



# ***“Why Won’t They Just Do What We Say?”***

*Andrew Robinson, Senior IT Support Manager  
Opn Holdings, Co., Ltd, Tokyo  
MacSysAdmin, October 4th, 2023*





*“We obviously know what’s right,  
right...?”*



*“I mean, we’re the experts... that’s why they hired us! They should listen to us... right?”*

# Today's topic



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- I'm sure you have too!





# Today's topic

- Heard myself & colleagues say these phrases my whole career
- I'm sure you have too!
- Today I'm here to share some thoughts about  
HOW we can deal with this in our work-lives



Why are we saying this?



# Why are we saying this?



# Why are we saying this?

- Everyone knows they need to do things with their workstations



# Why are we saying this?

- Everyone knows they need to do things with their workstations
- They know we're here to help, right?



# Why are we saying this?

- Everyone knows they need to do things with their workstations
- They know we're here to help, right?
- ... or do they?



# Why are we saying this?



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- Today is a trip into the mindset of our customers, our end-users, our stakeholders...





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- Today is a trip into the mindset of our customers, our end-users, our stakeholders...
- I got into this job because I love helping people do their work better... why won't they let me?



# Why are we saying this?

- Today is a trip into the mindset of our customers, our end-users, our stakeholders...
- I got into this job because I love helping people do their work better... why won't they let me?
- But first...



# Who am I?



## **Andrew Robinson**

- IT Support & Service Manager in Tokyo, Bangkok & other parts of Asia
- **@Andrew** in MacAdmins Slack



What was the  
Problem?

What was the Problem?

# What was the Problem?

- We have to keep our endpoints safe

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- We have their best interests in mind... surely they know this, right?



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- So... are they lazy? Willfully ignoring us?

# What was the Problem?

- We have to keep our endpoints safe
- We have their best interests in mind... surely they know this, right?
- So... are they lazy? Willfully ignoring us?
- What is UP?

Possible Reasons?

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- Higher / different priorities?

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- Did not understand the instruction?

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  - “I use a desktop so MDM isn’t needed right?”

# Possible Reasons?

- Higher / different priorities?
- Did not understand the instruction?
  - “I use a desktop so MDM isn’t needed right?”
- Conflict with you / your team....?

Hmmm. Conflict...



Maybe they just don't like us?

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# Maybe they just don't like us?

- Can't meaningfully help you with personality conflicts
- Where is this conflict / negativity coming from?
- Organization and Relationship Systems Coaching (ORSC)

“Would you like a sandwich?”

“Would you like a sandwich?”

The image shows a YouTube video player interface. At the top left, there is a menu icon (three horizontal lines) and the YouTube logo with a small 'SE' superscript. To the right of the logo is a search bar with the text 'Search'. The main video area displays two circular graphics on a textured, light-colored background. The left circle contains the word 'Empathy' in a stylized, colorful font (red, orange, and blue). The right circle contains the word 'SYMPATHY' in a simple, grey, outlined font. Below the video area is a progress bar with a red segment on the left, indicating the current playback position. At the bottom of the player, there are several control icons: a play button, a next button, a volume icon, a timestamp '0:19 / 2:53', a play/pause toggle, a closed captions icon (CC), a settings gear icon, a full screen icon, a share icon, and a comment icon.

Brené Brown on Empathy vs Sympathy

# Sympathy vs Empathy

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- Pacing is important



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- Learning styles are different and important - visual, aural, kinesthetic

# Daniel Kim's Engine of Success

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# Daniel Kim's Engine of Success

- The quality of relationship informs the quality of thinking
- Quality of thinking influences quality of actions
- Quality of actions influences quality of results
- ... And then the quality of results influences the quality of relationships



Maybe, but...



*“The oldest and strongest emotion of mankind is fear,  
and the oldest and strongest kind of fear is fear of the  
unknown...”*

*— ‘Supernatural Horror in Literature,’ H. P. Lovecraft*

# Fear, Uncertainty and Doubt

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# Fear, Uncertainty and Doubt

- Most of my work involved dealing with FUD
- We all have dealt with this
- (You'd think I was / we were going to get better at it by now!)
- But maybe I've been going about this all wrong...

Let's analyze this a bit...

# Fear Responses

Fight

Flight

Freeze

# Fear Responses

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- Responses to fear are a basic human constant
- When users avoid installing updates, ignore our texts and notifications — even from our tools! — this is ‘flight’ or ‘fight’
- Since these are built-in reacting to fear, shouldn’t we frame our responses accordingly?

So how can we get people to do  
The Right Things?



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- FUD can lead to, or comes from, **mistrust**
- Lack of trust is hard to address
- *'Trust battery' from Shopify (talked about in a great presentation at 2016 Jamf Nation) explains this well*

# Psychological Rank

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- This may affect our relationships if we're not careful

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- As technologists, don't forget we have a rank
- This may affect our relationships if we're not careful
- Empathy, not sympathy



Here's a calculation...

