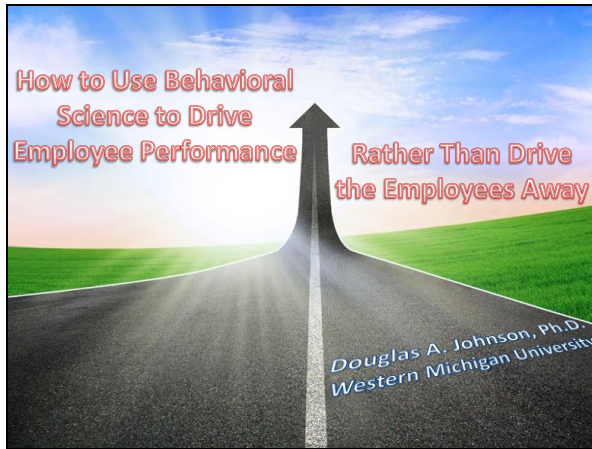


Slide 1



Slide 2



- Two of the most common managerial approaches to employee enhancement
- Selecting/hoping for the perfect employee
- Endless cycles of training

Slide 3



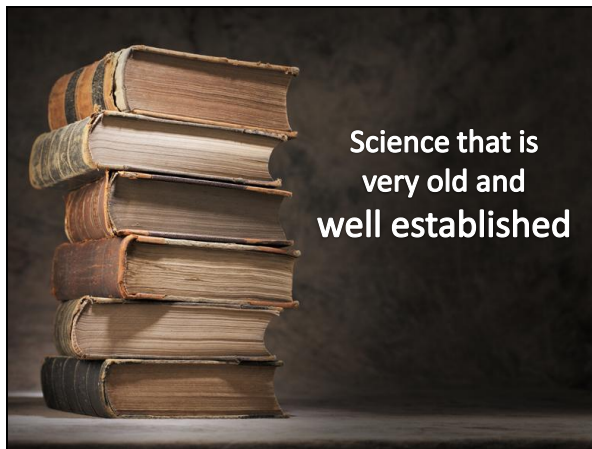
- Often aren't linked to outcomes for the employee or employer
- Poor return on investment
- Are you building measurable skills?
- Or vague, unknowable outcomes?
- Desperate hope that this time it will stick

Slide 4



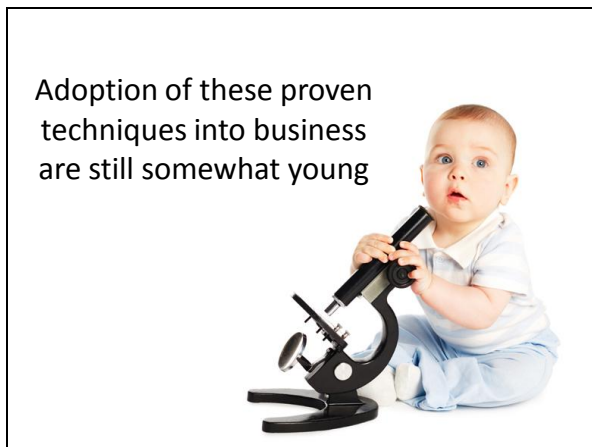
- Behaviors are often in the skill set, but the workplace doesn't support the effort to engage in desired behavior

Slide 5



- Underlies all the modern techniques in therapy and education that have actual measurable results
- Principles that cut across species but applications can be tailored to the individual

Slide 6



- The rise and success of Organizational Behavior Management as a tool for understanding employee actions

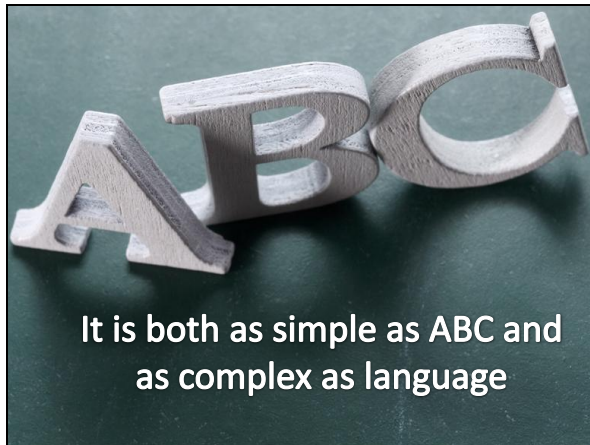
Slide 7

Why are my employees crazy?
(or some other annoying attribute)



