

DESIGNING BEHAVIOURAL STRATEGY FOR THE WORKPLACE



Date:
6TH MAY 2020

Presenter:
ISAAC PETER
CEO & Principal Consultant





DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

ABOUT US The Company



PEOPLE PERFORMANCE is a learning and behavioural specialist with offices in Singapore & Malaysia.

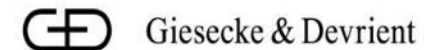
We leverage behavioural science, systems thinking and psychology in supporting our clients in the area of learning and behavioural change.

Our domain expertise are

Culture ♦ **Leadership** ♦ **Team**

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Some Of Our Clients



DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

ABOUT US

The Speaker



ISAAC PETER

QUALIFICATION

- MBA (Murdoch, Australia)
- B. Eng. Mechanical (UTM, Malaysia)
- ACTA (IAL, Singapore)
- Certified Culture Consultant
- Certified Behavioural Specialist (DiSC)
- Master Practitioner NLP
- Certified Design Thinking Facilitator
- Certified Motivational Maps™ Profiler

CAREER EXPERIENCE

- Started career in Singapore in 2000
- Career experience spans manufacturing, charity, entrepreneurship, services and training & consultancy
- Worked with clients in the manufacturing, hospitality, telecommunication, financial services, construction, government and government-linked organisations.

EXPERIENCE IN BEHAVIOURAL BASED PROGRAMME

- **Inland Revenue Authority of Singapore** – Customer experience
- **Asiaflex Product (M) Sdn Bhd** – Leadership development
- **TechnipFMC Asia & Australia** – Leadership development
- **Giesecke & Devrient (M) Sdn Bhd** – Team development
- **Palmtop Vegeoil Sdn Bhd** - Transformation

POINT TO PONDER...

What makes leading others challenging?

- A. They are not motivated to work
- B. They want to do easy job
- C. I don't think I am qualified enough to lead them
- D. They don't speak up when there is problem
- E. I feel bad making them do a lot of work
- F. I feel like a hypocrite
- G. They are not proactive
- H. Some employees have difficulty working with others in the team
- I. I am an introvert. I don't communicate well
- J. (Others...) write your own answer



