Beyond Coffee Mugs and Posters

COMMUNICATING AND REINFORCING ORGANIZATIONAL VALUES

How are the posters working out for you?

DESPAIR®

The posters (alone) never worked for me!

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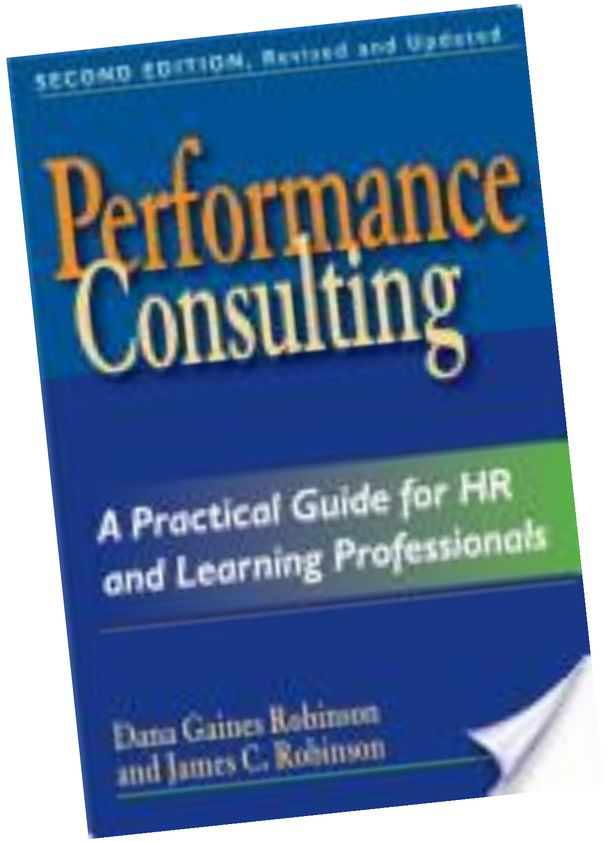
- Vice President Talent, Performance and Culture
- NielsenIQ
- 20+ years as an internal performance consultant
- Former Chief Diversity Officer

Why aren’t people doing what we expected them to do?

We’ll cover…

- Behavioral science applied to organizational goals
- Six behavior influences and how they can translate into real change
- Consulting with leaders

Performance Consulting



1 Expectations & Feedback	**2** Tools & Resources	**3** Consequences & Incentives
4 Skills & Knowledge	**5** Selection & Assignment (capacity)	**6** Motives & Preferences (attitude)

SixBoxes.com

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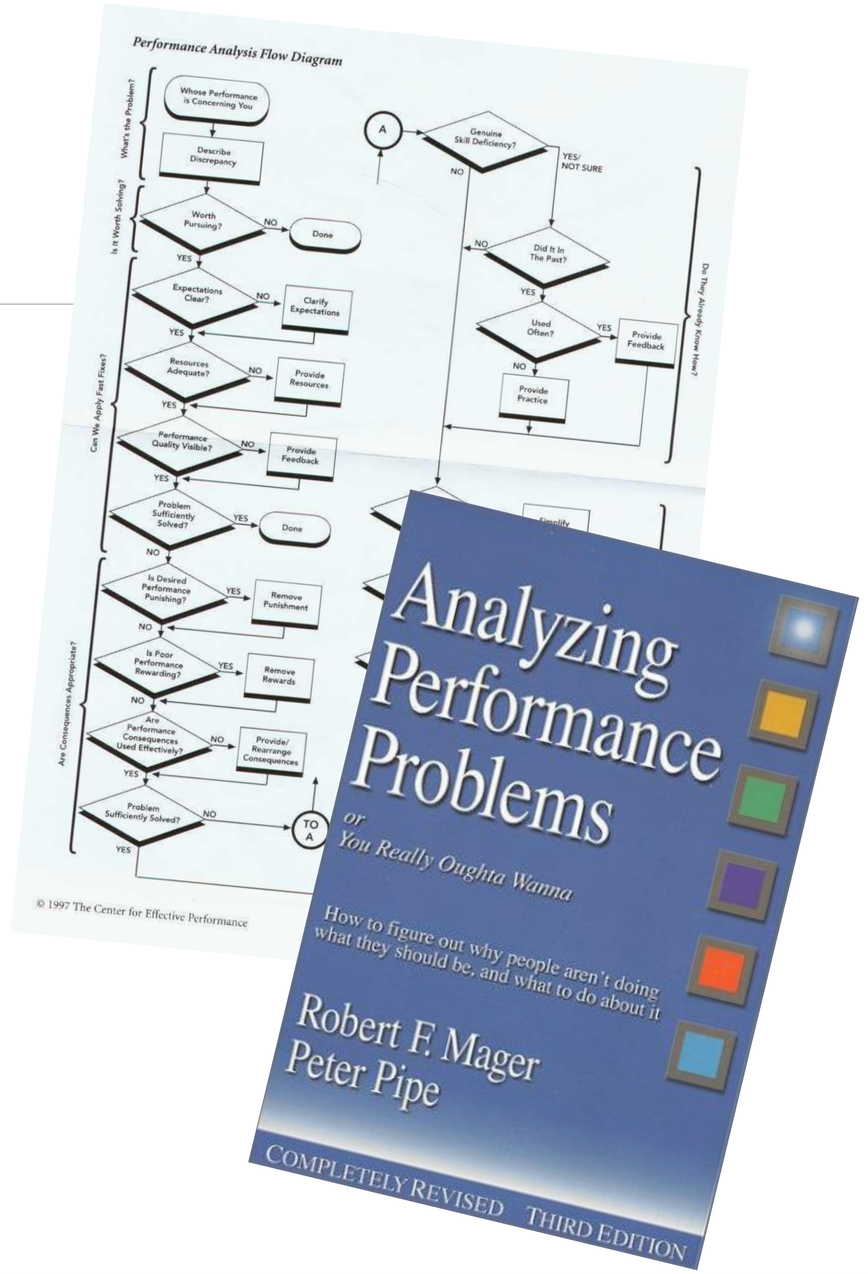