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- Uncertainty and Doubt can be countered by information
- Fear is an emotion
- Emotion is handled by a different part of our brain

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# So what can we DO about this....?

- Dealing with emotion using tools designed for information transfer... is this the best way?
- Our customers are not (usually) experts in what we do....
- The systems we admin are complex, therefore mysterious, therefore fear-inducing

Our jobs, made more complex....

So. Much. Remote. Support

Our jobs, made more complex...

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- We've moved out of the office and into a 'remote' world

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- This is not a big change for some, but others...yes
- No more guarantees of simply walking over to someone's desk
- Slack, Zoom, Teams, whatever...

# Strategies to Deal With This



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  - Tools, tools, TOOLS

# Leverage Power, Forcing Compliance

- This is what we do now, often... we use tools to force compliance
  - Rules, rules, rules
  - Tools, tools, TOOLS
  - How's that working out for you?

# Two Hotels in Japan

What else can we do?

# What else can we do?

- We can try to Teach

# What else can we do?

- We can try to Teach
  - Great if you have the time

# What else can we do?

- We can try to Teach
  - Great if you have the time
  - No trust, no learn; no learn, repetition of issue

What else can we do?



# What else can we do?

- Storytelling

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# What else can we do?

- Storytelling
  - We all tell (and listen to) stories all the time
  - Great to create a bond
  - Hard to use well



yubico

What's Left?

# Some Questions

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- Why are we here? Why do this work?



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- How do we work with customers / stakeholders or 'end-users' in this state of mistrust or lack of easy cooperation?

# Some Questions

- Why are we here? Why do this work?
- How do we work with customers / stakeholders or 'end-users' in this state of mistrust or lack of easy cooperation?
- Is there a way to frame how we operation that helps us work around these challenges?

Leadership!

***“Leadership ... encompasses the ability of an individual, group, or organization to ‘lead’, influence, or guide other individuals, teams, or entire organizations...”***

— Wikipedia

What is a Leader?

*“What are you talking about  
with this ‘leader stuff?!’”*

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‘leader stuff?!’”*

*“What are you talking about with this  
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- Everyone in this room is a leader!



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- Simple definition of ‘leader’ is one that goes first....

*“What are you talking about with this  
‘leader stuff?!’”*

- Everyone in this room is a leader!
- Simple definition of ‘leader’ is one that goes first....
- ...and gets others to follow!

What kind of leader?

# Ideas about Leadership

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- Tons of books / YouTube videos on the subject!
- The study of leadership has been going on almost as long as human recorded history, in one way or another
- One of my go-tos?..... Simon Sinek

Simon Sinek



# Simon Sinek

- “Start with Why”

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- “Start with Why”
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# Simon Sinek

- “Start with Why”
- “Finite vs Infinite Games”
- “Not about being in charge, but being responsible for those people who are IN your charge”
- “Always work for the people”

Simon Sinek's advice  
sounded familiar...

# Servant Leadership

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- Robert Greenleaf came up with the idea of 'Servant As Leader' in 1970 essay, later a book

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- Inspired by Hermann Hesse's *Journey to the East*



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The story is about a servant named Leo who does menial chores but also has high spirits and provides songs for a band of men on a mythical journey.

One day, Leo disappears and the group falls into disarray causing the journey to be abandoned...

The group cannot make it without Leo...

# Servant Leadership

# Servant Leadership

Leo connects the group, by leading in a way that makes the group cohesive so that when he left, the group could not function without him...

Am I suggesting you sing songs  
to your customers? Well no...  
unless that works for you!

What is Servant  
Leadership?



# Aspects of Servant Leaders


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- Listening
- Appreciation
- Humility
- Trust / Empathy
- Caring
- Persuasion
- Awareness
- Vision/ Conceptualization
- Commitment to Growth/ Community
- Prioritising Others


About 13,100,000 results (0.43 seconds)

# Characteristics of servant leaders


From sources across the web

Empathy 

---

Communication 

---

Awareness 


---

Humility 

---

Caring 

---


Teamwork 

---

Appreciation 

---


Commitment to growth of people 

Listening 

---

Stewardship 

---

Decision-making 


---

Self-awareness 


---

Authenticity 

---

Collaboration 


---

Empowering 


---

Foresight 

---

Persuasion 

---

Emotional intelligence 


---

Integrity 

---

Courage 

---

Active listening 

---

Interpersonal acceptance 

---

Leadership in the US & UK  
expresses like a coach in  
some ways

A story about a coach...

For those of you who don't know  
Mark Williams...

For those of you who don't know  
Mark Williams...

