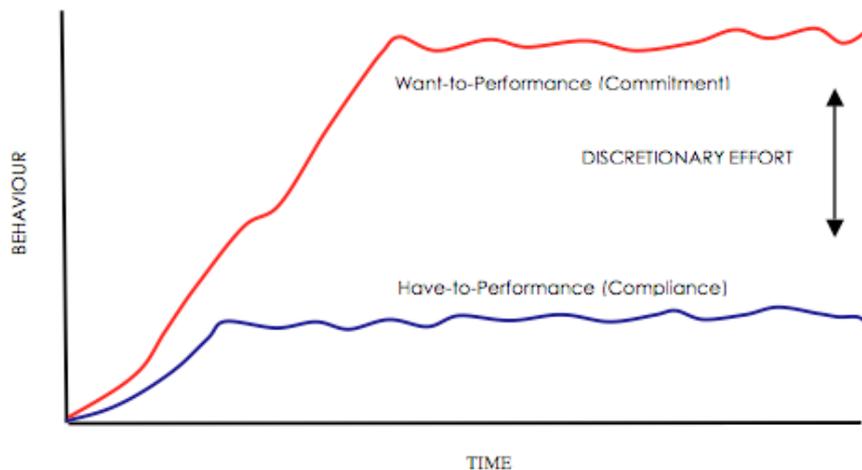


# Behaviour: The Bridge Between Strategy and Execution

*It is not enough to have a great strategy or an efficient process.  
The key to making it work is behaviour.*

The key to performance is behaviour. It is what people do and do not do that counts. In order to improve performance, managers must know how to manage staff by knowing how to manage behaviour on a practical level.



**Want-to-Performance** causes a behaviour to increase because a desired consequence follows the behaviour. This is high performance. **Have-to-Performance** causes a behaviour to increase in order to escape or avoid some unpleasant consequence. Have-to-Performance generates just enough behaviour to escape or avoid punishment. This improvement is usually “just enough to get by” - just enough to avoid the boss harassing or just enough to keep the job. Want-to-Performance generates more behaviour than is minimally required.

## Understanding Behaviour



**Activators** are the triggers and prompts that signal “this behaviour can occur now.” Behaviour does not occur in a vacuum – it needs a context or situation to occur and the activator provides this. Some examples include, telling people what to do, policies, instructions, signs etc. Activators kick start behaviour but they don’t keep the behaviour going.

**Behaviour** is all that we say and do.

**Consequences.** All behaviour has a purpose and to understand the purpose we look to the consequences of behaviour. All behaviour has a consequence or an outcome, and it is the consequences that determine whether or not a behaviour continues (not the activator). Consequences are therefore incredibly important.

In order to manage behaviour more effectively and to generate high performance in the workplace, we need to focus on the consequences rather than the triggers.

In the ABC Analysis, consequences can be classified on three dimensions.

**Positive or negative:** Positive consequences increase behaviour while negative consequences decrease behaviour. Providing positive consequences the best way to encourage high-performance behaviour.

**Immediate or future:** "Does the consequence occur immediately following the behaviour or some time in the future?" The more immediate a consequence the more powerful it is.

**Certain or uncertain:** Consequences can occur every time or only sometimes following a behaviour. Consequences that follow a behaviour every time are more powerful than consequences that occur only sometimes.

**Positive, Immediate and Certain (PIC)** consequences are the most powerful consequences for increasing behaviour while **Negative, Immediate and Certain (NIC)** consequences are the most powerful consequences for decreasing behaviour.

To generate discretionary effort then, we must provide positive, immediate and certain (PIC) consequences to those desired behaviours.

## The **II DO IT** Process for High Performance

**Identify** the right people.

**Identify** the vision (or the business goal).

**Define** those critical behaviours that will achieve the vision or the goal.

**Observe**, track and record the critical behaviours.

**Intervene** using activators and PIC consequences to encourage those critical behaviours.

**Test** the impact of the process, and adapt as necessary.

