

BMTFed Newsletter

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Tickets On Sale Now:

BMT for Safety

Workshop & Conference

29th & 30th November 2017

Manchester, UK



A Challenge

By David Lees

Here's a challenge for you: Log on to your company's main website front page, find the values, mission statement or vision, whatever you have, and write down the specific actions you could carry out to satisfy them. It's tough isn't it? What on earth do you do to satisfy your company's desire for "passion" or "trust" or "integrity"?

Now granted, some of the statements which make it to the level of company credo do deserve to be there. Technology companies should, for example, have "innovation" in bright lights at the front door. However, it is staggering to see the amount of those same companies whose central processes seem like they were designed specifically to stymie innovation. Their people aren't allowed to take any initiative or try anything new, and end up bogged down.

Do you know what delivering on your company values would look like, and has the environment been created for people to be able to achieve them in the first place?

Performance = (Motivation + Ability) - Obstacles

By Bruce Faulkner

Dr. Ryan Olson gave us the performance equation. It says that Performance of any task is equal to Motivation plus Ability, minus Obstacles. He pointed out that the most impactful improvements come from working right to left. He also observed that the time and effort required grows exponentially as you move through each component. All that is a fancy way of saying that step one is to remove the obstacles.

Olson's approach resonates. Yet we see people struggle to figure out where to begin. Some feel they more need data before they will be able to solve their problems. Others identify obstacles and then try to put something in place as a fix. Both these approaches miss the point completely.

To lose weight I can chose between two approaches, the additive or the subtractive. I can add a pill or I can remove sugar. Only the subtractive approach has no side effects and no unintended consequences. Instead of concentrating on what to do (additive), first concentrate on what not to do (subtractive).

Start by asking the team. They already know what doesn't work. Stop doing those things. But stay awake; the bureaucrats will rush in to fill the void with something new. Instead, leave it open and allow people to think. They will have new ideas.



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

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 Purpose of Feedback

By Walter Huffnagel

"The only 'on time' delivery we get from you is your invoices!"

The above was blurted out in a room full of people by a client manager to a design company director - not exactly the customer feedback you want to get.

I recently had my car serviced. On leaving the garage, the manager said, "You will be called by our customer service consultant in the next few days; if you intend to score us anything less than 5 stars would you tell us now?" I replied, "The consequences of me telling a stranger what I think on the phone and me telling you now are very different." The garage manager said, "Eh?" I said, "5 stars, sure, you guys are great."

Customer feedback is a very important component of running a business that serves customers. Neither of the two examples above are what you might call 'sound' feedback. Asking for frequent feedback is a good idea. Acting on it is also important. Having an idea of how honest it is - also important. Being honest with your clients is paramount. Bad news is better received in a strong and robust relationship than a weak and flimsy one; developing those strong and robust relationships is the whole game. Peter Drucker said, "The purpose of a business is to create a customer." The purpose of honest feedback is to keep that mutually satisfying relationship running smoothly for everyone's benefit.

Nurturing Nature Part 2

By Rachel Edwards

A number of people responded to April's newsletter article about nurturing nature. A few weeks on from the first article, my garden is getting increasingly out of hand. Looking at the weeds sprouting in the bed I tidied only a few weeks ago, a sense of futility is nagging at me; how will I find time to keep on top of all this? Would it look OK if I just concreted it over? On reflection though, it's daft to get distracted by the little weeds when there's an awful lot of nice things to look at and admire. Most of the garden is relatively easy to manage. Wouldn't it be a shame to design a solution for the few, and not for the many...

Shades of BMT

- If you allow yourself to get hypnotised by the complexity of your job then you're not going to be much use to anyone.
- Stating your assumptions helps with frame of reference. It puts things into context for others.
- Great leaders get 90% of the way to greatness with a very small number of basic daily behaviours.



Q&A from the BMT for Leaders Conference

The question below was asked at the BMT for Leaders conference. Here, it has been answered by Howard Lees.

Q: Can you tell me of a time when coaching at the top has resulted in things changing at the coal face?

A: The most effective 'line management' coaching is where the message is crystal clear and cannot be misinterpreted.

The best example I have to mind is back in 1997 when the global construction manager for Bechtel coached his direct reports on safety. He said, "I want you all to create a safe place for people to work. I don't care how much it costs."

This is an excellent message. It is clear regarding his strategy for safety but also says "I trust you." It had an extraordinary impact on his division, on safety and on his reputation as a great leader.

Another of his coaching mantra staples was the creation of an empowered team. If anyone asked him a question that smelled of 'asking for permission' he would say, "Are you asking for permission?" in such a way that you had to say 'no' in response.

His style was so simple and intoxicating, it was a pleasure to be able to easily pass this wisdom on down the line, respecting the chain of command.

In terms of coaching staples, many great leaders have used the phrase "What do you think I am thinking now?" as a response to a request from a subordinate. It sounds blunt but if delivered with a smile is very effective.

More questions have been been answered on the BMT LinkedIn page. Click here to read them and join the conversation: <https://www.linkedin.com/groups/4034936>