BMTFed Newsletter

No. 72 - August 2016

On Sale Now:

One Day CoachingWorkshop

Oct 6th, 2016

London, UK

Map Your Decision-Making
By Lynn Dunlop

Large organisations generally use some kind of hierarchical system for managing people. This is so that everyone will know what they must do and to whom they must answer. In collaborative relationships, this can be very complex, particularly early on. Until people begin to establish who to ask for what, there can be confusion, delays and frustration. Many businesses use organisational charts to show who holds which position in the hierarchy. This can be useful, but is only half of the story.

Something that is often mapped out at the beginning of collaborative relationships is a dispute process. This shows who is responsible for making final decisions in the event of a dispute. It is possible, and indeed desirable, to map the decision making process for the vast majority of everyday tasks. Doing so will reduce the time it takes to get something done by removing distractions and buck-passing. It will also clearly indicate to everyone where bottlenecks exist. Similarly, it will be possible to see where two (or more) people must make a particular decision, and enable this process to be streamlined. Mapping the decision-making process for an organisation makes it easier to remove blocks to progress.

Collaboration Reality
By Howard Lees

The corporate world is full of 'collaboration' and 'high performing team' rhetoric. It's everywhere right now; on websites, in advertising for new employees, in bid documentation, in training course offerings. Let's face it, 'collaboration' and high performing teams' sound like something we should all have. They sound like something worth making an effort to create, nurture and maintain.

Successful collaboration requires an interdependent robust group of people that treats any threat as a threat to the whole team. The group must be focused on the success of the whole group rather than any individual or cabal. There are plenty of families that thrive on mutual trust; these are the ones where the parents gladly lend their cars to their children, and where equality is respected rather than Orwellian.

For an organisation to successfully move from a traditional hierarchical culture to a collaborative one, everyone would have to agree to some form of equality-based culture - one where people can speak out and have their point of view respected. This is not a small ask; it's a very big ask for most people. Leaders would have to receive feedback gladly and workers would have to take complete responsibility for delivering their jobs efficiently and safely. Is it too much to ask?

What about starting with 'collaboration light' - proposing some minor changes that are acceptable to all and shaping up from there? Start by lending your car to your most responsible child and see what happens before you open up the flood gates!

BMT FEDERATION
Bringing Behavioural Science to the World

Social Norms
Allison Reynolds

Behavioural Science is increasing in popularity and we're hearing more and more about how social norms influence behaviour.

What's going on around us, and particularly the things that we perceive our peers are doing, has a huge impact on our behaviour, often without us even being aware of it. We're much more likely to engage in all kinds of behaviours if that's what others within our social group are doing. Researchers have found that:

- You're more likely to be obese if people within your social network are obese.
- You're more likely to pay your taxes on time if you're told that your peers pay their taxes on time.
- You're more likely to agree with something you know not to be true, if the people around you agree with it.

The benefit of having the opportunity to work with multiple organisations at any one time is that we get to see the contrast between the social norms of different leadership populations. This is very interesting.

Within the same industry - doing the same work, but in different organisations - the contrast can be huge: In organisation A (with a low overhead) - almost all of the leaders respond to email within 24 hours, return calls, show up to meetings on time and make time to coach their people. These behaviours are highly reliable. In organisation B (with a high overhead, certainly a challenge for the business moving forwards) - these behaviours are much less reliable; it's the norm to ignore emails, show up late or cancel meetings at the last minute and time spent coaching direct reports is minimal, often non-existent. New people joining either of the organisations will calibrate to the social norms of the existing group.

It has long been accepted that if we can get 10% of a group committed to an idea, then it is inevitable that over time it will become the prevailing idea of the whole group. When thinking about supporting leaders and being deliberate in creating an environment where critical leadership behaviours can flourish, identify the 10% of early adopters within the social network and focus attention here. If we can create sustainable change here, the science tells us it will have a far wider impact throughout the entire population. You may even create a new social norm.

Shades of BMT

- Anyone that has brought up children will know that the phrase 'be careful' isn't pinpointed enough to mean anything tangible to anyone.
- Workplaces are peppered with similar safety slogans; how often do they help people work safely?
- Children do a pretty good job of delivering feedback to their parents. With some parents it could be the only feedback they ever receive!

One-Day Coaching Workshop

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 here to visit our webpage or email nicola@hollinconsulting.co.uk

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

- Simon Roberts, Head of Costain Atkins JV at eight2O

The Freeze Effect
By Howard Lees

I spoke to two people last week, one in a large cumbersome (typical) organisation and one in a relatively small and quite successful company. Both people were suffering from the same problem: their inability to get their jobs done. Both are competent, clever and good leaders. Both have the energy and capacity to do their jobs. Both have, over time, accepted things from their bosses and their organisations that have resulted in them now believing that delivering on their job responsibilities is impossible to any acceptable level.

One plans to move, the other plans to spend more time with her family. "Wait," I said, "Is there someone that might listen to reason?" "No," came the cry. Both are in that place of all consuming emotion and injustice.

How did it get this far? They probably didn't see it coming. At our recent conference Jack Sheehan said, "Stand still and you're dead." I think we have the result of both of these individuals standing still. Harsh, but probably true.

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