

BMTFed Newsletter

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Tickets On Sale Now:

BMT for Safety
Workshop & Conference
29th & 30th November 2017
Manchester, UK



Why Coaching?

By Lynn Dunlop

I often find myself recommending coaching as the vehicle to support any changes that a team wishes to see. Leadership coaching covers a number of areas, but is less involved with teaching someone how to do their job and is more involved in supporting someone as they develop their leadership skills and work out how to bring the best out in their people. Coaching in this context will include any conversation that is not about a task itself, but is about how to create an environment for others where tasks are likely to be completed reliably and to a high degree of satisfaction for everyone.

Coaching is occasionally seen as something that only occurs when people are not performing as well as expected. In reality the very best coaching occurs where performance is already high. Coaching is a permanent feature in high performing organisations. Each one-to-one coaching event should be desirable for both the person being coached and also the coach, and the content of discussions should be about getting the organisation from good performance to great performance.



[Click here](#) to join the BMT group on LinkedIn for original content and debate.

Pity Party

By Richard Kazbour

There is a distinction in those people who appear too busy and those people who don't. It is not in the amount of work these individuals must balance, rather in the amount that actually gets done. The greatest leaders understand the impact of consequences and don't use "too busy" as an excuse.

Chasing Your Tail

By Rachel Edwards

Quite often, by focusing on reinforcing a desired behaviour, a by-product is getting less of an undesired behaviour.

This is particularly true if the 'good' and 'bad' behaviours can't occur simultaneously - it's called reinforcing incompatible behaviour. By reinforcing a dog for chewing a toy, the result is less barking too - they can't do both at the same time.

So many measures in the workplace inadvertently end up focusing attention on what's not going well. Of course failing results need addressing, but if the majority of discussions about data concern bad news, soon the very idea of measuring performance becomes aversive, and is therefore avoided. Setting out to measure and reinforce desirable behaviours is a way to ensure that leadership focus doesn't get side-tracked into chasing failure, but rather on creating the conditions for success.

Behavioural Management Techniques (BMT) is a blend of applied behavioural science tools and project management skills. BMT is used to improve business and safety performance.



Engaging Talent

By Lynn Dunlop

I read today that the UK Chancellor of the Exchequer is offer a lump sum of £20,000 to newly qualified GPs if they choose to work in rural areas that generally struggle to attract community doctors. My first reaction was a rueful shake of my head at how stuck in the past the establishment are: This is unlikely to resolve the problem because the world has changed. The old mind-set is affecting more than just the government, though - it partly explains why some organisations are struggling to attract and retain talent, especially young talent.

Capitalism is failing because for young people just now, only ridiculous, un-earnable amounts of capital will make it possible for them to live up to the lifestyles of their parents. Without capital, what use is capitalism? This is not to say that young people have turned en masse to socialism, but instead to point out that traditional motivators such as money are no longer sufficient to try and drive the behaviours we'd like to see.

In truth, money was only ever a motivator for some, but that vocal group received all the publicity, and so the established wisdom was that money would buy and retain talent. Now that money is losing its power, organisations must step up to the mark and offer more intangible equivalents as integral parts of an employment package. New recruits might say they want stress balls, music rooms and five types of coffee, but these perks will never generate job satisfaction: They will only make an unengaging workplace easier to bear. In order to actually engage people, one thing stands for me above all the others: A basic respect for others' time.

If your organisation's talented people are, for example, sitting in meetings they hate, encountering delays of others' making or otherwise being obliged to waste time they could be using productively for the company or themselves, they will eventually leave, looking elsewhere for job satisfaction and respect for their time.

Respecting people's time and their freedom to choose how they spend it will make or break engagement over the long term. Offering flexible working, extended leave and job share opportunities is essential, but only part of the solution. Deep down, just about everyone wants to be able to do a good job in pleasant surroundings while working with respectful people. There are people whose work lives are like this now. Their leaders focused on setting up a workplace environment that supported all the right behaviours to get high performance and removing all the time-wasting distractions that lead to poor performance. It's a great strategy.

Shades of BMT

- Serial egotists get broadsided by feedback. They usually fight (shout) or flight (never speak to you again). What they should do is freeze frame for a couple of days and think about it.
- Leaders - There's a very good chance that everything that you do, your people will do also. If you turn up on time, they will. If you honour all your obligations, they will. If you demonstrate good leadership, they will. If you coach in a strong and caring way, they will too.

Dysfunctional Meetings

By Mark Stevens

I chaired a meeting with senior managers in the power industry recently. Knowing our meeting culture is not great, to ensure we had a focused approach my opening slide looked a bit like this:

- We only have 90 minutes - no breaks
- This meeting costs the company: £1,500
- No phones please
- The chairperson will make sure we stick to the agenda
- Be concise

One person left the room 30 seconds before the scheduled starting time and came back into the room 8 minutes later after making a call. One person was 12 minutes late, and one said he had to leave half way through as his car park ticket would expire.

I was flabbergasted.

I responded to the guy on the phone that he had just wasted approximately 4 months of a single person's electricity bill by making that call and asked if it was worth it. I wish now that I had locked the door and prevented any late-comers entering; next time I will be braver.

I had to refer back to my opening slide 45 minutes into the meeting as many had not observed it. After that point, things got much more focused and feedback was received at the end that it was a great meeting with a plan and we achieved a lot.

Many don't do this type of approach but it worked. I believe the next meeting will be vastly improved if I decide we need to regroup. We have a terrible meeting culture. This was a meeting with senior, highly paid people. We have to think of a different way to fix it as clearly just saying "we need to fix it" is not working.

(Mark Stevens is a pseudonym.)