

**ENBIS Workshop:
Statistical Consulting and
Change Management**
Section 2
Understanding Human Behavior
Newcastle, United Kingdom
September 17, 2005

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2.1

**Skills We Will Focus On In
This Workshop**

- Interviewing
- Identifying resistance
- Some skills to defuse immediate resistance
- We will not focus on major system change
- Understanding human behavior

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2.2

The first step to successful change management is understanding human behavior

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Understanding Human Behavior

- Human behavior is rational
- The study of human behavior is called Behavior Analysis
- What people do is called behavior
- Past behavior is the best predictor of future behavior (better than traits)
- Behavior is maintained by consequences

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A Functional Analysis of Effective Consultant's "data side manners"

- Able to obtain necessary information through interview
- Able to obtain "buy in"
- Able to motivate and gain cooperation
- Able to recognize and deal effectively with resistance
- Able to convey complicated, technical information without being smug

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**Most management theories
address causation of human
behavior rather than control**

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Behavioral science attempts to answer questions about the causation and control of human behavior

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Organizational Behavior management

- Basic principles
 - Behavior is largely a function of its consequences
 - An empirical, scientific perspective
 - Emphasis on experimentation to assert cause and effect
 - Emphasizes performance improvement
- Example: DW
- Most other theories use unobservable, internal cognitive states

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ABC's of Behavior

A	B	C
Antecedents	Behavior	Consequences
Causes of behaviors	Observable and measurable	Increases or decreases the probability that a behavior will occur

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A:Antecedents

- Rules
- History
- Biology/genetics
- Environment
- Sociological
- Learning
- Perceived expectations

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B: Behavior

- Is observable and measurable
- Is not attitudes, beliefs, feelings, traits
- If you change behavior, attitudes and beliefs will follow
- “What you do speaks so loudly that I cannot hear what you say.”
Ralph Waldo Emerson

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C: Consequences

+	—
Positive Reinforcement ↑	Extinction ↓
Punishment ↓	Negative Reinforcement ↑

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Positive Reinforcement (R+)

- Something that occurs after a behavior, that increases the probability that the behavior will occur
- May be immediate or in the future
- May be concrete (a bonus) or may be abstract (recognition)
- You only know something is R+ if the behavior is strengthened

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Extinction

- The weakening or elimination of a behavior by removing the positive reinforcement
 - Removal of bonus, attention, etc.
- If behavior is being maintained by R+, it can be stopped by removing the R+

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Negative Reinforcement (R-)

- The avoidance or termination of an aversive stimulus
- Increases the probability that a behavior will occur
- Has same side-effects as punishment
- Examples include: criticism, demotions and assignments to disliked tasks

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Punishment

- Decreases the probability that a behavior will occur
- Side effects:
 - Tends to work only in the presence of the punisher
 - People seek to avoid the person who punishes
 - Usually only works temporarily
 - Increases anxiety

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Caution!

Consequences have the same
effect on desirable and
undesirable behaviors



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Antecedents

- Barriers
 - Unrealistic objectives, plans or schedules
 - Training deficiencies
 - Inadequate or inappropriate tools
 - Conflicting orders, instructions
- Aides
 - Clear and realistic plans
 - Realistic schedules
 - No threatening questions about progress
 - Constructive suggestions
 - Training



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Some Antecedents Can Be Changed

- Changeable
 - Rules
 - Situations
 - Some environmental issues
 - Stated missions
 - Defining what will be rewarded or punished
- Not changeable
 - History, past experiences
 - Biological
 - Some environmental issues

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Rearrange Antecedents to Provide Opportunities and Remove Barriers

- Antecedents are cues that tell us to behave in certain ways

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Isolate Key Job Behaviors

- Behavior is what counts
 - What behavior is necessary to obtain the objectives?
 - Focus on behavior, not implied motives, needs or drives
 - Focus on what is right, rather than what is wrong

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R+ Performance Improvement

- Behaviors that are R+ will be repeated
 - Consequences must be specific
 - R+ must be conditional
 - R+ may be intermittent

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If a behavior occurs, it is being reinforced, either positively or negatively

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Bribery is when the R_+ is given before the behavior occurs

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Workshop

Creating a behavioral analysis of a situation

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