

Session G55

Changing Behavior

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IBM
SYSTEM z9 AND zSERIES EXPO
October 9 - 13, 2006

Orlando, FL

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Agenda

- What is the goal?
- What is your job?
- What can we hope to change?
 - ▶ Antecedent
 - ▶ Behavior
 - ▶ Consequences
 - Praise, Reprimand, Educate, and Extinguish
- Situational Leadership
- Types of Organizations
- Miscellaneous
- References

What is the Goal?

- Our Personal Goal
 - ▶ To get the job done correctly
- What do we expect from our employees?
 - ▶ Do a portion of the job
 - ▶ Don't make mistakes
 - ▶ Be pleasant
 - ▶ Be as Independent as possible
- Good Behavior and Performance

What is YOUR Job?

- Set and Maintain the Direction & Attitude
 - ▶ Both come from the TOP DOWN
- Tell them what you expect
- Recognize and Reward them
- Be Consistent
- Always KNOW your Audience

What can we Hope to Change?

- Only Behavior can be Changed
- What is Behavior?
 - ▶ What you See
 - ▶ What you Hear
 - ▶ What you Hear from Others
- What is NOT Behavior?
 - ▶ What they think
 - ▶ Their Loyalty
 - ▶ Their Feelings

ABC of Behavior ¹

- Antecedent - What happens Before the Behavior
- Behavior - What the other person does
- Consequences - What happens After the Behavior
 - ▶ Praise
 - ▶ Reprimand / Critique
 - ▶ Education
 - ▶ Extinguish

Powerful Antecedent ²

- Principles
 - ▶ Agree on goals
 - ▶ Understand what good behavior looks like
 - ▶ Write out each goal - keep it simple
 - ▶ Relate how much authority they have
 - ▶ Relate what will happen - Consequence
- The Employee Should
 - ▶ Read and reread each goal
 - ▶ Review their Performance against the goals - daily
 - ▶ Determine if their behavior matches the goal

2 The One Minute Manager

Powerful Antecedent

- Powerful Consequence
 - ▶ Consistent
 - ▶ Personal
 - ▶ Immediate
- Weak Consequence
 - ▶ Inconsistent
 - ▶ Group benefit or penalty
 - ▶ Future benefit or penalty

During the Behavior

- Observe their actions
 - ▶ MBWA - Management By Wandering Around
- Listen for information
 - ▶ Open communications with as many people as possible then listen
- Tattling
 - ▶ Listen, but make your own observations before taking action. Only mention what you observed.
- Inadvertent Enemies ⁵
 - ▶ Don't delegate then do the task yourself.

5 Leadership Secrets of Attila the Hun

Consequences

- Understand what they consider a reward / penalty
- If a Wonderful Job was done
 - ▶ Praise
- If they knew how and didn't perform
 - ▶ Reprimand
- If they didn't know how to do the job
 - ▶ Educate
- If you want to get rid of the behavior
 - ▶ Extinguish (Ignore)

When to Praise

- When
 - ▶ Praise as soon as you notice improvement
 - ▶ Give the credit for what they do
 - ▶ Do this regardless of what has gone bad for you

How to Praise

- Praise ₂
 - ▶ Advise UP FRONT that you are going to let them know how they are doing
 - ▶ Praise Immediately
 - ▶ Advise what they did right - BE SPECIFIC
 - ▶ Advise how good you feel about that they did right
 - ▶ Advise how it helps the organization and the other people
 - ▶ Stop for a moment of silence to let them "feel" how good you feel
 - ▶ Encourage them to do more of the same
 - ▶ Make it clear that you support their success in the organization
- Do this regardless of what has gone bad for you

When to Reprimand

- Reprimand or Educate? ₃
 - ▶ Did they know how to do the task right?
 - If so, Reprimand : If not, Educate
 - If wrong:
 - Reluctant to try again
 - Reflects on your style
 - Get discouraged
- Always reprimand 1 on 1
- Don't reprimand if you are upset, just stay neutral and wait.
- Reprimand them immediately
- Reprimand them regardless of what has gone well for you

3 Putting the One Minute Manager to Work

How to Reprimand ₂

- How
 - ▶ Advise UP FRONT that you are going to let them know how they are doing in no uncertain terms.
 - ▶ The First Half - The Behavior
 - Advise what they did wrong - BE SPECIFIC
 - Advise how you feel about what they did wrong
 - Stop for a few seconds of silence to let them "feel" how you feel. (The longer the stronger.)
 - ▶ The Second Half - The Person
 - Make it clear that you are honestly on their side.
 - Remind them how much you value them.
 - Reaffirm that you think well of them, but not of their performance in this situation
 - Realize that when the reprimand is over, it's over.

2 The One Minute Manager

How to Educate Others

- **P R I C E** ₃
 - ▶ Pinpoint - Determine area of interest
 - ▶ Record - Measure performance on a graph
 - ▶ Involve - Agree on performance goals, coaching strategy, and evaluation
 - ▶ Coach - Observe and manage consequences
 - ▶ Evaluate - Determine future strategies
- **Feedback is the Breakfast of Champions**