Teller Trouble

Behavioral Influences Diagnostic

1. Expectations	2. Resources	3. Consequences
• Roles/responsibilities clearly defined in writing? • Supervisor verbally set expectations, checked for understanding and consistently re-sets expectations? • Supervisor meets regularly with the team to restate expectations and give feedback on team performance? • Supervisor meets regularly one on one with team members to restate expectations and give feedback on individual performance?	• Can the task be simplified? • Can we provide a performance aid? • Can we redesign the workplace or provide physical help? • Can we parcel off the job to someone else or arrange a job swap? • Does something get in the way of doing it the right way? Bad systems? Confusing policies?	• What are the consequences of performing as desired? Is it actually punishing or perceived as punishing to do the right thing? • Is undesired performance rewarding? What rewards, prestige, status, or comfort supports the current way of doing things? Does misbehaving get more attention than doing it right? • Are there any consequences at all? Does desired performance lead to consequences that the performer sees as favorable?
4. Skills	**5. Ability**	**6. Beliefs**
• Is it a skill deficiency? • Could they do it if they really had to (if their lives depended on it)? • Could they once perform the task but have forgotten how? • Is the skill used often?	• Is it likely that this team/person could learn to do the job as desired? • Does this team/person lack the physical or mental potential to perform as desired? • Is this team/person over-qualified for this job?	• What filters are in place that are forming the persons beliefs, values and attitudes? • What is impacting the filters? • What beliefs, values and attitudes are reinforced by others? In particular address messages sent by the supervisor, leadership, peers, family, etc?

Expectations & Resources

1. Expectations

- Roles/responsibilities clearly defined in writing?
- Supervisor verbally set expectations, checked for understanding and consistently re-sets expectations?
- Supervisor meets regularly with the team to restate expectations and give feedback on team performance?
- Supervisor meets regularly one on one with team members to restate expectations and give feedback on individual performance?

2. Resources

- Can the task be simplified?
- Can we provide a performance aid?
- Can we redesign the workplace or provide physical help?
- Can we parcel off the job to someone else or arrange a job swap?
- Does something get in the way of doing it the right way? Bad systems? Confusing policies?

Consequences & Skill

3. Consequences

- What are the consequences of performing as desired? Is it actually punishing or perceived as punishing to do the right thing?
- Is undesired performance rewarding? What rewards, prestige, status, or comfort supports the current way of doing things? Does misbehaving get more attention than doing it right?
- Are there any consequences at all? Does desired performance lead to consequences that the performer sees as favorable?

4. Skills

- Is it a skill deficiency?
- Could they do it if they really had to (if their lives depended on it)?
- Could they once perform the task but have forgotten how?
- Is the skill used often?