PLEASE INDICATE
your answer. You can choose more than one

WEBINAR OBJECTIVE

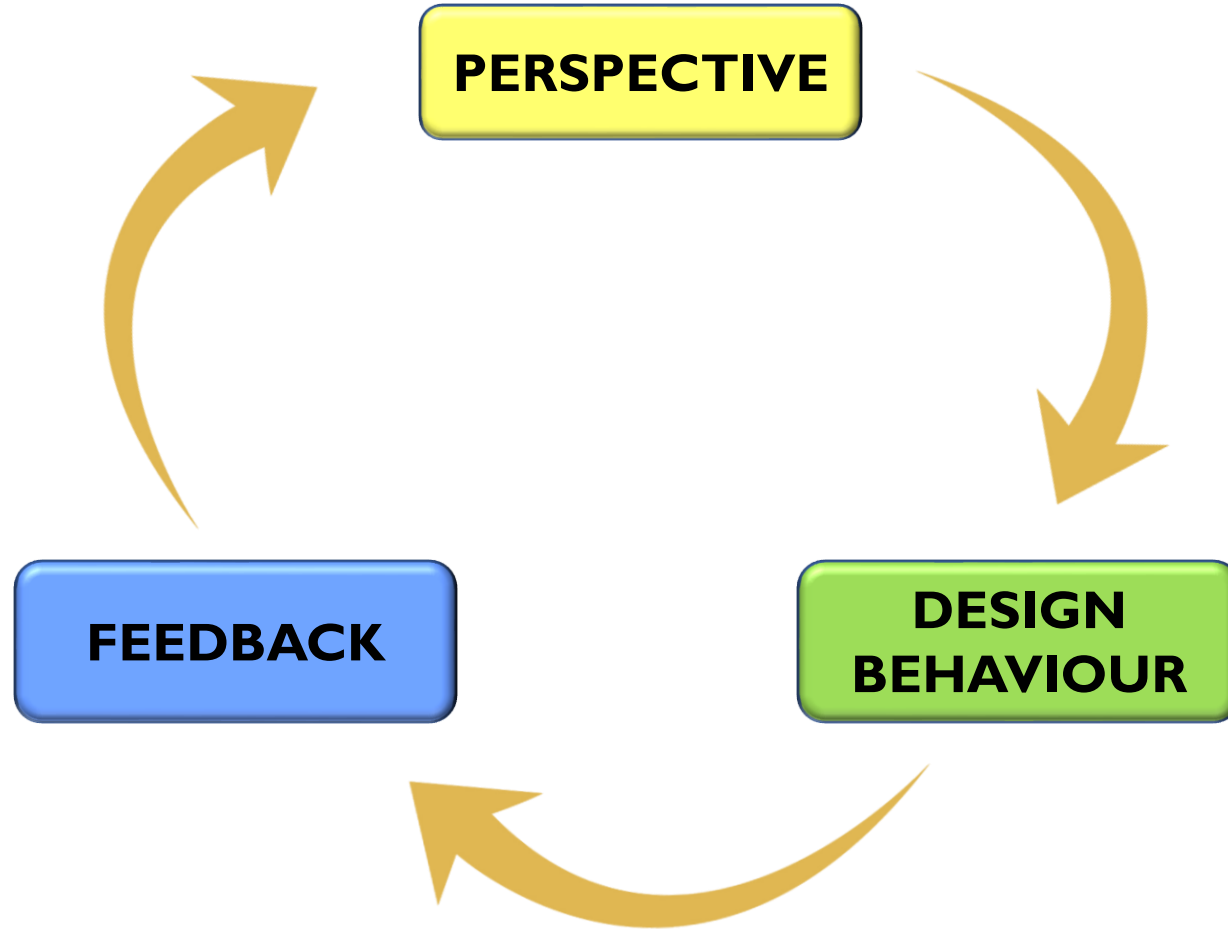
By the end of this webinar, you should be able to achieve the following:

- Recognise the tri-factor in designing behaviours at work
- Use **Perspective Shift Technique™** to deal with others in a more useful way
- Design for desired behaviour using **Behaviour Transition Map™**



DYNAMIC APPROACH TO BEHAVIOURAL DESIGN

Overview



DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

DYNAMIC APPROACH TO BEHAVIOURAL DESIGN

Agenda For Today

PERSPECTIVE

- Manage your bias
- Focus on behaviour

DESIGN BEHAVIOUR

- Identify the behaviour for change
- Create a behaviour change roadmap

FEEDBACK

- Make feedback safe
- Listen for the unsaid



PERSPECTIVE SHAPE OUR ACTION

Understanding perspective

PERSPECTIVE

- Manage your bias
- Focus on behaviour

Perspective is a 'point of view'. It is taking facts from ***your point*** of view and ***interpret it based on your experience.***

What do you see?



PERSPECTIVE SHAPE OUR ACTION

Perspective Shapes Our Action

PERSPECTIVE

- Manage your bias
- Focus on behaviour

Bias subconsciously influence our perspective of others.

What is bias?

- *Inclination or prejudice for or against one person or group. (Oxford online dictionary)*

Which of the following statement indicate bias?

- A. He is calculative.
- B. He raised his voice at the customer.
- C. He is a good employee.
- D. He takes more time that most people to complete the job.
- E. None of the above.

PLEASE INDICATE
your answer. You can
choose more than one

PERSPECTIVE SHAPE OUR ACTION

Perspective Shapes Our Action

PERSPECTIVE

- Manage your bias
- Focus on behaviour

Steps to manage biases

- 1) Recognise and acknowledge our bias towards the individual we are going to working with
- 2) Recognise the 'pain' we experience when working with the individual
- 3) Remember the 'why' you need to work with the individual
- 4) Be focused on your 'objective' of working with the individual

Example

“An employee who is calculative at work”

- 1) I feel Adam is **calculative**. (Value bias)
- 2) He **frustrates me** because now I need to be the '**bad boss**' and make him do it.
- 3) I need him to do it so **I can develop him** in using excel.

DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

PERSPECTIVE SHAPE OUR ACTION

Perspective Shapes Our Action

PERSPECTIVE

- Manage your bias
- Focus on **behaviour**

We judge people's negatively because it clashes with our personal values.

I think **he is calculative** because he didn't help his team members.

Automatically help his team members.

I think **she is an attention-seeker.** Always sharing her ideas even when no one ask her.

Share ideas at the appropriate time.

DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

PERSPECTIVE SHAPE OUR ACTION

Perspective Shift Technique™

PERSPECTIVE

- Manage your bias
- Focus on **behaviour**

RIGHT/WRONG thinking and GOOD/BAD thinking is neither right or useful when working with others.

| Useful perspective | Observed Behaviour | Useful perspective |
|--------------------|--------------------|--------------------|
| 1 | 2 | 3 |
| | | |
| | | |

DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

PERSPECTIVE SHAPE OUR ACTION

Perspective Shift Technique™

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| Useful perspective | | Observed Behaviour | | Useful perspective |
|-------------------------|---|------------------------------------------------------------------|---|-----------------------------------------------------------|
| Calculative | ➔ | Don't automatically volunteer to help others unless being asked. | ➔ | Like things to be clear so as not to offend others |
| Lazy | ➔ | Only does work when being asked on the progress | ➔ | Not focused |
| Attention seeker | ➔ | Always share idea and opinion when gain something new | ➔ | Eager to contribute |

USEFUL/ NOT USEFUL thinking allow us to work with others in a mutually beneficial way

DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

DESIGN FOR PRODUCTIVE BEHAVIOUR

DESIGN BEHAVIOUR

- Identify the behaviour for change
- Create a behaviour change roadmap

Behavioural change is a process. The bigger the change, the greater the effort.



Behaviour change is a process.

DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

DESIGN FOR PRODUCTIVE BEHAVIOUR

Behaviour Transition Map™

DESIGN BEHAVIOUR

- Identify the behaviour for change
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DESIGN FOR PRODUCTIVE BEHAVIOUR

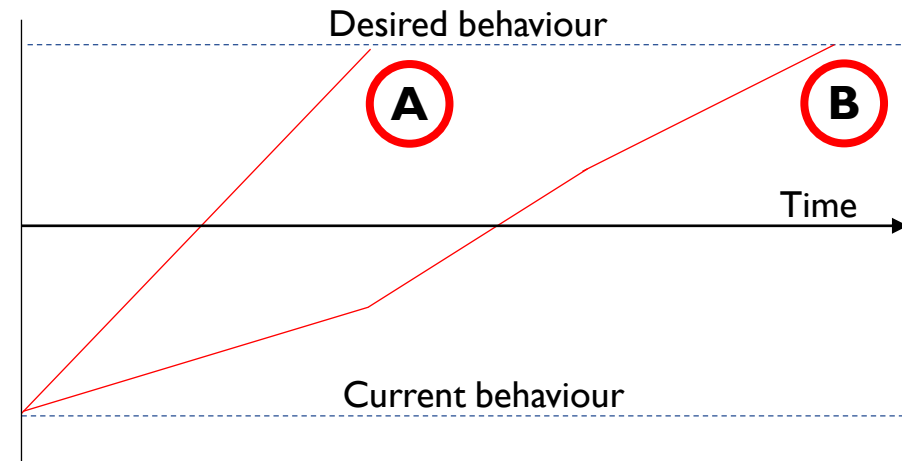
DESIGN BEHAVIOUR

- Identify the behaviour for change
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PLANNING FOR BEHAVIOUR CHANGE



Who is more likely to be successful in achieving the desired behavioural change?

- A) A route
- B) B route

PLEASE INDICATE
your answer.

DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

DESIGN FOR PRODUCTIVE BEHAVIOUR

Behaviour Transition Map™

**DESIGN
BEHAVIOUR**

- Identify the behaviour for change
- Create a behaviour change roadmap

The number of **intermediate behaviour** depends on how significant the change requires.

| CURRENT BEHAVIOUR | BEHAVIOURAL STRATEGY #1 | INTERMEDIATE BEHAVIOUR | BEHAVIOURAL STRATEGY #2 | DESIRED BEHAVIOUR |
|-------------------|-------------------------|------------------------|-------------------------|-------------------|
| 1 | 4 | 3 | 5 | 2 |

DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

DESIGN FOR PRODUCTIVE BEHAVIOUR

Behaviour Transition Map™

**DESIGN
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|------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------|
| Don't automatically volunteer to help others unless being asked. | Get team member to share their challenges & help they need in meeting | Ask others if they need help | Give recognition to the person helping others in meeting | Volunteer to help others without being asked. |
| Only does work when being checked on their progress | Set regular meeting for them to come to you to update you | Seek help when have difficult to complete task. | Identify SME in the team who can provide expertise. | Complete on time with high quality. |
| Always share idea and opinion when gain something new | Make it a team guideline to check with team lead first | Ask permission when want to give suggestion. | Observe their improvement & give permission to share autonomously | Share appropriate idea and at the right time |

FEEDBACK FOR IMPROVEMENT

FEEDBACK

- Make feedback safe
- Listen for the unsaid



- ‘Safe’ is a situation where people feel their feedback is not judged, have ‘merit’ and is not used against them. It is important to be aware of your biases and not take it personally.
- People share when they know it will benefit them. Example, “Your feedback will definitely help in improving the way everyone works as a team”
- Instead of saying “you got it wrong” or “you don’t understand”, try “help me understand what created that impression”.

FEEDBACK FOR IMPROVEMENT

FEEDBACK

- Make feedback safe
- Listen for the unsaid



In culture with a high score in **POWER DISTANCE**, asking....

“Is everything ok?”

OR

“Do you have any feedback?”

DOES NOT WORK!

FEEDBACK FOR IMPROVEMENT

FEEDBACK

- Make feedback safe
- Listen for the unsaid

- 1) Set the context during the feedback session.
- 2) Share your observation on their performance.
- 3) Get their input on the effectiveness of the approach.
- 4) Demonstrate commitment to wanting to see them improve



“I would like to get your feedback on the new way **to see if it is helpful**”

“From **what I observe** so far, I noticed you (positive)”

“I would like to **understand from your perspective** how effective this approach is for you?”

“What else **can we do** so you can move from good to great in your work?”

FEEDBACK FOR IMPROVEMENT

FEEDBACK

- Make feedback safe
- Listen for the unsaid

- 1) Identify their emotional experience.
- 2) Reflect their emotional experience to gain alignment.
- 3) Work towards activity that would improve the emotional experience.

“**How do you feel** about what happened?”

“Would the word ‘**felt betrayed**’ describe what Ali did to you? If not, what word would you use?”

“I am **here to support you**. What can we do to improve this situation while ensuring the job gets done?”



Any Questions

CONCLUSION

Tool Kit For Behavioural Designer

Principles For Designing Behaviour Shift

- 1) Behavioural change is a process.
- 2) The change process has to be participative.
- 3) Focus on the behaviour to be improved, not the person
- 4) The bigger the change, the more transition is needed.
- 5) Clearly communicate the meaning behind the new behaviour, don't leave it to individual interpretation.
- 6) Revise the design based on the success of your observable outcome.

Mindset For The Behavioural Designer

- a) I need to view people I am doing this with favourable.
- b) People don't mind change, they mind being changed.
- c) People change at different rate.
- d) People need clarity when doing things that is foreign to them.
- e) People are willing to change when they feel they are part of the process.



DESIGN BEHAVIOURAL STRATEGY FOR THE WORKPLACE

CONNECT WITH ME



ISAAC PETER



isaac@ppl-performance.com



+65 9186 5427 (Singapore)
+6 019 3143 911 (Malaysia)



<https://sg.linkedin.com/in/isaacpeter>



www.ppl-performance.com