



BMTFedNewsletter

The BMT Federation would like to wish all our readers a very Merry Christmas and a safe and Happy New Year!

Behavioural Management Techniques (BMT) is a blend of applied behavioural science tools and project management skills. BMT is used to improve business and safety performance.

A Layman's Entry Into Behavioral Management - "You Do Impact Others!"

by Don Kernan

Thirty years ago, when I accepted a promotion into a management position at Supervalu in Illinois, little did I know that I would someday be asked to write a couple of paragraphs for the Behavioral Management Techniques Newsletter.

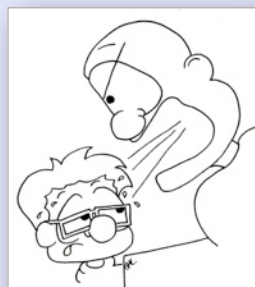
One never knows where life will take them next so it's best to just hang on, make the most of your opportunities and enjoy the ride. Well, during the past 10 years my 'ride' has introduced me to the world of applied behavioral science in the workplace; managing a behavioral process that creates a desired behavior within the workforce. Whether the desired behavior is greater safety, increased productivity, better management-worker relationships or any number of workplace issues, the solution can always be found in how one manages human behavior. You don't know much about managing human behavior?...you do it every day!

If you are a manager, you impact others. Consider the simplest thing you do every day you are at work; you create an impression. Let's examine a manager that doesn't take the time to acknowledge others, even when others greet them in the hallway, break room, cafeteria or...well, you get the picture. The boss who fails to say, "good morning" or "hi, how are you" or "good to see you" is not simply being impolite, they are creating a culture of separation from their employees. They are putting distance between themselves and the very people they need to count on to produce results. This type of behavior by the boss is perceived as a negative and we all know that the negativism will not stop there. Compare this scenario to the boss who not only engages their associates in a friendly open manner, but one who genuinely cares enough to know their associates well enough to call them by name. This manager builds trust and openness that will come back in the form of teamwork and discretionary performance.

If you are in a management position, you are already experienced in the application of behavioral management. The question is; are you creating a desirable or undesirable behavior?



The latest book by
Howard Lees –
The Too Busy Trap
is now available to buy
at www.bmtfed.com



Caption Competition Winner

Congratulations to **Andy Irwin**
who won Issue 14's caption
competition with

**"Watch and learn boy and one day
you can be as out of control and
ineffective as I am."**

BMTFedNewsletter



Self Medication

by Dr. Denis Lees

There were some interesting discussions prior to our conference last week regarding what the resulting behaviours following received 'punishment' in the workplace might look like. I don't think we were saying that serious punishment is common in the workplace but we were saying that people might self medicate as a revenge act following punishment from a peer or boss. What form could the revenge take? We suspect that people could steal pens, photocopy paper, they could add 50 miles to their mileage claim, they could fiddle three hours on to their flexitime. These are all relative minor offences (similar to speeding on the motorway) but would probably provide enough solace to make up for the punishment previously received.

There's always going to be a positive pay-off for these sneaky behaviours, but usually, that's balanced by feelings of guilt and loss of self-respect. Punishment, when delivered poorly, works to remove these negative pay-offs for the person. Now, not only does the employee gain by stealing, they also feel **justified** in doing so. In extreme situations where punishment is unpredictable and unavoidable, employees feel powerless (learned helplessness), then engaging in these nasty behaviors may feel like the only power that the employee can exert.

Flawed Incentive Scheme Rumbled by 7 Year Old

by Ann Cheung

As in many households, Mum and Dad were keen to get the children helping out around the house. Dad sat down with the kids and agreed three jobs which would result in extra pocket money. The nine year old created a chart so that every day each child could tick off what they'd done. The maximum number of ticks available per week was 21, earning an additional £1 pocket money, and 15 ticks meant an extra 50p.

Towards the end of the first week the seven year old was updating his chart and Mum said, "well done, keep up the good work", to which he innocently replied, "I've got 15 ticks for the 50p but I've run out of time to get the full 21 for the £1 this week! I'll wait 'til next week to start again."

Hmmm. A clear example of how flawed target structures can either drive 'just enough' behaviour or cause the performer to lose interest once the target has become unachievable.

The incentive scheme was quickly modified to provide a sliding scale between the 50p and £1 targets. Unlike adults, children will tell it how it is. Not so easy to spot in a workplace environment...

Reward Chart				
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				

BMT Behaviour Based Safety Conference

Here are some photos (by Kirstie Hunt) from the recent BBS conference in Warrington. All the anonymous feedback from the conference participants can be viewed at <http://svy.mk/ueXURK>

If anyone would like to hear audios from the conference please contact us at info@bmtfed.com

