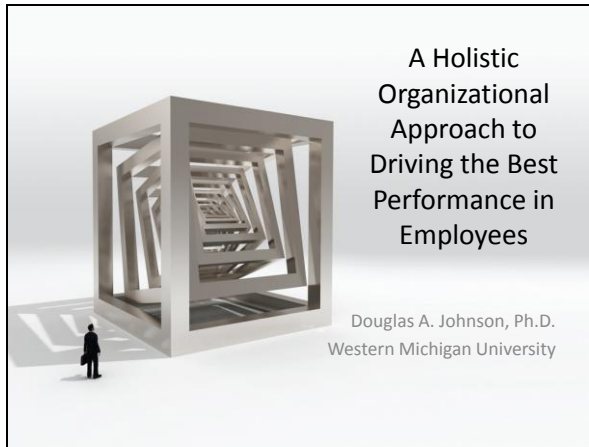


Slide 1



Slide 2



- Extending the lesson of “don't blame the rat” to the workplace

Slide 3



- Drawbacks of trying to build a business with just “perfect” employees

Slide 4



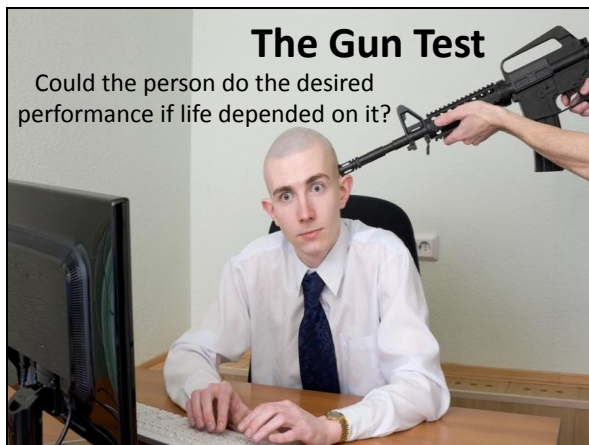
- Addressing the issue of an inherently boring job
- People will pay money to engage in meaningless and repetitive tasks
- You just have to arrange the environment correctly

Slide 5



- Blaming behavior, not people
- Practical approach to solving organizational obstacles

Slide 6



- Determining when training is not the ideal solution

Slide 7



- Alternatives to training

Slide 8



- Why simple exposure to training materials is not enough to ensure learning

Slide 9



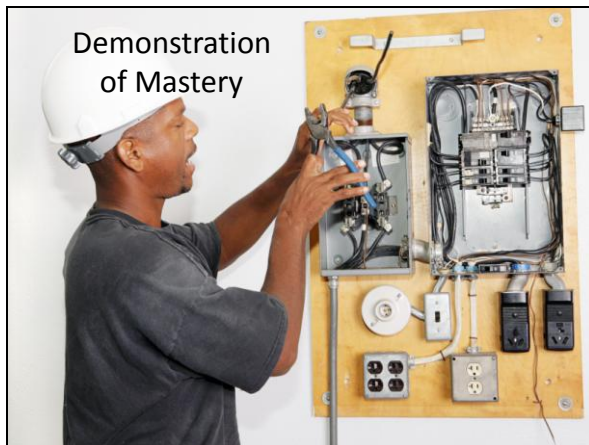
- Performance-based instruction approach to training
- Model

Slide 10



- Lead

Slide 11



- Test

Slide 12



- How we typically measure successful training versus how we should measure training

Slide 13



- A higher and more useful training criterion

Slide 14



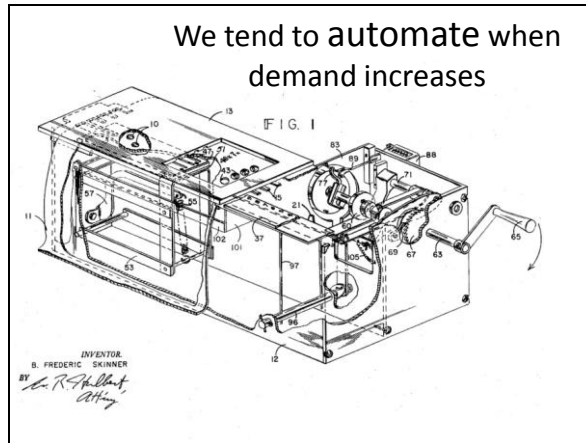
- Determining the final target for fluency training

Slide 15



- Importance of true mastery during training
- Why learn on the job and make expensive and reputation harming mistakes?

