

BMTFed Newsletter

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Tickets on Sale Now:

BMT for Leaders
Workshop & Conference
10th & 11th May 2017
Manchester, UK



Reflections

By Walter Hufnagle

In all organisations the leader sets the tone. Great leaders get 90% of the way to greatness by utilising a small number of daily base behaviours. They honour their obligations, they turn up on time, deliver on time and they apologise if they don't. If the leader turns up on time, every time, then this is likely going to be reflected down the organisation. If the leader honours their obligations 100% of the time then this is the organisational standard. The easiest way to have a high % score on 'honouring obligations' is to be sure about each obligation.

Tip - don't make any flaky obligations in the first place.

One-Day Coaching Workshop, 1st March 2017, London, UK

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

For more information, [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
Black & Veatch JV at eight20

Change Your Culture

By Lynn Dunlop

One of the things that sets humans apart from other living things is our ability to tell stories. We can imagine different possible future situations, and – vitally – share our visions with the people around us. One word for the stories we tell about ourselves and our surroundings is 'culture'.

Cultures are shared societal norms. The norms can be shared on a global level (our shared belief that money has value) or a very local level (a family tradition). What's important is that the people involved have a common understanding of the norm, and how they must behave in order to maintain it.

In business, it's common for us to try and create a new culture. To do this, business leaders set out what they hope will be an acceptable set of social norms for their organisation, and share their vision. It's common to see an organisation's vision on their website, screensavers, or plastered onto the walls of head office. Often they are short, consisting of only a few words, and the leaders hope that these words will help their employees to see and share their vision.

It's incredibly difficult to share a culture in a few short words. Asking people to be 'innovative' because that is in the company's vision is simply not enough. Instead, tell more stories. Stories are examples that help us understand the world, and see things through others' perspectives. Stories tell us what other have said and done in past situations, and what they might do in the future. Stories help us empathise, collaborate, and bring out the best in those around us.

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.



Don't Exercise To Lose Weight

By Bruce Faulkner

The chances of gaining weight over the holiday season were very high. Keeping that gain down to only 1.1lb feels like a small victory. Still, the clothes are a bit tighter than they normally are so time to do something about it. Time to 'eat less and exercise more'.

For most of us 'eat less, exercise more' sums up the mental representation we use for the relationship between food, exercise and weight loss. The logic is straightforward; by taking in less energy and expending more energy we will lose weight. But have we stopped and carefully examined this received wisdom?

First let's look at the 'expending energy' side of the equation. We use energy over the course of a day in three ways;

- to keep us alive (basal metabolic rate),
- to digest our food, and
- for physical activity.

Research shows that this daily energy usage breaks down as follows;

- metabolism ranges from 60 to 80%,
- digestion is 10%,
- exercise ranges from 10 to 30%.

Let's think about the implications of these ranges. First, up to 80% of our energy expenditure is outside of our control. (No, a fat-burner smoothie doesn't alter our metabolism). We can control the 'exercise more' portion of the equation. But we can see that it is very hard to create a significant calorie deficit through exercise.

Research also shows that increasing exercise duration doesn't really change these ratios. Our body is a dynamic system that quickly adapts to changes brought on by exercise. The relationship between exercise and our body's ability to balance overall energy consumption simply isn't linear. Exercise more and hunger increases, leading us to consume more calories. Also, we may unconsciously slow down over the course of the day to conserve energy. From a weight loss perspective, the return on investment from exercise is marginal.

Now think about the 'eat less' part of the message. On that side of the energy equation, we have 100% control. Our ability to decrease the number calories we consume is much higher than our ability to increase the calories we expend. The calorie intake problem isn't about increasing self-control, it is about reducing temptations and that is an environment management problem. By modifying our environment we can reduce the number of calories entering our bodies.

Taking the time to tune our mental representations allows us to also reframe the way we view the world. Our weight loss is now being managed by a much more reliable and effective strategy. We have removed the negative reinforcement and dirty pain tied up with the whole premise that we need to exercise to lose weight. The purpose of exercise is now about simply improving our health. That means we are free to choose an activity we actually enjoy.



Snakes and Ladders

By Howard Lees

I received some feedback from our last conference which was familiar; I have been receiving this theme of feedback for many years. It goes like this: "Why are you shouting at me?" Or sometimes it's, "Why are you preaching at me? I am not the bad guy here, you need to talk to our directors; they are in charge, not me." My themed response usually goes along these lines – "I am preaching to you because you are talented and one day you will be in charge. I am hoping that despite the phenomenal forces that will attract you to the dark side that you will hold on to your integrity when you get there and do the right things."

People who 'get there' and 'make it' to high office usually have the qualifications, experience and enough luck to get there. Many have no idea how to handle the new levels of responsibility when they land in post; why should they? Many struggle with politics; they may well have been used to competitive presenteeism as part of the journey there but the politics of the high echelons of organisations can hit new, previously unexperienced levels of Machiavellian venom. I advise practising the skills early. If you can get used to snapping the heads off snakes early on in your career it will come in handy later in life - the difficulty is watching carefully enough to distinguish the sticks from the snakes!

Shades of BMT

- If you aggressively refuse to stand up to bullies, you will probably continue to get bullied.
- The higher up the organisation you go it's easier to act without getting any correcting consequences.
- Sometimes we ignore the healing feedback because it's just too much to bear right now.



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