Ability & Beliefs

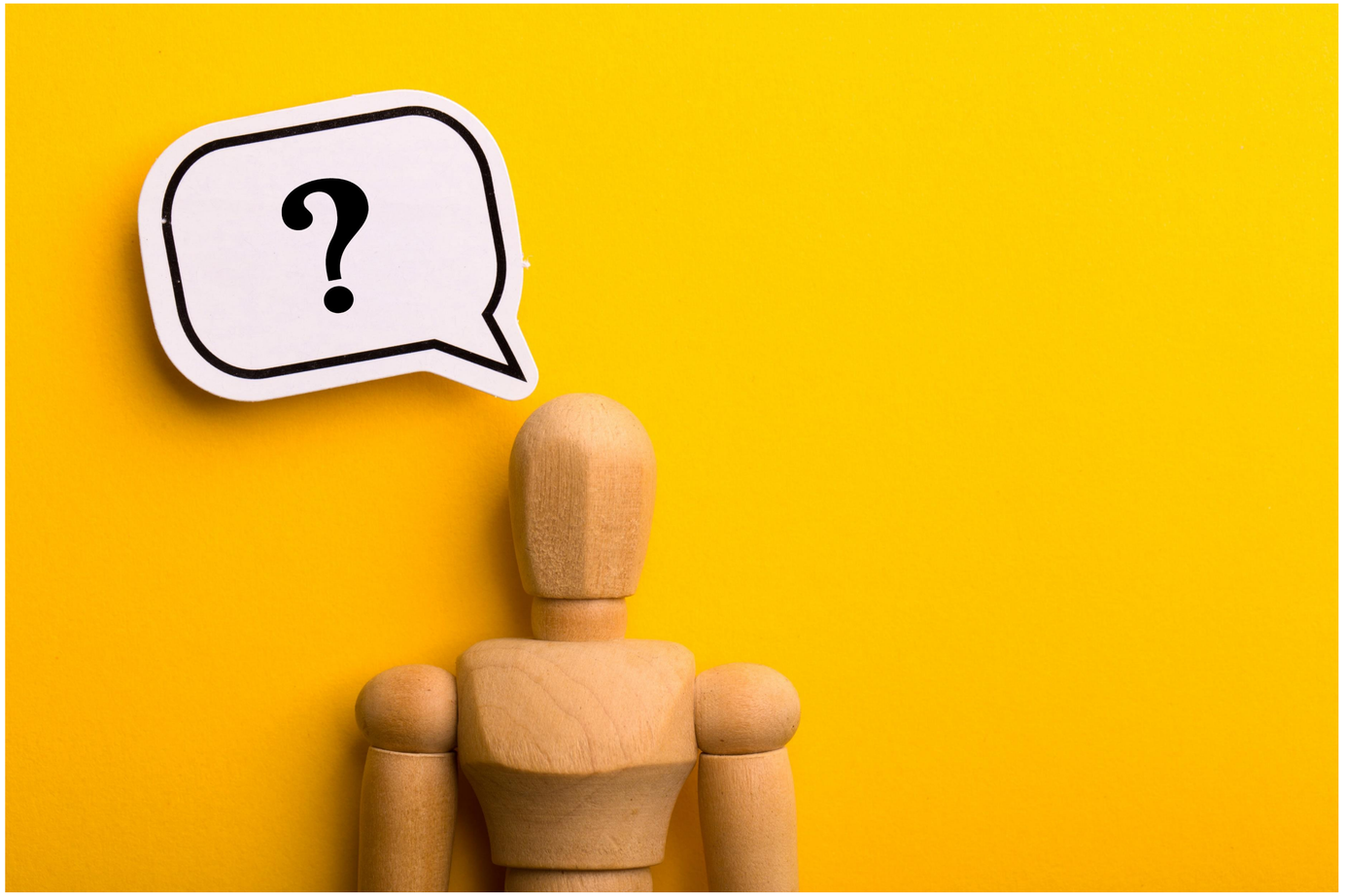
5. Ability

- Is it likely that this team/person could learn to do the job as desired?
- Does this team/person lack the physical or mental potential to perform as desired?
- Is this team/person over-qualified for this job?

6. Beliefs

- What filters are in place that are forming the persons beliefs, values and attitudes?
- What is impacting the filters?
- What beliefs, values and attitudes are reinforced by others? In particular address messages sent by the supervisor, leadership, peers, family, etc?

What’s on your mind?