Slide 16



- Early attempts to automate the learning process

Slide 17



- Tremendous growth of CBI
- Bells and whistles rather than true learning

Slide 18



- Common human obstacle that illustrates why behavioral science is needed behind all the fancy technology

Slide 19



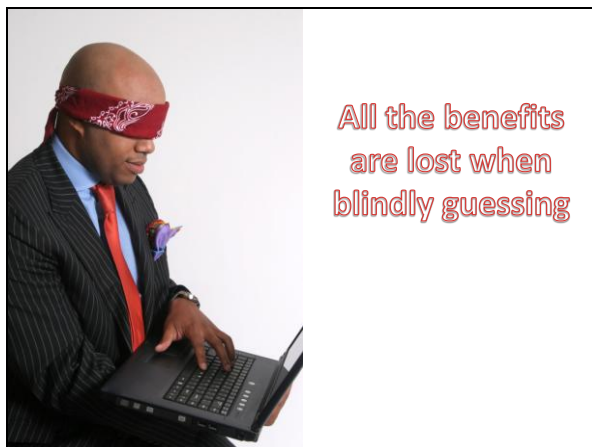
- Danger of computer-based racing

Slide 20



- Inappropriate pacing through the training process

Slide 21



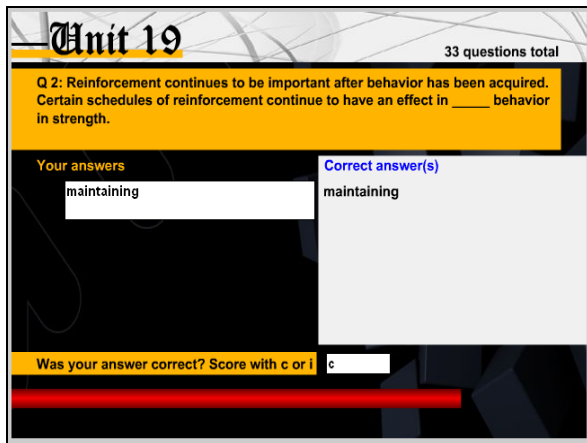
- Undermining the potential of CBI

Slide 22



- One solution: Partial reduction of learner control

Slide 23



- Illustration of postfeedback delays

Slide 24



- Another solution: Contingent outcomes based on learning gains



**A Holistic Organizational Approach to Driving the Best Performance in Employees**

DOUGLAS A. JOHNSON

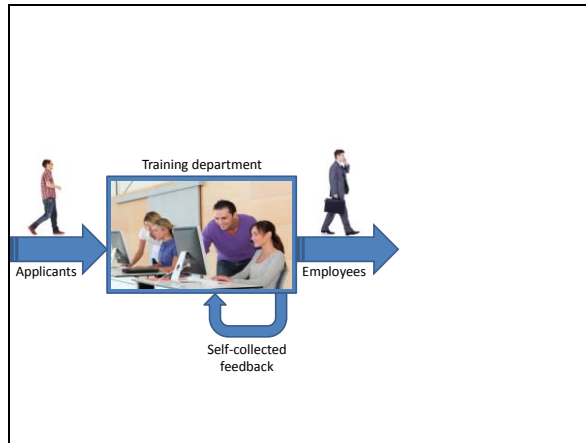
Western Michigan University

February 17, 2012

Texas Association for Behavior Analysis conference, Austin, TX

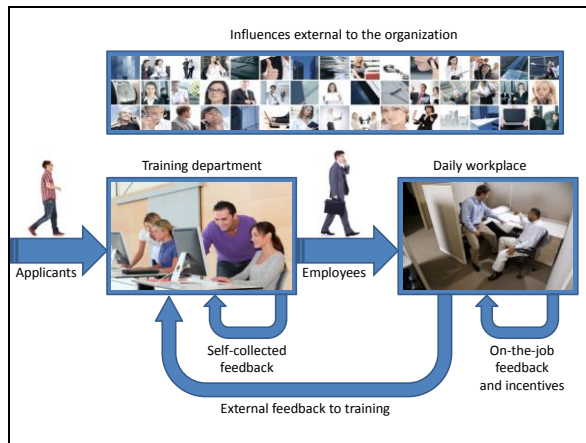
Correspondence: [djohnson@operant-tech.com](mailto:djohnson@operant-tech.com)