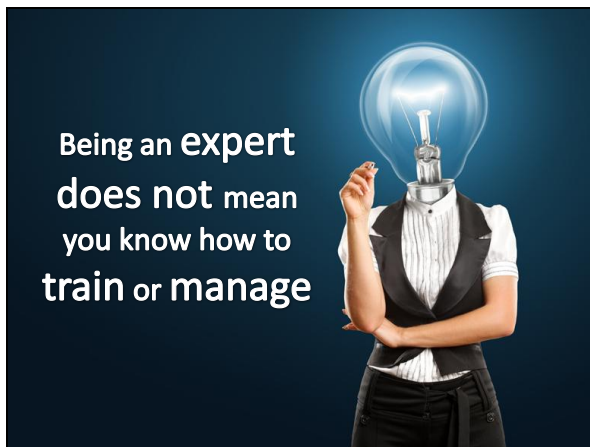
- How to solve all those people problems that seemed impossible before

Slide 8



- Components are simple
- Combinations and applications are complex

Slide 9



- Supervision failures often result from not understanding how the environment influences people
- Most managers are not just stupid or foolish; many are experts in important areas
- Simply lacking a basic understanding of OBM

Slide 10



- Simply blaming workers may feel good, but doesn't fix
- How tried "performance management" and decided employees can't be motivated
- Dissatisfaction with rewards in general

Slide 11



- Usually due to reward systems that violate OBM principles, rather than employees who can't be motivated
- Employee-of-the-month as an example
- Most would state that EOM is nice and would work for it; research says otherwise
- The distinction between rewards and reinforcers

Slide 12



- Beware self-report
- When identifying reinforcers, need to measure actual impact rather than presumed impact
- You can ask employees what would motivate them, but also observe and test

Slide 13



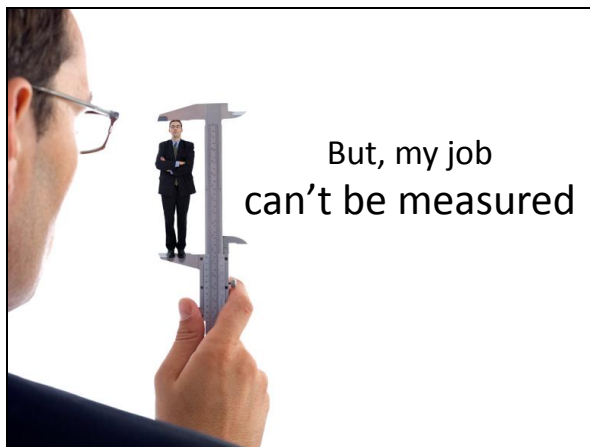
- Not only monitor to test the power of your consequences, but decide if it is even appropriate to deliver
- Brief and random snapshots are valuable
- More you sample, more precise your consequences can be and better they'll respond

Slide 14



- When almost never show up, distorted view
- History that leads to hatred of supervision

Slide 15



- Every job activity is made up of behaviors, every behavior can be measured
- Only fight measurement because most measurement is used to penalize rather than enhance

Slide 16



- But, they should oughta, wanta, do-it
- People simply don't work that way
- Can keep making this protest or actually fix the problem!

