

# Behavioural Digest

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## Book Now:

Behavioural Leadership  
Conference and Workshop  
May 15th & 16th 2024  
Manchester, UK



## Change The Person or Change The Person By Princess Robinson

Recently, I heard someone say, “sometimes you must change the person or change the person.” Sometimes you find yourself in a frustrating situation, where a person persistently engages in unhelpful or inappropriate behaviour. Despite attempts at giving feedback and coaching this individual, your attempts have been futile in changing their behaviour.

When this happens, you have two primary options. The first option is to change the workplace environment. Making a subtle (or dramatic) change to the local environment will likely change the behaviour in some way and hopefully solve the problem. Here you have *changed the person*.

Before resorting to the nuclear option, perhaps ask yourself a few questions. Is this person contributing value? Are they capable of adding value? Does this person want to work here? If the answers keep coming up as no, then it may be time to part ways. In this scenario, you should *change the person*.

## CVs - Part 5 By The Hollin Team

This is the final part of our series on writing CVs; we hope you’ve found it useful.

Knowing what to leave out of a CV can be just as useful as knowing what to include. The below tips should all be considered in context. Sometimes a tip won’t be right for a particular job role, so use your discretion.

### Do:

- Tailor the CV to the job description. Write one ‘master’ CV with multiple skills and then move or edit that master for each role.
- Stick to 2 pages as a maximum, with the majority of the key information on the first page.
- Use a covering letter to sum up why you are a good fit for the role.

### Don’t:

- Include a photo. At best, it takes up space that could be used to persuade the reader of your suitability for the role. It indicates to some readers that the CV-writer may be insensitive to the effects of unconscious biases.
- Write at length about roles or experiences that occurred more than a decade ago.
- Use the same CV for every role. The reader can tell when a writer has put even a little effort in to tailoring their CV.



[Click here](#) to join the BMT group on LinkedIn.

*“Satisfaction of one’s curiosity is one of the greatest sources of happiness in life”.*

*- Linus Pauling*

# The Opposite of Courage is Conformity Pt. 1

By Bruce Faulkner

Frustrating behaviours in the workplace don't wreak immediate havoc the way a storm does. Rather, they are a relentless eroding force like waves. And their cumulative effect is devastating. Complaining after the fact means conforming to a way of being that you don't agree with. Most people simply don't act to address these frustrating or dysfunctional behaviours.

Why don't people speak up? One reason is to avoid the threat of confrontation or criticism. The uncertainty of how another person might respond is too much. The safe option is to complain about the situation afterwards while someone listens and agrees. Complaining is reinforcing, non-threatening, so it wins.

Sitting in silence, with frustrating behaviour, means accepting another person's way of being. This is conformity or timidity. The opposite of timidity is assertiveness. Assertiveness is a skill that you can learn. It isn't easy, but you can start small and grow the skill. Courage is an active response to a situation; conformity is the passive response.

"The opposite of courage is not cowardice – it's conformity."  
– Roll May, Man's Search for Himself, 1953

# The Weakness of Awareness

By Howard Lees

Awareness alone is a poor driver of behaviour; it requires accompanying and immediate consequences. For example, seeing a red traffic light is paired with sufficient consequences to alter behaviour. While typical training courses aim to raise awareness of new information, solutions, and processes; classroom instruction often lacks the essential real-life, interpersonal scenarios crucial for new behaviour production.

Watching a video of someone driving through a red light is not the same as driving through a red light yourself. I am fully aware that I need to eat less and exercise more to live a healthy life. I have no doubt about this fact, and yet actually eating healthily and exercising is a matter of self-discipline and arranging my environment to make those activities more likely. The weakness of mere awareness is evident; bridging the gap between knowing and doing goes beyond awareness. It necessitates immediate, tangible and personally relevant consequences.

# Behavioural Leadership Conference and Workshop 2024

Our two-day event comprises the Conference (15th May) and the Workshop (16th May). To mark the 20th year of Hollin, the theme in 2024 will be 'longevity'.

Visit [www.hollin.co.uk](http://www.hollin.co.uk) to book tickets.

# Simple? Yes. Easy? No.

By David Lees

If you've ever thought 'why don't they just do what they're supposed to?' or, 'how will I get people to get on board with this?' you could benefit from learning a bit about the basic laws of human behaviour.

The basic laws that anyone can learn (kids pick it up pretty quickly) can have a profound effect on how we see the world around us, can unlock a more empathetic and enjoyable angle to life, and to what you might be trying to achieve at work. It works if you're the CEO of a massive global company trying to deal with your snake-pit of an executive board, and it works if you're just someone trying to get people to put the dishes away.

We will do behaviours that get us something that we want or help us to avoid something we don't. Simple? Yes. Easy? No.

Helping people apply that tricky simplicity to the world? That's what we do.

# Personality Profiling

By Bryony Sherry

Personality profiling is popular; highlighting strengths and weaknesses. Different methods of profiling exist, with varying levels of credibility. Psychometrics provide a generalisation of what someone is like, their broad characteristics. In the field of behavioural science, we avoid 'putting people in boxes' (metaphorically and literally.) Psychometrics don't predict behaviour, or take into account different variables. Would an extreme, happy extrovert still be that way when getting mugged?

# Shades of BMT

- In order to go from 'not trusting' to 'trusting', something mammoth has to happen and be reinforced over time. A long time... a very long time.
- Plenty of people are uber-talented, and most of those people still have a great deal to learn.