Slide 25



- Training is not enough, no matter how good it may be

Slide 26



- Taking a broader “eagle eye” view

Slide 27



- Suggests that training must consider many different factors if we want long-term solutions

Slide 28



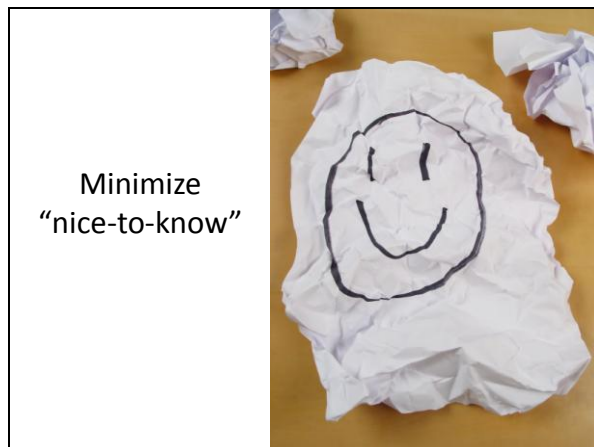
- Considerations in training materials

Slide 29



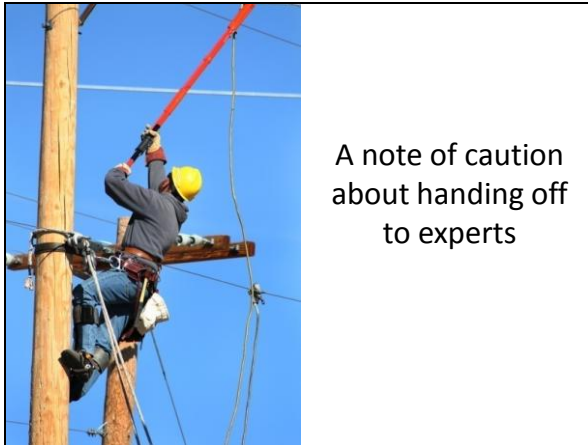
- Partnering with SMEs
- CYA and legal considerations

Slide 30



- Eliminating unnecessary trivia

Slide 31



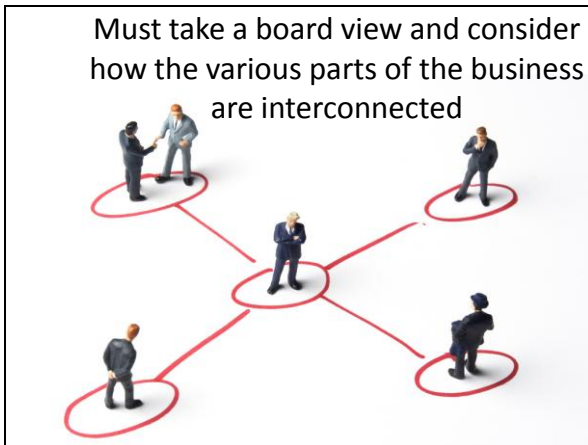
- Experts are often bad trainers
- Assumptions, shortcuts, and communication issues

Slide 32



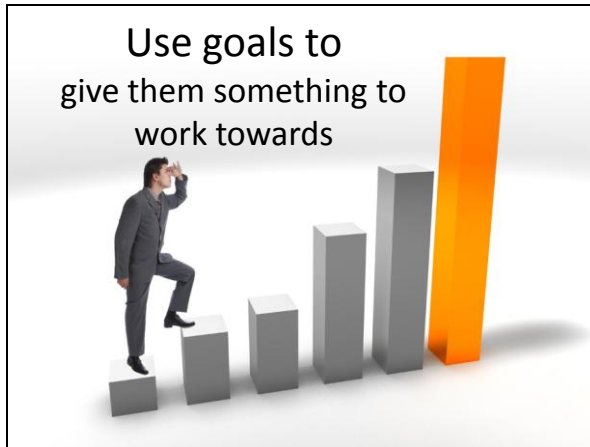
- Training will not be maintained unless the daily work environment is aligned with training