Apply It: Treat Others with Respect

Expectations	**Resources**	**Consequences**
Skills	**Ability**	**Beliefs**

DEI is Behavior Change

Behavior is “video-tapable”

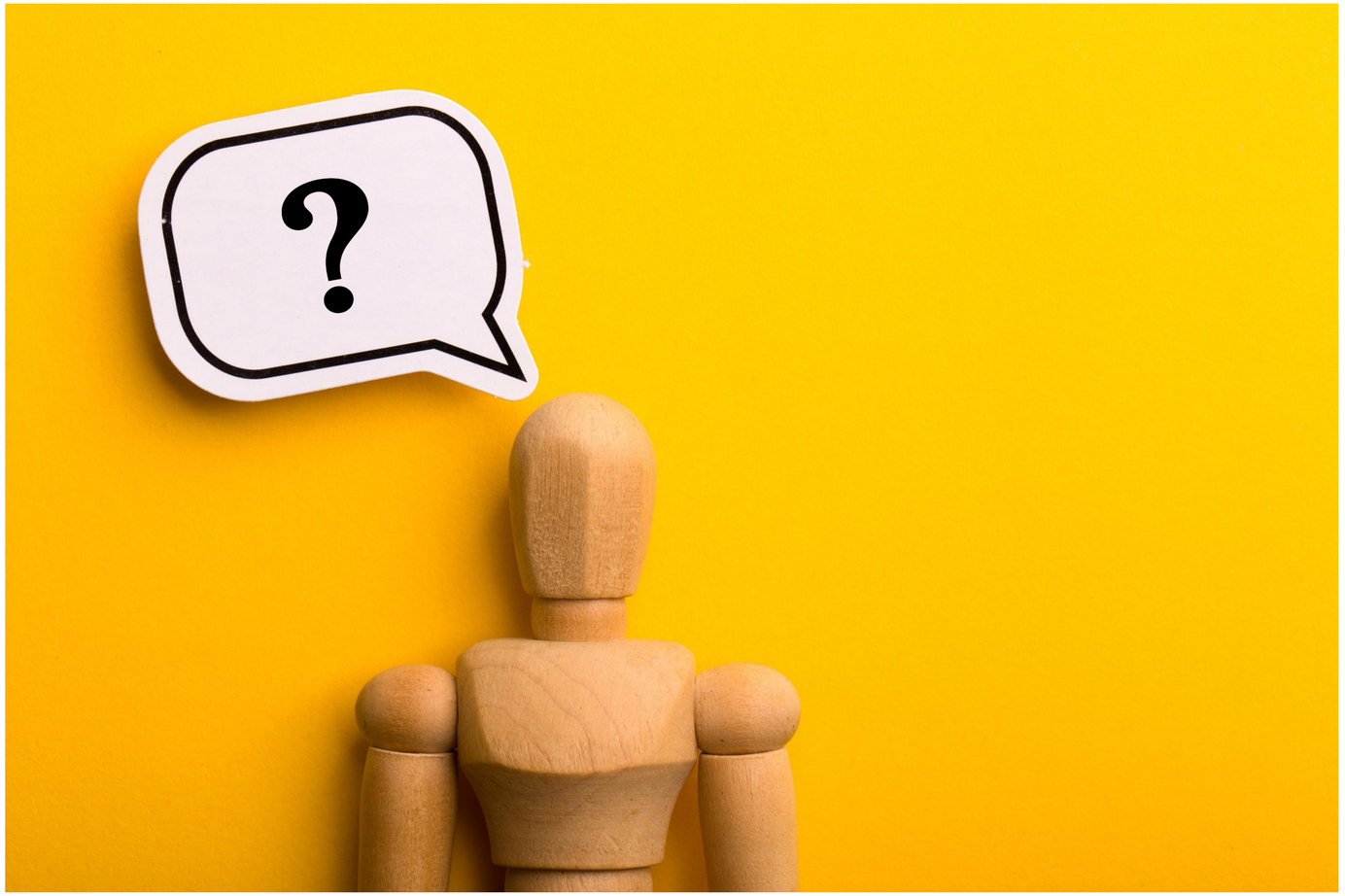
What Leaders Want

What Gets Results

Expectations	Resources	Consequences
Leader Owned		
Skills	**Ability**	**Beliefs**
Employee Dependent **Influenced By Leader's Ownership ↑**		

Consulting with Leaders

What’s on your mind?



Thank You