

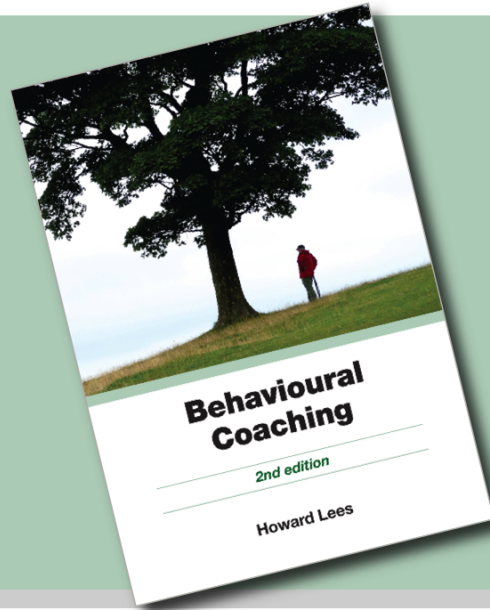
BMTFedNewsletter



Out Now!

the 2nd edition of Behavioural Coaching is now available to buy [here](#)

December's newsletter will feature a review of this latest booklet.



US Conference News

The BMT Federation are hosting a BBS and Behavioral Leadership conference in the US on 24th & 26th May 2011

For more information on these events please [click here](#)

Behavioural Management Techniques (BMT) is a science-based approach focused on using behaviour analysis for the improvement of business and safety performance.

Motivational Traps

By Dr. Ryan Olson

Why do we do stupid things that are bad for us? What makes it so hard to start or stop simple behaviours that would make us healthy, wealthy, and wise? Well, part of the answer is that we get lured into most bad habits by common *Motivational Traps*. Some traps work like a mousetrap, where you nibble at the bait until you set off the trigger and get hammered (injuries). Other traps work like a long hike into a deep beautiful canyon where you suddenly find you are stuck with no easy way to climb out (chronic disease).

Rare Events Trap

Bad things just don't happen that often, even under the most dangerous conditions. Professional drivers account for almost 20% of all workplace fatalities in the US, but a driver's individual chance of death is one in about 4,000. Similarly, 85% of all lung cancer victims are smokers, but only 15 out of 100 smokers eventually gets cancer. Most of the time when we take a risk, nothing bad happens, and our behaviour is not shaped very well by non-events!

Pay-Off Trap

Most risky behaviours have immediate pay-offs. It is often more comfortable, convenient, or pleasurable to indulge in a little decadence or danger. Ice cream tastes great, a drag on a cigarette delivers nicotine to the brain in seconds, and driving fast in a car can be fun! If you are doing something unproductive or a little dangerous, go looking for the pay-off.

Effort Trap

People are built to find the path of least effort for reaching a goal. This 'Principle of Least Effort' is efficient, but it can backfire in a world full of modern conveniences and machinery. The effort trap can kill you slowly by discouraging exercise, but it can also kill you quickly! Nearly half of the fatal falls in US construction are due to failure to use (or improper use of) fall protection **that was available at the work-site at the time of the event**. Have you ever taken a safety short cut at work? *Effort Trap!*

Sneaky Trap

Most devastating diseases and injuries arise gradually in tiny, imperceptible steps. And, once the sneaky trap gets you, the way out is usually long and hard. Consuming 500 calories (about two large sodas) beyond your needs each week would add about 1lb of fat per month, 12lbs per year, and 120lbs over 10 years. Obesity, diabetes, and cumulative trauma injuries don't pounce on you, they *sneak*.

Behavioural Management Techniques can help you identify and combat Motivational Traps. Loads of people are doing it, and you can too!



A little courage goes a long way...

by Howard Lees

Marshall Goldsmith talks about inertia being the reason we get stuck in a rut, we never get round to sorting out that thorny problem/relationship. Lately I have encountered a number of people who happened on an opportunity to be courageous, they bit the bullet and it worked. In all cases there was an outburst of post courage euphoria. Here are the examples:-