Slide 33



- Taking a holistic view of organizational performance and solutions

Slide 34



- Establishing performance goals

Slide 35



- Most employees have an undesirable pairing history with measurement

Slide 36



- Goals will not work unless appropriate behaviors and results are targeted
- Must be measurable

Slide 37

Labels are not useful targets



- Fundamental attribution error tendency
- Labels rarely tell the performers what they need to start or stop doing in any specific or meaningful way

Slide 38

Pinpoint something the employee can influence



- Common violation: Hold employee accountable for something he or she cannot control (or only has partial control over)
- Can result in extinction of desired behaviors or reinforcement of undesired behaviors

Slide 39



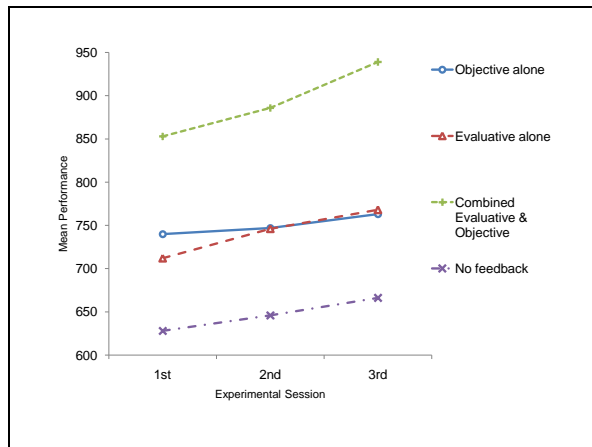
- Target both results and behaviors in active terms

Slide 40



- Factors that influence the effectiveness of feedback

Slide 41



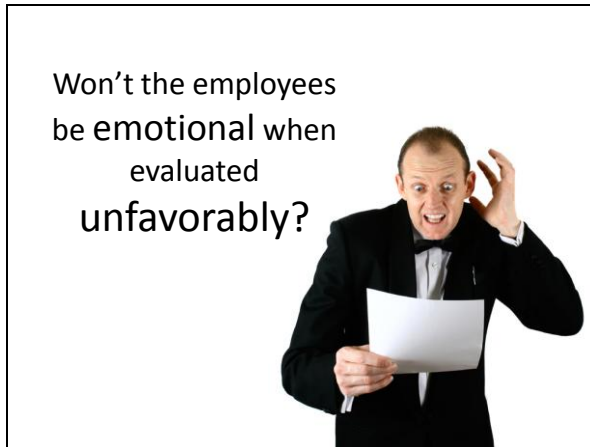
- Both accurate feedback and evaluation of performance are needed

Slide 42



- Despite a small time investment, the payoff can be substantial

Slide 43



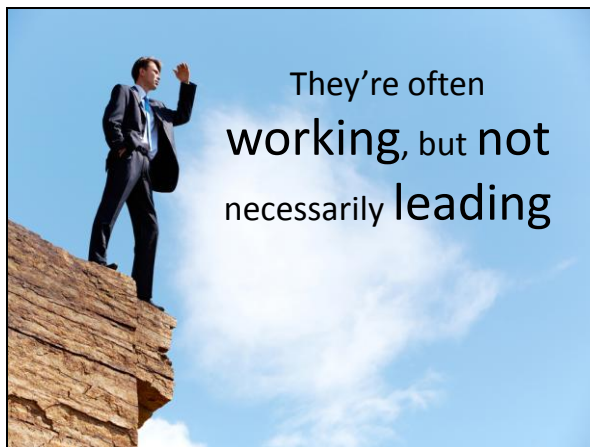
- Handling of emotional behavior during evaluations

Slide 44



- Behavior-based management does not equal saying that everyone is "awesome"

Slide 45



- Many well-intended managers are very busy, yet rarely engage in actual management behaviors

