

BMTFed Newsletter

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Tickets on Sale Now:

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



Perception Deception

By Sarah Schubert

Post-truth is not just a political phenomenon. It appears in our workplaces and deeply affects the teams and individuals therein. One area where it is prominent is performance. We all know people who have risen up the ranks in business by creating a smokescreen of their performance, often to the detriment of others.

This post-truth approach to business erodes trust and drives increased wariness. It reduces innovation, productivity and discretionary effort, and ultimately it impacts the health and wellbeing of everyone involved.

How can you make a difference? In creating and maintaining high performing teams, it's essential that real performance has weight, rather than the 'post-truth' perception of performance. Regularly collecting and publishing data on everyday 'desirable' behaviours is a first easy step.

BMT for Leaders Conference

Tickets are available now for the behavioural leadership workshop on May 10th and conference on May 11th, in Manchester, UK. Our keynote speaker is Alasdair Cathcart, Senior Vice President of Bechtel.

[Click here for more information and to book your tickets.](#)

Being More Productive

By Lisa Kazbour

I recently read an article that discussed the idea that one hundred years ago, the busier you were, the poorer you were. You see, it used to mean that if you were busy, you were struggling to survive. It seems times have changed though, with busy becoming a status symbol of modern life.

I think it's become an unconscious bias that most of us hold – un-busy people are either lazy and/or not important, and busy people are hard workers and/or important. As leaders, it's imperative that we understand the difference between busy and productive. I often find that the people who show the most signs of being 'busy' (cancelling last minute, missing deadlines, frequent interruptions during meetings) are the least reliable and least productive leaders. The most strategic leaders rarely appear busy, but this takes effort.

Time management is tricky, but tracking your own day-to-day behaviors is a good place to start if you're feeling 'too busy'. You can rank the importance of the tasks that are filling up your day and begin tinkering from there. Ideally as a leader, the majority of your tasks should be high-value tasks that only you can complete, and you should have empty space in your calendar to be strategic.

It may be counter-intuitive, but from a time management perspective being busy requires very little effort. It's being strategic that requires effort, and it may be why so many of us find ourselves in the "Too Busy Trap" a little too often.

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.



Behavioural Science and Business

By Rachel Edwards

The best predictor of future behaviour is past behaviour – that's what a behavioural scientist would say if you asked them to predict what was going to happen next. From a business perspective, there are many reasons why being able to predict behaviour is useful; all the results generated each day, week, month, year are the culmination of these daily behaviours. So, leverage to change current results lies in understanding how to manage behaviour, which, in a nutshell, is what behavioural science explains.

It's common for organisations to use processes as a mechanism to try and drive behaviour; you'll know which ones work and which ones don't. But what determines which ones work? Behaviourally speaking, the answer lies in consequences – what the person doing the behaviour experiences when they perform the behaviour. Is it something they want, or not? Behaviourally sound processes have desirable consequences built in; expenses claims being paid, annual leave being signed off... it's evidence that processes *can* work.

There's often a portion of processes in an organisation that fail to consistently drive the desired behaviour; think of safety incidents or failures in quality standards – these results are due to what a person did or didn't do, not a lack of process. That's where behavioural science provides a unique perspective – by helping managers and leaders to understand more about why behaviour occurs, and how to design the environments they operate in so it's more likely the desirable / safe / productive / efficient behaviour occurs, every time.

Over-Thinking, Under-Thinking, Rambling Free

By Howard Lees

Some folks rattle stuff down and send without really thinking or even re-reading. Some folks ponder and ponder. They write stuff, delete it, and sometimes end up saying nothing at all. Is it a fear of saying something stupid for the latter and a careless abandonment for the former? Hang on, I need to rethink this piece!

Shades of BMT

- If some people understood that there was a better way for them to behave in public they would behave that way; it's just a lack of feedback that's holding them back.
- Verbal behaviour - every time you respond to someone it shapes their opinion of you; it sets up your levels of the stimulus control you will have with that person going forward.
- Your current organisational sophistication dictates what you can have and what you can't have without a significant change in the workplace environment.



Strength Rarely Gives Us What We Want

By Bruce Faulkner

When faced with distractions or temptations we will resist and ignore them. We know what the right thing to do is, we know how to do it and we will be able to do it.

Today I am not going to get distracted; I am going to:

- eat a healthy lunch,
- return the phone call I promised to,
- be on time for...

Yet we continue to fail in the moment. We see others who seem to effortlessly resist these same distractions and temptations. Our answer is to try a bit harder, be a bit stronger.

Research shows that resisting current temptation increases the chance of giving in to the next temptation. This means "be strong" is a weak strategy. Giving into temptation is part of human nature. Biologically we are hard-wired to fail. As we move through the day our ability to self-regulate becomes impaired by things like:

- fatigue,
- cognitively demanding tasks,
- prior decision-making,
- dirty pain (rumination), and
- stress.

Recent research has found that people who exhibit high levels of self-control are doing something different than we are. They think about future temptations and make their choices in advance. They design a bit of structure into their environment so they can behave as they intend. In the future, when faced with temptation they simply act on their previous decision. Their temptation is either removed or diluted. They don't face it. In the moment they make it look effortless, because it is.

