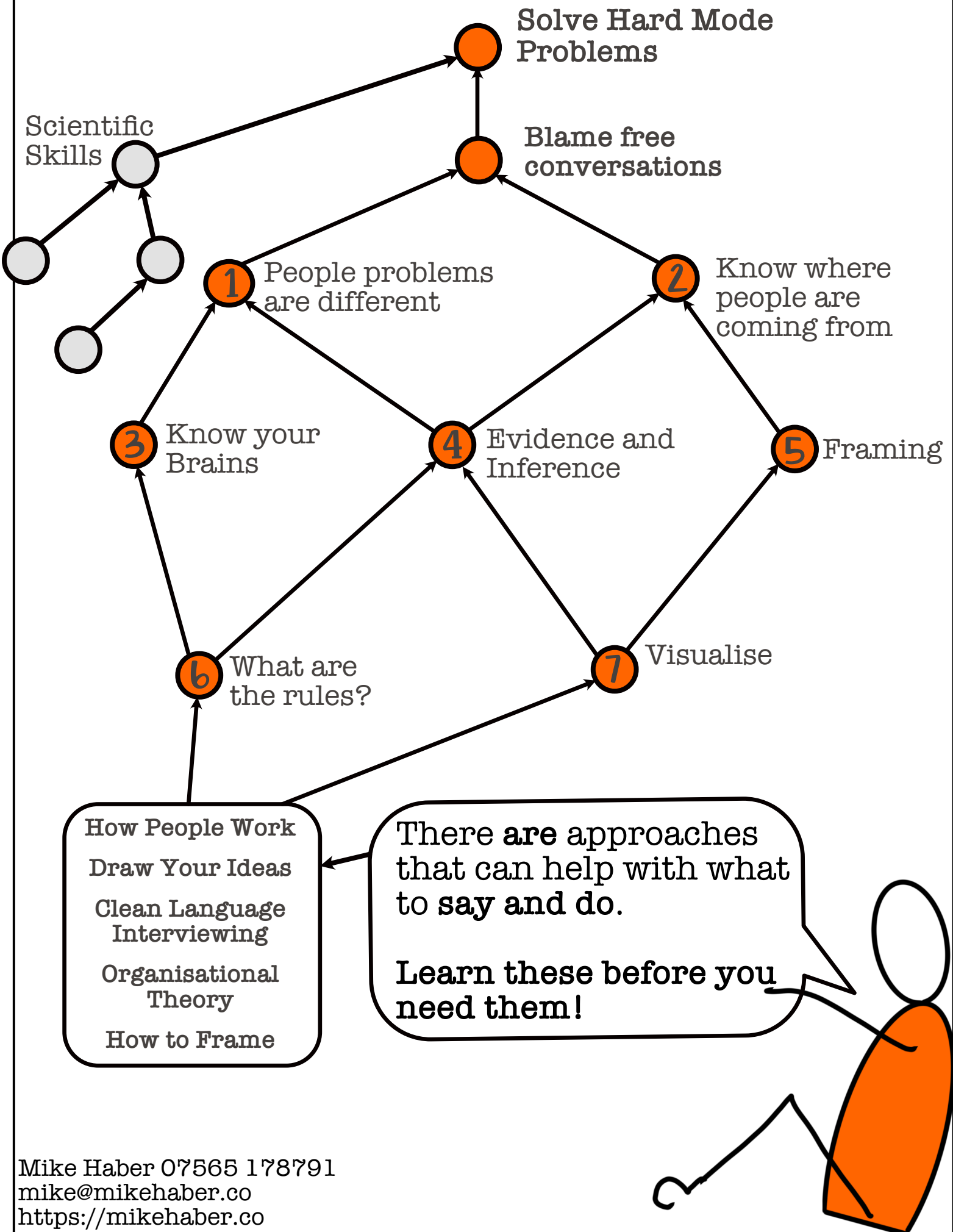


The matrix above shows four types of problems, where problems in the top right are 'Hard Mode'. Problems often reach here when reverting the last thing to change doesn't work.

Get the skills here before you need them.

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The numbered items on the checklist on the next page make up the things you need for Hard Mode problems.



Context:

Resolution requires multiple subject matter experts. Impact is high and timely resolution is required by leaders. There are multiple perspectives and stakeholders.

People problems are different

- 1 Do things that enable trust to emerge.
- 2 Use a scientific approach for testing.
- 3 Use a people approach to people.

1

Know where people are coming from

- 4 People and stakeholders make sense. Find out where they are coming from.
- 5 Understand your organisation hierarchy, and 'Importance of Opinions'.
- 6 Understand user needs from the perspectives you have identified.
- 7 Inference belongs to someones experience, values, worldview. Understand these.

2

Know your Brain

- 8 Use shared evidence that everyone agrees.
- 9 Create and use an agreed, evidence based approach to testing.
- 10 You're in the problem, not separate from it. Manage your own brain state.
- 11 Stick to the rules to create trust and so people know what to expect.

3

Evidence and Inference (see 8,9)

- 14 Separate agreed evidence from inferences that belong to people.
- 15 Keep a scientific log and a decision diary.

4

Framing

- 12 Create and manage a frame. Have an outcome that includes everyone.
- 13 Frame the investigation to enable blame free conversations

5

What are the rules?

- 19 Frame all actions from colleagues with good faith.
- 20 Co-create rules for where to focus testing. Agree the meaning of tests before running.

6

Visualise

- 16 Create and use shared visuals. Position on the board should matter.
- 17 Communicate visually. Point and ask questions of the visual.
- 18 Manage communications to stakeholders. Use visuals where possible.

7

Incident Details