Ted Lasso

Here in the Nordics, leaders are  
of a different flavor



Find out what makes a good leader in your case, and BE that leader



# Take Aways



# Hot Takes



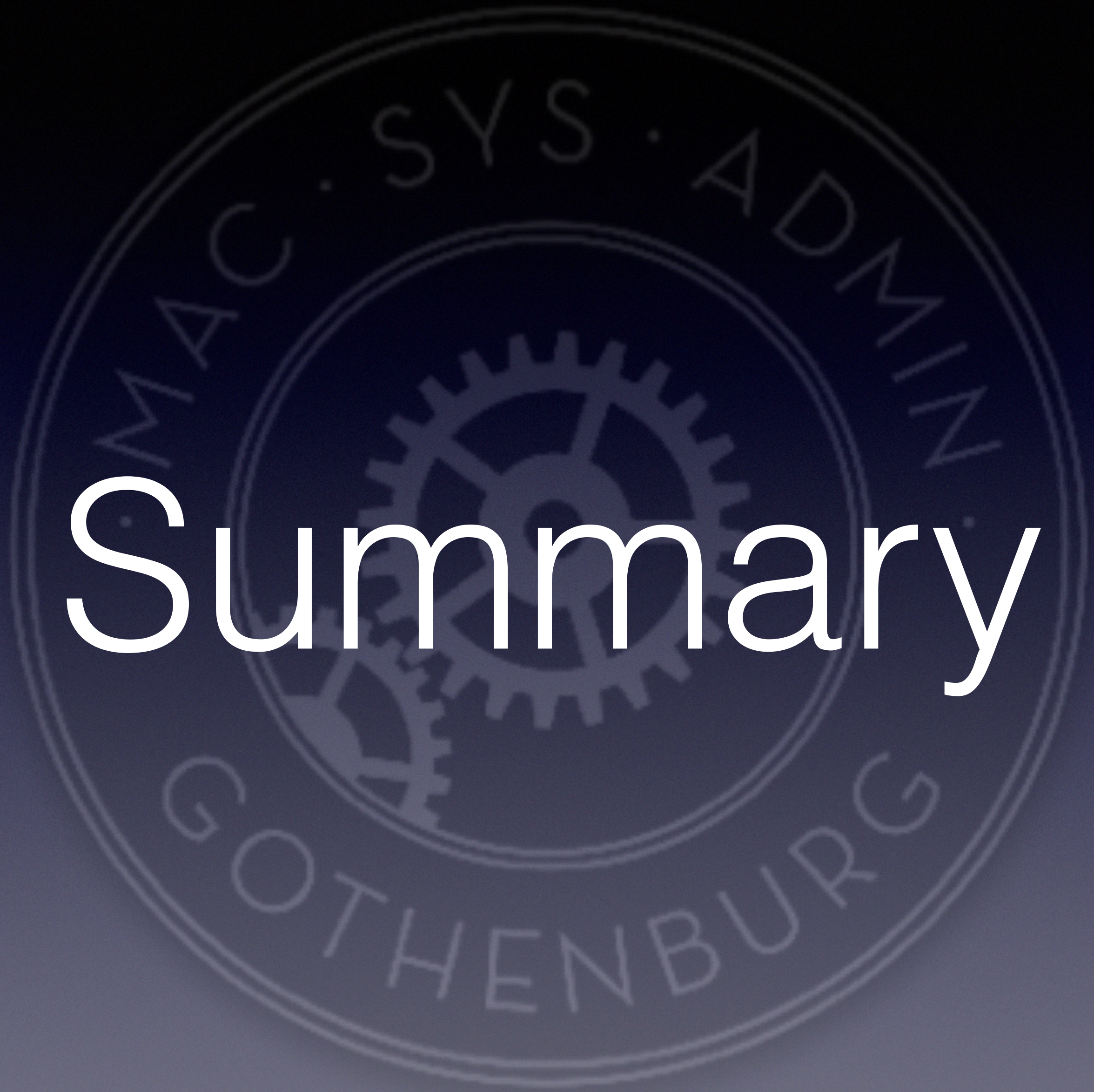


# Tools

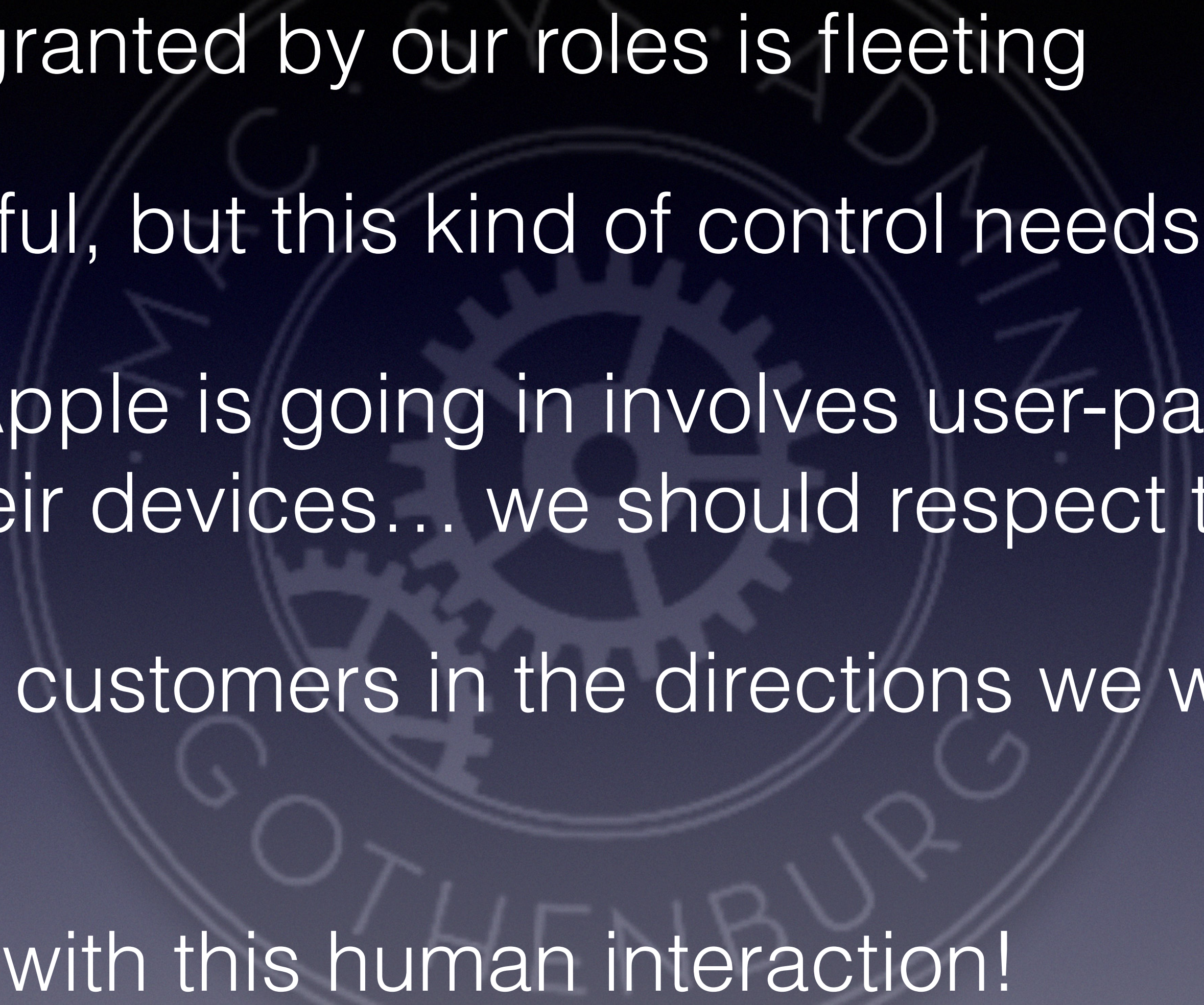


Tools

Talk



# Summary

- 
- Use of Power granted by our roles is fleeting
    - It can be useful, but this kind of control needs to be reenforced
  - The direction Apple is going in involves user-participation in control over their devices... we should respect that
  - Let's LEAD our customers in the directions we want, not force compliance
  - Tools can help with this human interaction!



Thank you!





# *For Robin*



# Resources

- **Geert Hofstede's Model of National Culture** - <https://www.hofstede-insights.com/intercultural-management#whatisthehofstedemodelofnationalculture>
- **Hub Wursten, "The 7 Mental Images of National Culture"** - <https://www.hofstede-insights.com/resources/the-7-mental-images>
- **Simon Sinek** - [https://youtu.be/lmyZMtPVodo?si=drBhWAm\\_rxOjzZEd](https://youtu.be/lmyZMtPVodo?si=drBhWAm_rxOjzZEd)
- **Ken Blanchard** - <https://youtu.be/ctZHSa4Qhd4?si=1IPxxFnFUsFMaQ>
- **Daniel Kim** - <https://thesystemsthinker.com/what-is-your-organizations-core-theory-of-success/>
- **Servant Leadership** -
  - <https://northshoretribe.com/2023/08/14/simon-sineks-servant-leadership/>
  - <https://resources.blanchard.com/blanchard-leaderchat/5-characteristics-of-servant-leaders>
  - <https://www.regent.edu/journal/journal-of-virtues-leadership/character-and-servant-leadership-ten-characteristics-of-effective-caring-leaders/>
  - <https://www.ottawa.edu/online-and-evening/blog/march-2021/5-proven-characteristics-of-a-servant-leader>
- **Robin Laurén, MSA 2022**- <https://docs.macsysadmin.se/2022/video/day2session6.mp4>