
thank you

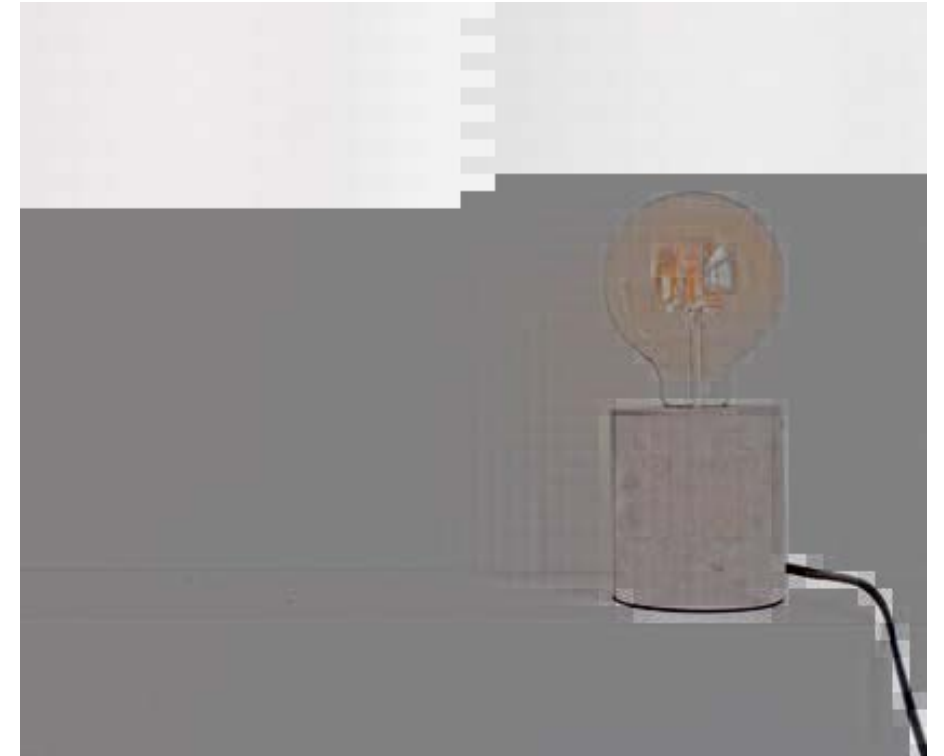
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BEHAVIOR

BUSINESS

HEALTH



A Scientific Disruption: Restoring HR as the Corporate Heart + Elevating Performance, Retention and Culture

THE “BEHAVIORAL KERNEL”

BEHAVIOR. BUSINESS. HEALTH.

My Story

Box too small. Made bigger box.

Founder | CEO | BCBA



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Let's get started!

- 1) Please put your phones out of sight**
- 2) One word or phrase that describes why you got into HR**

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"A fundamental problem is that organizations don't change—the behaviors of the people in the organization do. Organizations don't behave—people do. Similarly, organizations are not effective—the people in the organization are. Neither do divisions, departments, or teams behave."

Abernathy, W. B. (2008). Implications and Applications of a Behavior Systems Perspective. *Journal of Organizational Behavior Management*, 28(2), 123-138. doi:10.1080/01608060802100980

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Takeaways

- “Culture” is extremely complex but, like most things, is ultimately defined, managed and measured in terms of behavior (what people *do*).
- The four functions of human behavior are: attention, access to items, escape/avoidance and automatic reinforcement. These are critical to identify for designing performance and wellbeing programs.
- A healthy organizational culture must focus on work/role conflict, social connection, clear expectations, time for focused, value-aligned work and how and when employees receive meaningful rewards.
- Employee wellbeing is a human rights issue. HR professionals are well-positioned as change agents in the new world of intersecting work with purpose, wellbeing and social responsibility.

