



HOW TO ESCAPE FROM CLOUD CUCKOO LAND

**Simple steps you can take to reduce
your frustrations at work**

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6. Don't play favourites; give your staff fair face time with you.
7. Don't get hijacked.
8. Tell people the best way to communicate with you.
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11. Do your job; don't try to do everyone else's job as well.
12. Stop doing stupid stuff.

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“I could be a great leader if I wasn’t so busy”

For the avoidance of doubt, I am arguing that being too busy is a bad thing. It can reduce your effectiveness greatly; think about it, someone on your salary actually working to only 50% effectiveness, yes it’s possible and yes the stress is destructive to you, your well being, your people and the company.

‘Too busy syndrome’ is widespread, not everyone is too busy. I know some notable exceptions (you may be one of them) and I salute their powers of courage and self control. The rest of us however are to some degree sinners and this is an attempt to flag up some things that you could fix. The big question is do you have the self control and courage to prioritise and do the right things when it comes to running a business, a project, or your family?

In leadership we are all guilty of something. I am not excluding myself from any of the points made in this booklet. In fact if I had not been such a sinner in the days when I had a leadership role I would not be able to describe these points. My doctor recently told me I had to lose 2 stone in weight, could I do that? Yes. Will I do that? We will soon find out.

This is a good generic test for most change situations be they business or domestic.

Are you competent? : YES (mostly)

Could you do what’s required? : YES (mostly)

Will you do what’s required? : We don’t know now - one day we will know.

This I believe is a much more realistic way of looking at change and is a much more mature approach than people who insist you simply have to commit to the change and it will somehow happen.

How can you guarantee you will achieve the desired changes? Well, only by changing your local (workplace or home) environment. If you carry out the day to day activities which align with the desired change, there is a good chance you will achieve that change, be it eating less and exercising more or not being grumpy at work. The constituent parts of the result are those things you do all the time, every day, your day to day behaviours produce the results you achieve, it’s as simple as that.

“Some very capable people end up being only 50% effective.”

It is common among some people that they feel guilty if they are not starting work very early and still at work in the early evening. Peer pressure induced presenteeism is commonplace in some organisations. This is likely to increase the amount of task orientated work the manager performs as this type of work looks ‘busy’. Unfortunately the very managers who are paid for using their brains now get caught up in the race of who looks busiest and it is this that gets rewarded by their managers. Some very capable people end up being 50% effective in their roles because the company culture encourages them to take tasks on rather than be organised and prioritised about what they do.

What follows in this booklet are a number of things you could try out. Of course there is no substitute for setting out every Monday with a plan of what you want to do and what you want to achieve; measuring what you do and by Friday seeing how much of your plan you achieved. The consequences you apply to yourself will change your behaviour and yes, it’s simply a matter of having the courage to do and say the right things. This is the way to become a more effective person and it is not rocket science.

Appendix A

Behavioural science terms used in this booklet

Behavioural science is the science of human behaviour; it is founded in using data and analysis to come to conclusions about what is happening in the interactions of people. Objectivity is at the core of behavioural science.

Psychology seeks to understand what is going on inside the mind; to modify these internal phenomena and in doing so achieve behaviour change. Behavioural science observes the behaviour, seeks to modify the external environment and in doing so achieve behaviour change. Behavioural science sees each person as an individual who desires a totally unique set of reinforcers from their environment (their world).

Both mainstream psychology and behavioural science are used in seeking to change behaviour. Critically, behavioural science has a greater verifiable record of achieving this and is also far easier for the layperson to learn and apply.

A number of scientific terms are used in this booklet, these are simply described here: -

Consequences

Consequences have the greatest impact in changing our behaviour. What happens to us during or following our behaviour will affect the likelihood of us performing the same behaviour again under similar circumstances.

Behavioural science states that there are two main consequence types that result in a behaviour occurring more or less often, or even stopping. They are defined as Reinforcement and Punishment.

Environment

The environment is defined as the immediate location of the person, be it their office, living room, their car, wherever the behaviour is occurring. A person's behaviour is driven by their perceived or the actual consequences following the behaviour. The environment will dictate the consequences you experience and this, of course, includes the other people as well as yourself in the room, office etc. Small changes in environment can result in significant changes in the behaviour of an individual. The environment affects us and we affect the environment.

Pinpointing

Pinpointing is the process used to make sure that a behaviour is described accurately. Something is pinpointed when it complies with the following rules:

1. It can be seen or heard.
2. It can be measured, counted etc.
3. Two people would always agree that the behaviour occurred or not.
4. It is active (something is occurring).

Appendix B

BMT Federation

Introduction to the BMT Federation

Behaviour Management Techniques (BMT) is the phrase used to describe the use of applied behaviour analysis for the improvement of business and safety performance.

The Federation mission is to facilitate partnering for the dissemination of BMT within businesses and projects in the UK, USA and New Zealand.

The current Federation members are: Howard Lees, Bruce Faulkner, Rachel Edwards, Allison Reynolds, Joanne Lees, and Kevin Clayton operating from the UK. Professor John Austin of Western Michigan University and Reaching Results Ltd, Professor Nicole Gravina of Roosevelt University, Doug Johnson of Operant Tech in the USA and David Lees operating from Christchurch, New Zealand.

Purpose of the Federation

The purpose of the Federation is to allow current Clients of the BMT Federation access to a wider population of similar practitioners who are engaged in applying BMT to improve their business and safety performance.

BMT conferences

For the last five years the Federation has organised a major BMT conference normally held in the spring and for the last three years a Behaviour Based Safety (BBS) conference held in the autumn. The conferences provide opportunity for speakers to present papers on their successes with BMT and BBS.

There is usually a mix of keynote speeches from guest speakers, our Clients and from the federation members. There is always opportunity for discussion on a wide range of related BMT and BBS topics.

For more information, log on to www.bmtfed.com.

Appendix C

References

Here are the details of the other publications mentioned in this booklet:-

What got you here won't get you there
By Marshall Goldsmith

Measure of a Leader
By Aubrey C Daniels and James E Daniels

Oops
By Aubrey C Daniels

Behavioural Coaching
By Howard Lees



Howard is a British Chartered Civil Engineer with over 30 year's construction experience, he was Operations Manager for Bechtel Water during the 90's and Construction Oversight Manager for Bechtel projects in Europe. After a period studying applied behavioural science in the USA he moved to London working with Bechtel Project and Executive Managers to improve business performance within the Company.

Howard now heads up Hollin Consulting, specialising in Behavioural training and coaching, over the last six years his company has been engaged by major UK clients including Bechtel, Carillion, Network Rail, Scottish Water Solutions, Costain, MWH, Edinburgh City Council, Galliford, Morgan Est, Atkins, Southern Water, United Utilities and Mouchel.

Howard is a well respected speaker & executive coach, speaking & coaching in the UK, USA and New Zealand. He is the founding member of the UK, NZ & USA based BMT Federation. Howard is widely recognised as the driving force behind the introduction of behavioural management techniques to the UK.

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