Slide 46



- Outcomes can only be contingent if one engages in performance monitoring

Slide 47



- Typical approaches to workplace safety

Slide 48



- Notion that accidents will simply happen
- Employee minding own business



Slide 49



- Employee inattention to warnings

Slide 50



- Mechanical engineering of "permanent" safety solution

Slide 51



- Analysis of behaviors involved

Slide 52



- Why unsafe behavior is to be expected under natural contingencies

Slide 53



- Once again, dramatic improvements can be seen with brief but behaviorally sound interventions

Slide 54



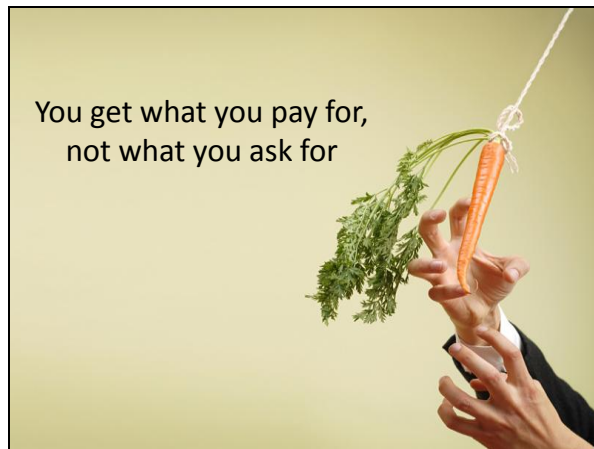
- The importance of incentives in the workplace
- Avoiding rewards will not solve problems

Slide 55



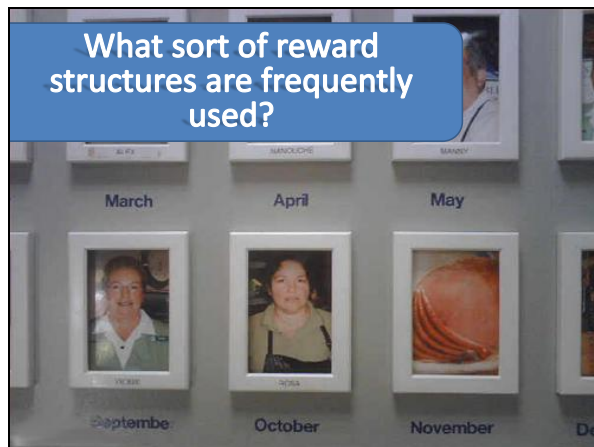
- Failures of typical incentives

Slide 56



- Most incentives fail to reward the behaviors they are intended to increase

Slide 57



- Example of flawed reward structure: Employee-of-the-Month

Slide 58

Employees may harm  
each other in an effort  
to get the award



- Poorly designed rewards can induce undesired behaviors

Slide 59

Employees may  
harm  
themselves  
in an effort to  
get the award



Slide 60

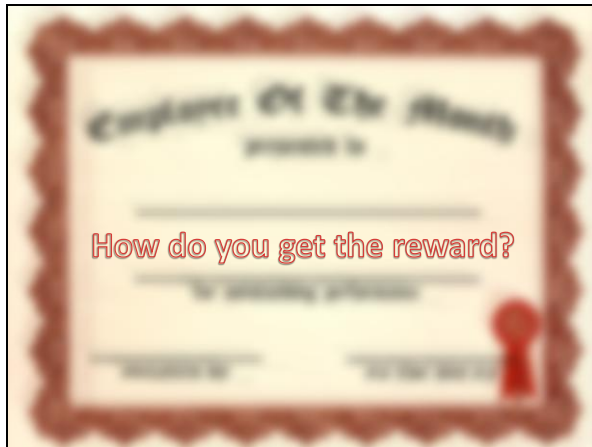
Research does show  
that employees are  
frequently deceptive

What are you doing  
to make this more  
or less likely?



