

# BMTFed Newsletter

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

May 11th & 12th 2016  
Manchester, UK



## Conditioned Responses Over Time

By Howard Lees

Let's say that a personal relationship develops over time and builds during a series of conversations between two people. If I say something to you and you say something back to me, our response is conditioned by what the other person said back to us each time.

Over a period of time, these conditioned responses result in a relationship of some kind. Therefore, how we respond to people is the key to a good or a bad relationship developing.

There are obviously a number of potential responses. I have chosen five types here:

1. A polite response: I listened to what you said and I did my best to respond in a respectful and interesting way.
2. A measured response: I haven't decided what you are like yet, so I am going to play it safe.
3. A banter response: "I detect an empathic quality in you and I am going to attempt to build our relationship through humour."
4. An aggressive response: "Sod off."
5. A passive aggressive response:  
..... No response at all.

## Hygiene

By Jonny Bennett OBE

If surveys of workplaces reveal that people are complaining about lack of parking, cumbersome IT systems, desk space and lack of meeting rooms, then people are working in an aversive environment.

Behaviourally speaking, an aversive environment is one that is littered with threats. I don't mean a knife is being held to someone's throat; I mean that people are pre-occupied with everyday dissatisfaction.

If a large proportion of people's workplace behaviours are predicated on removing a threat of some kind (which includes driving around the car park trying to find a space), the production following this is likely to be just enough to avoid perceived threats. Aversive conditions induce inaction and therefore low performance.

The goal for organisations is a positive environment that will generate motivation. This is the only place you can get discretionary effort and therefore high performance. Frederick Herzberg's Hygiene Theory distinguished between workplace 'dissatisfiers' and 'motivators'.

### **Potential Dissatisfiers:**

Salary, physical working conditions, not being listened to, poor relations with manager, management appears uninvolved, promotions made for the wrong reasons, no car parking.

### **Potential Motivators:**

Making a contribution, belonging to a winning team, being listened to, being consulted, being respected, allowed to be competent, being recognised, having reasonable control over one's own destiny.

*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.*



# The Impact of the Environment

## By Allison Reynolds

Last year I purchased a new horse. For the first six months I questioned his temperament since his behaviour was less consistent than I had predicted. Perhaps that's just him, I thought and got on with our training. Then I moved him to a new stables and all of his quirks went away overnight. I shouldn't be surprised by this - I've had horses for 25 years, spend my working life studying behaviour - and yet I still was.

Around about the same time, my son started swimming lessons. I think it's fair to say that he was a little less than the model pupil. He spent most of the lessons splashing the other children, watching other people or begrudgingly tagging along right at the back. 'Well that's just my little boy', I thought, 'it'll pass...' Last month our local pool called to say there was a place available on their course. Right from the off he was a different child, following instruction, on task, at the front of the class. I shouldn't be surprised by this - I spend my life studying behaviour - and yet I still was.

I've just returned from a site visit where I came across a guy I hadn't seen in a while. I recalled him as being pretty uninspiring, stuck in his ways, resistant to trying anything different. Yet in his new job, he's creative, generating all kinds of cool stuff and really pushing the team forwards in how they work. So the first version of him I encountered wasn't just him either. I shouldn't be surprised by this - I spend my life studying behaviour - and yet again I still am.

Most people, even people who spend their lives immersed in behaviour, still place way too much credit or blame with the individual. So whatever is frustrating you right now, be it the dog, your children or your people, be wary of how easy it is to apportion the problems to the individuals concerned. Instead, do something to create a better environment for them today. You'll start to see changes tomorrow.

# Integrity

## By Kate Coyne

Integrity is something we all strive for, but what is your moral compass? Religion, money, or a fusion of all the things you've ever been exposed to in your life? Sometimes it can be hard to know. We are trying to do the 'right thing' but often the right thing seems like many different things. In this fast paced, technology driven modern world, we are constantly pulled in many directions. It takes a will of steel to hold steadfast to just one belief.

This is why behavioural science is a relief for the soul. It's easy to measure your integrity. Do you do what you say you'll do? How often?

PS. What is the opposite of integrity?

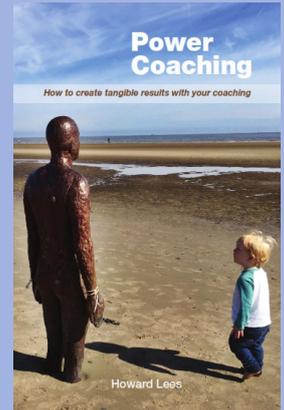


[Click here](#) to join the BMT group on LinkedIn for original content and debate.



# Power Coaching by Howard Lees

An extract from the new book by Howard Lees:



"I coach clients to make sure they take a choice of things to say when they are going to meetings.

If you feel you have prepared a choice of things to say, then it's possible to be scientific about your interactions. If you have potential responses to hand that would fit a number of levels of 'strength' then you can experiment with them and see what does and what does not work."

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

# Shades of BMT

- It's very important to have a set of work processes for people to follow.
- If processes are simple then people will probably follow them.
- Most workplaces are subjected to some kind of change, multiple times every day.
- People can detect subtle changes in the environment, processes can't.
- Processes are designed for ideal workplace conditions.
- Very often processes are not written by the performer of the process.
- It's very difficult to 'design in' the tone of a message on a process.
- Processes rely on people to follow each process to the letter.
- Some business try to hide behind baffling processes rather than teach effective leadership.
- Successful business/safety is founded in good relationships not processes.