Slide 17



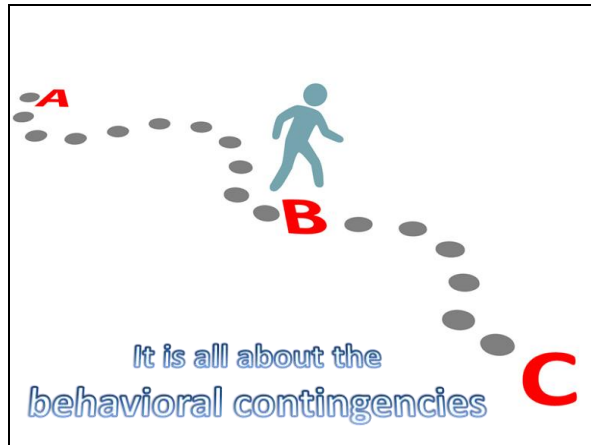
- The real behavioral relationship underlying hourly pay: just don't get fired and nothing more

Slide 18



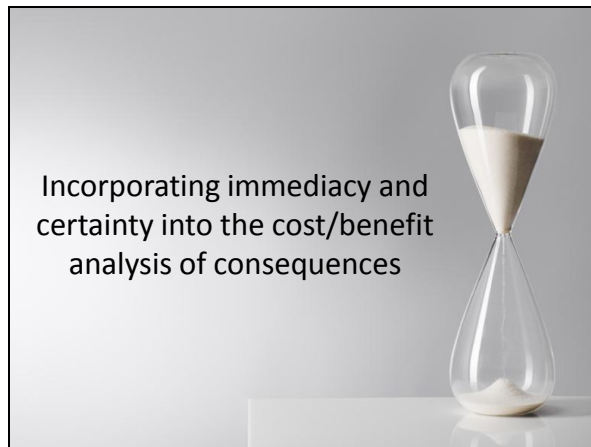
- We constantly do things we shouldn't

Slide 19



- Don't blame the employee
- Blame and fix the contingencies instead

Slide 20



- Some consequences are better than others

Slide 21



- A cooperative and collaboration working relation is fairly straightforward but rarely adhered to

Slide 22



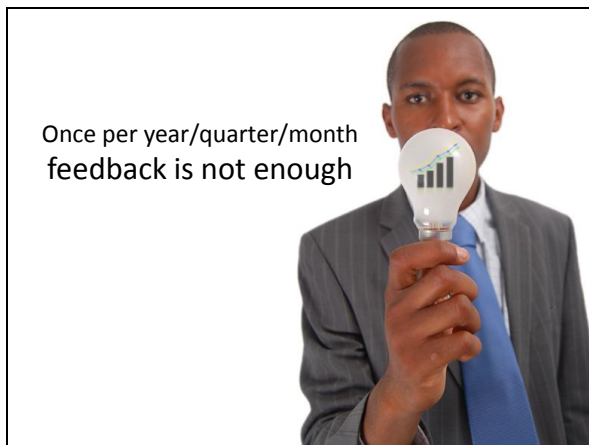
- If you build trust and use feedback as opportunity for success acknowledgement, they will seek it
- Remind you when forgot to measure

Slide 23



- Vague labels cause unsure performance
- Operational definitions are critical

Slide 24



- Evaluative, Objective, Accurate
- Frequent small feedback

Slide 25



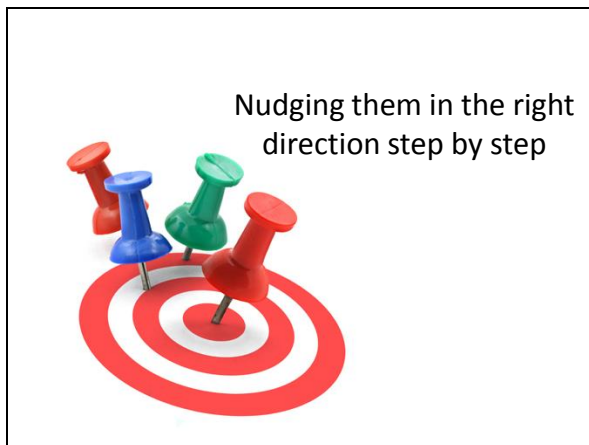
- This isn't about simply being nice to people
- Blind kindness can damage workplace relationships
- Recent research showing the damaging effect of nice but inaccurate feedback

Slide 26



- Don't pit against one another
- Success is relative to their past performance
- Running business with a sole focus on your superstars is ineffective

Slide 27



- Attainable goals
- Take them where they are at and build

Slide 28



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