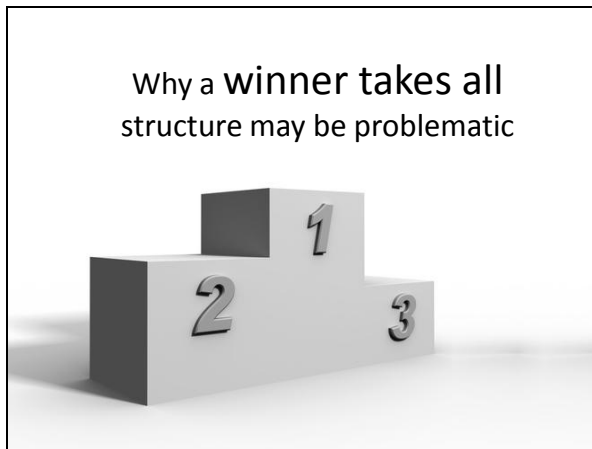
- Instead of blaming employee for undesired behavior, ask what you can do to better engineer the environment

Slide 61



- Lack of clear goal setting in many reward structures such as EOM

Slide 62



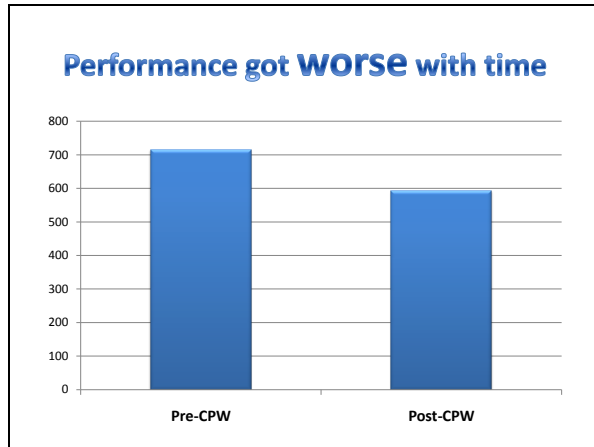
- Inherent flaw of EOM and many similar reward strategies

Slide 63



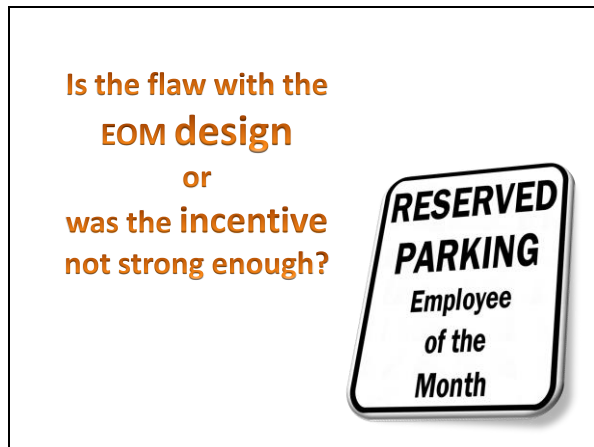
- Simply giving rewards to everyone regardless of accomplishment renders the whole affair as an empty and unvalued gesture

Slide 64



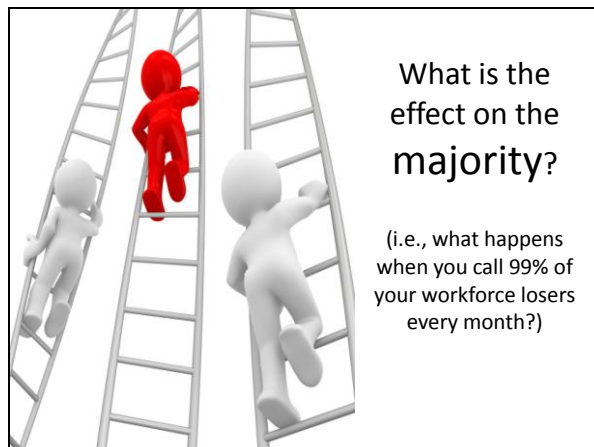
- Unnoticed harm of EOM

Slide 65



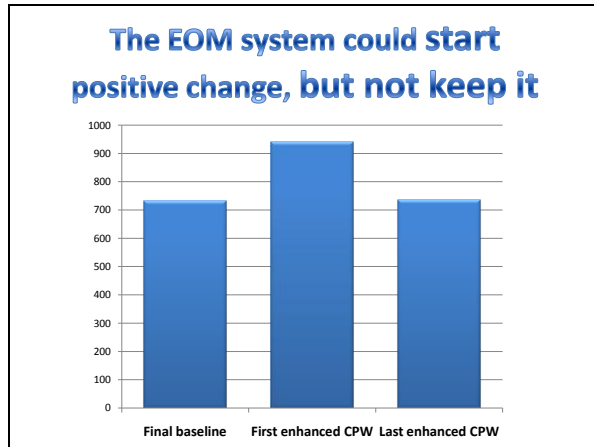
- Is the problem the reward or reward delivery structure?

