

BMTFed Newsletter

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BMT for Safety Conference
19th & 20th November
Manchester, UK

TICKETS ON SALE NOW



Right Under Your Nose

By Howard Lees

Observing behaviours is neither difficult nor mysterious. Behaviour is what people do and say: If there are people in your environs now then they will be behaving in some way.

When course delegates are asked to go away and list behaviours they have observed, many struggle. One even famously said, "I haven't observed any behaviour since the last module." People who have been shaped over time into using labels prefer to say, "He demonstrated good leadership," rather than describing what the person actually did or said.

It's important to realise that 'observing behaviour' does not have to be complex. Every word spoken out loud is behaviour so there's lots of opportunity!

If you are reading this at work, take a look around you. What's happening right now, who is doing what, who is saying what? Why is this important? Because decisions are much more effective when based on what's actually happening.

There are 4 distinct levels of personal commitment when it comes to meetings:-

Survival - Turn up unprepared with no intention of saying anything.

Social - Turn up unprepared, have the crack, join in now and again.

Trying - Turn up having closed out some actions from last meeting, otherwise no preparation. Make some notes, ask for clarification on some stuff, take away some actions.

Effective - Turn up having closed out all past actions early, fully prepared for the meeting, make notes, ask for clarifications, make observations, join in, do not add too much value, praise good things, note behaviours in the room, record the meeting, cost the meeting, validate assumptions, leave with clear and valuable actions post meeting.

Write a Short Article, Enhance Your Skills

I would suggest a key component of most people's jobs is to have the skill to write short articles on something interesting. If you wish to try your hand, we would welcome articles from our readers. Perhaps write a couple of 2 paragraph items, pick one, rewrite it, show it to someone else, get some feedback, rewrite again, and [submit it to the editor](#). This whole process will enhance an essential and useful skill.



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BMTFedNewsletter 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.



Your Attention is a Limited Resource; Spend it Wisely

By Allison Reynolds

One of the things that I find insightful is to sit in meetings and observe what people are paying attention to. Do they focus on things that create the right environment for high performance (like removing distractions to delivery) or are they focusing their attention on something else (feeding the client's or bosses' incessant demand for information, for example)?

In today's work environment we are exposed to hundreds of prompts or antecedents every single day. Some we respond to and others we do not. What we respond to determines our success in terms of organisational performance. The things we do respond to are the things that we have learnt to respond to and that's where there can be a problem. In many organisations people are reinforced for doing all kinds of behaviours which often don't translate in to any measurable impact on performance. We can learn to pay way too much attention to things that are very limited in impact.

The key to success is to pay more attention to a few simple things that create the right work environment for your people and less attention to the things that are just a distraction.

Your attention is a limited resource. What do you spend yours on?

The Special People

By Howard Lees

There are some extra special people out there. I've met some, I've worked for some, and I am working with some now. They can be quite daunting but equally inspirational. They do amazing stuff in a short space of time. They get to the answer straight away, they are generous with their time, and they always have time for you. They can articulate things simply, they can move on to another job, take no-one with them and be just as successful with the people that they inherited. It's not nature that got them there, it's nurture; it's getting the right experiences, at the right time, complimented by the right coaching from the right people along the way.

Sure, some people can be lucky with their experiences but I cannot explain what makes the great people great. I can explain why what they do and say makes them great, and there are certainly stereotypical 'good things' to be observed in these special people. Most people could be great. It requires coaching and some good opportunities and the chance to work closely with other great people, but mostly it happens in a positive work environment. Is it time consuming to create? Does it take time and effort? Of course, but it's worth every second and every pound.

Every Detail?

By Felicity Townsend

Project managers are frequently told that they must know every detail about their project. A successful, well-known project manager turned up to a project review on a large complex project and sat a briefcase down next to him. The usual onslaught ensued from the inquisitors in front of him. After a while he said, "Guys, do you really want all that detail in here [pointing to his head]? Or might it be better placed in here [the briefcase], freeing me up to bring the best out of my people and deliver a great project?"

Shades of BMT

"Executives succeed because of their abilities and despite their shortcomings"
-Marshall Goldsmith

"The best teachers (and coaches) are those that recognize the smallest change in behavior and positively reinforce it."
-Aubrey Daniels

"If you don't deliberately create a culture - nature gives you something, like it or not."
-Howard Lees

Each newsletter now includes something relating to BMT opinion surveys

Opinions change by 50% when people are surveyed anonymously against asking for open public opinions.

Even when a survey is anonymous, it's important that the people surveyed feel it is anonymous.

Surveys that ask for a department or manager's name are called 'attributed.' Attributed surveys are not anonymous.