- 1. Karen had a real problem with her boss, she tried to talk to him but she felt she was being constantly fobbed off.** She arranged a meeting that got cancelled; texted him and left a phone message, neither were returned. Wrote an email, didn't get a reply. One day she happened to see her boss walking toward her in the car park. She took a breath, swallowed and as the boss approached said, "Bernard, is there any reason you wouldn't take feedback off someone like me?" Bernard responded, "Of course not." Karen said, "Could we meet for coffee tomorrow and discuss it at say 8.30am?" Bernard said, "Yes I can make that." The relationship had just taken a turn. Step one is complete, Karen now had to work on step two.
- 2. Clive was a Company Director, he worked for the CEO who was also the major shareholder and an unpleasant one at that.** Clive was constantly living in dread of the next insult that would ring in his ears as the CEO came into his range on the warpath. "Why do you tolerate this unpleasant situation?" I asked. "Well the money is fantastic" came the reply, "we have a big mortgage and I couldn't get this pay elsewhere, I'm trapped." I said, "there must be something you could say to lessen the pain." Some weeks later I met Clive, he was smiling and said, "I walked into his office, shut the door behind me and told him I was no longer going to tolerate being treated like shit." "How did he respond?" I asked. "He hasn't spoken to me since, it's fantastic, I feel like a new man, he doesn't know what to do." Step one achieved for Clive, now he needs to work on step two.
- 3. Christine now worked for Kathy who six months ago had worked for Christine. Poacher turned gamekeeper.** Kathy was nice as pie as a subordinate and was now the boss from hell. Christine was now learning about all the times she had irritated Kathy in the past. Kathy never let a chance pass to remind Christine of some heinous act she had perpetrated on her. This was, as you can imagine, driving Christine crazy, causing her stress, she was spending more and more time off sick, she was drinking more. She happened on someone in the pub on a night out and got chatting to him. He said he knew someone who could 'deal' with problem people for as little as £500. Shortly after this encounter Kathy failed to turn up for work and was never seen again. After the initial euphoria faded an announcement was made in the company that Peter would be promoted to boss, Peter used to work for Christine...



The Essential Reading List

What Got You Here Won't Get You There: How Successful People Become Even More Successful

Marshall Goldsmith

Howard Lees: Marshall Goldsmith is arguably the coaching guru, his web talks, radio interviews, etc. do not do him justice as a writer, especially outside the US audience. This book has been in my top 3 recommends ever since I read it. He describes very realistically what it's like being a coach and also gives many examples of stereotypical coaching successes and impasses. He suggests many things you can try and produces pages you can ask your clients to read, especially pages 40 and 41. I have had considerable success just getting my clients read these two pages and admit how many of the sins apply to them. This is a must read book, and when it's read, read it again.

Maverick!: The Success Story Behind the World's Most Unusual Workplace

Ricardo Semler

Denis O'Hora: This insightful book neatly highlights some unquestioned assumptions in organisations. One is that employees and managers/owners must be at odds and that each must seek to outdo the other in some awful arms race. Managers must coerce employees to work and employees must coerce fair treatment from their employers. This habitual thinking undermines trust and creates cultures of secrecy and fear that hide problems until it's too late. Semler himself admits to buying into this game and we read about it for the first portion of this book. After a serious health scare, he begins a quest to undo the unseen damage of years of playing according to the accepted rules of business. As behaviour analysts, we see the problems of a work environment dominated by negative reinforcement and extinction and can see Semler's quest as one to re-introduce positive reinforcement. Maverick is simply inspirational.



The Tipping Point: How Little Things Can Make a Big Difference

Malcolm Gladwell

Ryan Olson: This book helps you think strategically about generating big changes. Instead of assuming that big inputs are required to create significant behaviour changes, Gladwell proposes that small (and smart) inputs can generate big returns. Two key themes are reviewed with engaging stories: (1) social change is rarely linear, and often explodes across a culture once a critical Tipping Point is reached; and (2) there are three types of highly influential people who can magnify the spread of new behaviours.

Outliers: The Story of Success

Malcolm Gladwell

Allison Reynolds: In his outstandingly convincing and memorable style Malcolm Gladwell takes a look at the background of exceptionally successful people and how their success is shaped by the environment. This book is jam packed full of cool stories for every occasion and those of you familiar with the federation will recognise a few including Medicine Hat Tigers ice hockey team, 10,000 hours practice, and the Korean Air crashes.

Other People's Habits: How to Use Positive Reinforcement to Bring Out the Best in People Around You

Aubrey C. Daniels

Joanne Lees: Aubrey Daniels utilises his many years of business and consulting experience to highlight the advantages behavioural science can bring, not only to your work environment but all aspects of life. He taps into real life stories to explain and capture concepts, common misconceptions, and how behaviour is changed. His smooth style and clever 1-2 line memos help to cement the book's theme, which clearly and concisely explain the advantages of using positive reinforcement to achieve results and bring out the best in those around you.