3 Putting the One Minute Manager to Work

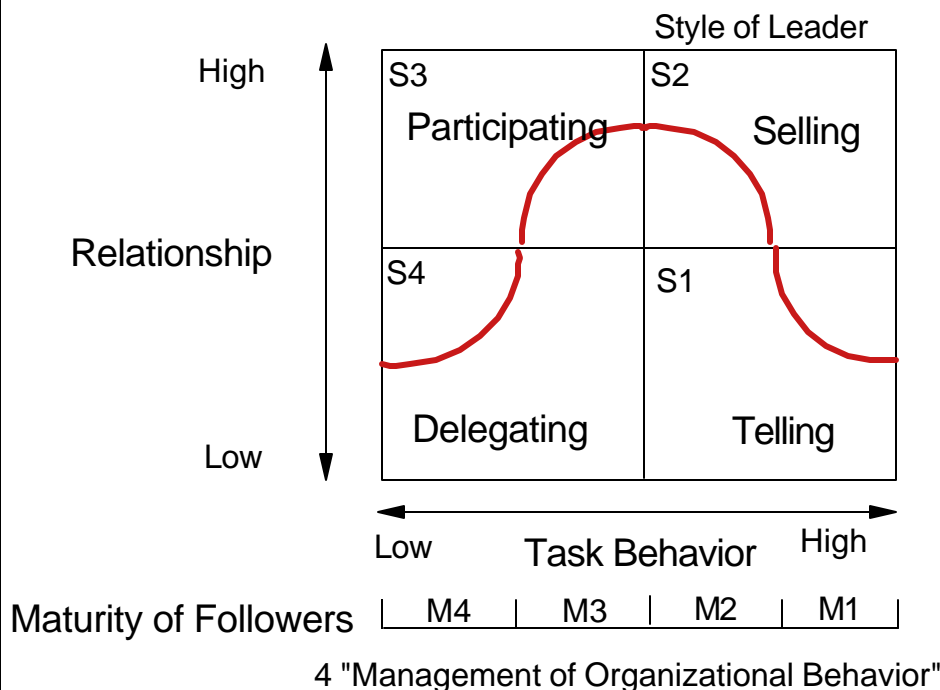
How to Educate yourself?

- **Everyone has value**
 - ▶ Ask what they experienced or did.
 - ▶ Evaluate their success
 - If good success, take their advice.
 - If bad success, avoid their advice.
- **Expect everyone to be all they can be**
 - ▶ Some will do simple jobs
 - ▶ Some will do complex jobs
 - ▶ Study the tasks and the people to provide a good skill match.

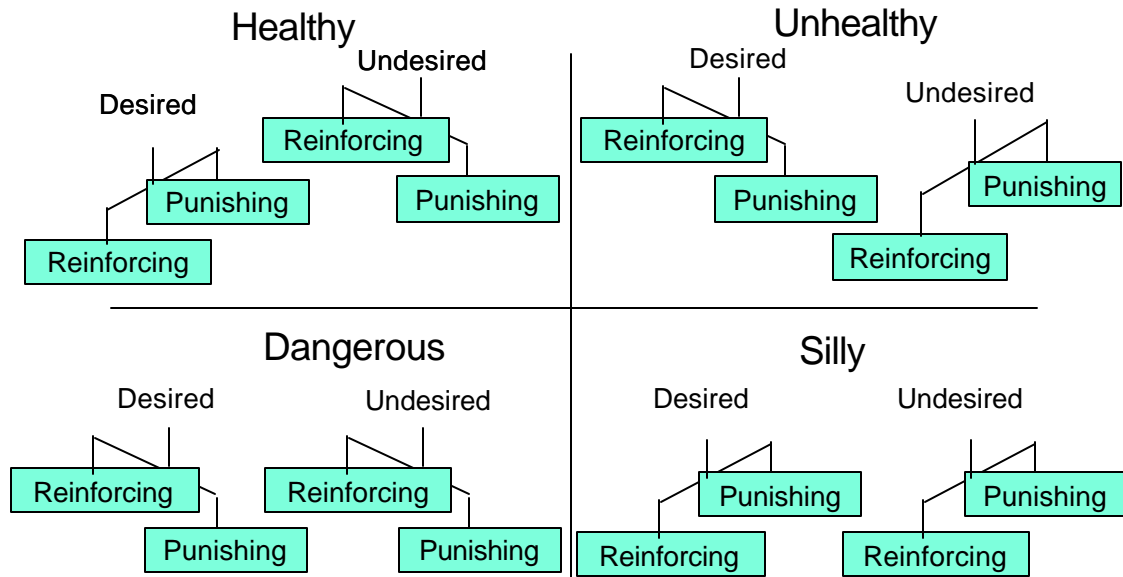
How to Extinguish Behavior

- If you provide NO feedback, the behavior will continue for a while then slowly degrade.
- Useful for children and pets
- Impact is the greatest if there was a pattern of feedback - praise, educate, reprimand

Situational Leadership ⁴



Types of Organizations ¹



1 Managing Behavior on the Job

Miscellaneous

- Be Consistent
 - ▶ Treat everyone like they deserve to be treated REGARDLESS of how you feel
- Lots of Excuses?
 - ▶ Give them control over everything they need to do the job
 - ▶ Watch the interfaces and keep notes.
- Stroking
 - ▶ Some employees need frequent feedback
- Emotional Bank Accounts
 - ▶ Deposit more than you withdraw

Miscellaneous

- When they get Down
 - ▶ Encourage
 - ▶ Determine if they have too much or too little work
- Listen more than you speak
 - ▶ Even if you know what they are going to say
- People who feel good about themselves - produce good results
- From the movie *The Godfather* - "It's not personal, it's just business"
- Every interaction is a negotiation

Summary

- Make sure they know what you want
- Observe
- If you like what you see
 - ▶ Praise
- If you don't like what you see
 - ▶ Reprimand, Educate, or Extinguish
- Always adjust the Behavior and keep the Person
- Always know your Audience

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