Slide 66



- What happens when you call most of your workforce losers each month?

Slide 67



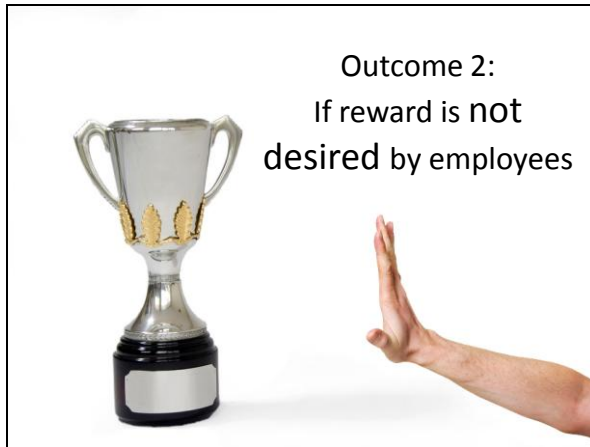
- More damage from EOM

Slide 68



- General point about rewards, not just EOM
- If desirable reward  
If norm-referenced, limited winner's circle
- If unattainable or unclear goals
- If no feedback on progress  
THEN
- Sabotage
- Hurt feelings
- Extinction
- Frustration
- Except for just a handful of superstars

Slide 69



- If undesired reward  
THEN
- No anger
- But no performances increases
- No motivation for manager to try something else

Slide 70



- "I already tried a reward system"
- My employees just can't get motivated
- Rewards are bad

Slide 71



- Ask
- Observe
- Test



Slide 72

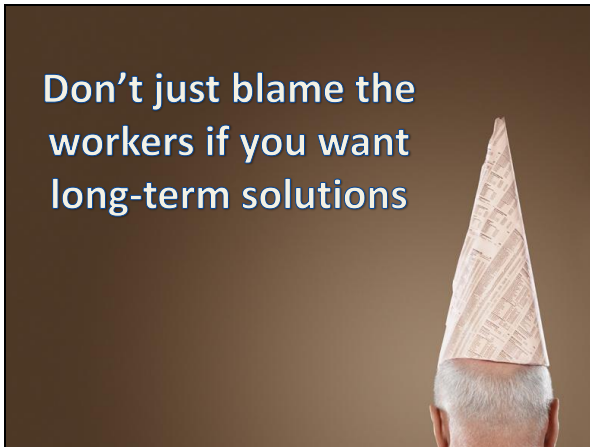
Now that we know what the managers should be doing to properly reinforce the behavior of their employees, let's **reinforce proper managerial behavior**



- Managers need sources of reinforcement too
- It is necessary to build system of reinforcement
- Summary

Slide 73

Don't just blame the workers if you want long-term solutions

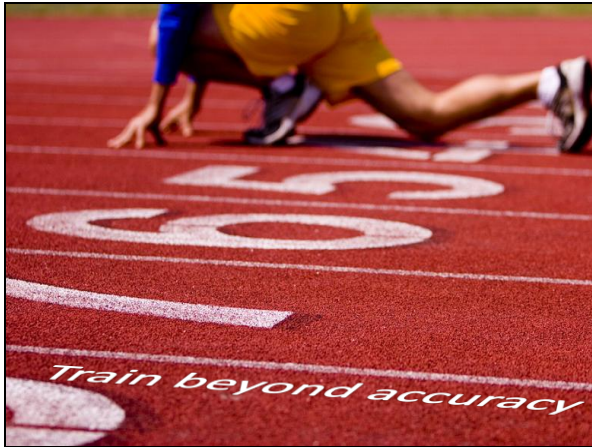


Slide 74



**Don't use training as a cure-all**

Slide 75



Slide 76



Slide 77



Slide 78



Slide 79



**Douglas A. Johnson, Ph.D.**  
**Western Michigan University**  
**[djohnson@operant-tech.com](mailto:djohnson@operant-tech.com)**