

# BMTFed Newsletter

No. 66 - February 2016

## Leadership Conference on Collaboration with Gen. Jack Sheehan (Ret.)

May 11th & 12th 2016  
Manchester, UK



## Coercion

By Dr Richard Kazbour

Coercion is the practice of persuading someone to do something by using force or threats. We usually don't apply this technique in a purposeful sense, but when we look around we see it everywhere. Safety culture is filled with examples of initiatives started with the best of intentions, only to become a "do it or else" flavor of the month. Target zero, days without an incident, director's visits, safety observations... the list goes on.

To determine whether or not an initiative has become coercive is to ask: Would my employees agree they are following safety procedures because they genuinely want to, or because they feel like they have to? If it's a 'have to' situation, chances are they are working in an environment of coercion.

We use coercion because it works short term, it's easy to apply, and we're biased. Any parent can attest to the "do it or else" technique when it comes to getting the kids to 'behave'. However, this technique requires consistent policing, creates poor relationships, and encourages dishonesty.

The long term solution is to create a working environment where people are doing what's necessary to achieve results because they genuinely want to, not because they feel like they have to. Achieving this requires an understanding of behavior and environment.

## Bring On The Learning Revolution

By Neil Park

I have just watched the new TED talk by Sir Ken Robinson and I agree with his observation that we have created a human resource crisis through our poor use of talents. Much more poignant are his comments that human resource talents are more like natural resources – they don't just lie about on the surface, you have to dig deep for them sometimes. I know that training etc. is important, but sometimes we focus far too much on force feeding knowledge instead of unleashing natural potential. The sooner we realise that talent must be unleashed through an agricultural type model instead of industrial force-fed system the better.

Although he talks about education systems, his message on the tyranny of common sense is equally relevant in our business where we must also disenthral ourselves from the "this is the way it's done" mentality, which I believe can often come from 'too busy' managers that don't create the time to reflect and adapt, and worse still, the time to ask their teams for ideas / opinions. We, the leaders in business, should remind ourselves that we don't actually deliver anything day to day; it's the people at the customer interface that do this. Our success comes through others and that means our main job has to be creating the conditions for these people to perform to the best of their abilities.

**Neil Park is a Director of Volvo and will be speaking at the Leadership Conference on Collaboration on the 12th May in Manchester, UK.**

*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.*



# One-Day Coaching Workshops

[London, 22nd March](#) SOLD OUT

[Edinburgh, 19th April](#)

[Manchester, 27th April](#)

Learn behaviourally sound coaching techniques, how to develop a feedback and coaching plan and methods for beginning and sustaining a coaching relationship.

This is an interactive workshop with plenty of discussion, and places are limited to 9 per workshop. The price is £585, which includes lunch and refreshments throughout the day.

To book your place, click on the links above, visit [www.hollinconsulting.co.uk](http://www.hollinconsulting.co.uk) or email [nicola@hollinconsulting.co.uk](mailto:nicola@hollinconsulting.co.uk)

*"This training was thought provoking, especially with regard to leadership and coaching styles. It is really, really good."*

- Simon Roberts, Regional Delivery Lead, Eight20

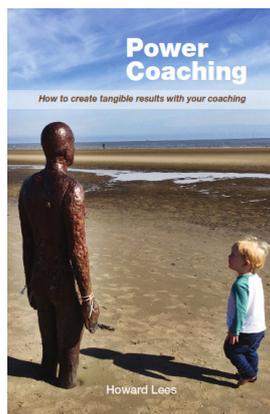
## Power Coaching by Howard Lees

The latest book by Howard Lees is out now. Here is an extract:

"The best leaders are those who pay attention to their own behaviours. They are patient, wait for the people with potential to speak up, and don't attempt to add too much value to situations. They demonstrate consistency and honesty in every direction, and that allows them to build trust in those around them.

Good behavioural science-based coaching is founded on developing a trusting relationship that will breed discretionary effort from both the coach and the person they are coaching."

[Visit the Hollin website to buy Power Coaching now.](#)



## Shades of BMT

- What turns aspirations into useful information? Measurement.
- It's almost impossible to effectively deliver feedback in the right tone via email.
- Organisational failure does not necessarily mean the business goes bankrupt; an organisation has failed if it is not a great place to work.



[Click here](#) to join the BMT group on LinkedIn for original content and debate.



## Speak Now, Or What?

By Jonnie Bennett

I would imagine everyone from time to time would like to say something to someone but they hold back. There may be a chance that what they want to say will not be received well or turn out well, so they don't speak out. Avoiding the potential for a minor confrontation now can, of course, lead to a much bigger confrontation in the future. Sometimes if you don't make a stand on what you think is important and let nature take its course it can get way past the point where you can say anything at all. Relationships can be sensitive things.

This is nothing new. Philosophers for centuries have been debating what one should say and when one should say it. The wedding vows include the line 'speak now or forever hold your peace'. One wonders how many bad marriages could have been avoided if the offer had always been taken up in the moment.

Of course a world where one's opinion was always spoken out loud could be an uncomfortable, indeed an unpleasant place. Maybe it's the worry about generating bad consequences that stop that crucially important thing being said. These excellent newsletters are peppered with short stories regarding the simplicity involved in saying and doing the right thing at the right time. It's definitely not as easy in reality as it is in theory. From time to time I try to say something wise and end up saying something crass instead. I probably need to keep practising.

## Note from Howard Lees

I have begun writing a book on collaboration. I would welcome your ideas on what should be included in this new book, including any examples of where collaboration has worked really well or really badly.

Please email your thoughts to [hlees@hollinconsulting.co.uk](mailto:hlees@hollinconsulting.co.uk) Thanks, Howard