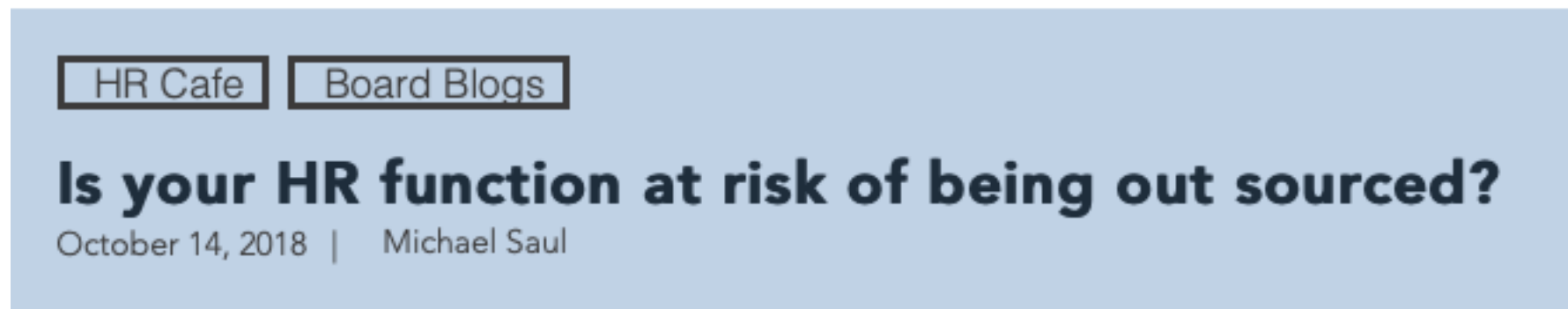
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You do a LOT.



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Looking ahead: Industry changes and competition



Not delivering value, no perceived value (overhead)

Mission confusion- supporting employees *and* working for company interests, contrast and friction

Help make yourself resistant to outsourcing

People Support or People Analytics

<https://www.hr.cafe/single-post/2018/10/14/Is-your-HR-function-at-risk-of-being-out-sourced>

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The New Workplace: Retention, Productivity and Culture



<https://www.heidrick.com/Knowledge-Center/Publication/Transforming-the-Future-The-CHRO-as-Chief-Change-Officer>

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knowledge.



effective action.



measurement.

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The Future of Work: Retention, Productivity and Culture

A Powerful Shift:

“To keep employees productive and loyal so the company grows”

Expendable

Company-centered

Employee as machine



True resource

Preserve

Valued

Investment

“To create a place where employees are happy and healthy so the individual, their customers, their families, their company thrives”

What happens to our thinking if we flip this?

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Where HR Can Help

- ▶ Disseminate good research
- ▶ Map out the role behavior plays in your organization
- ▶ Mobilize colleagues to consider employee wellbeing and behavioral design into policies and procedures focused on retention and productivity
- ▶ Start creating steps to a health-centric culture by conducting a “wellbeing pre-mortem”

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Key takeaway #1

Employee wellbeing is a **human rights** issue. HR professionals are well-positioned to affect this new wave of social change **while delivering measurable ROI for their company** and elevating their skill sets for the future of work.

You are:

Valued members

Winning team

Inspired mission



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From an HR point of view, what is your
definition of employee wellbeing?
What does it have to do with retention,
productivity and culture?
What does it involve?

Please feel free to refine this as I provide
more information or as you get more ideas.

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10 Workplace Variables

- 1) Unemployment
- 2) No health insurance
- 3) Shift work (changing schedules)
- 4) Long work hours (48+)
- 5) Job insecurity
- 6) Family-to-work and work-to-family conflicts
- 7) Low control or decision-making over one's job
- 8) High job demands (i.e., pressure to produce results quickly)
- 9) Low social support (from co-workers or others who might mitigate work stress)
- 10) Job unfairness (work or job decisions perceived to be made unfairly)

- Jeffrey Pfeffer, Stanford's Graduate School of Business, *Dying for a Paycheck*

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Data

48+ hours = productivity falls, and continues to fall

10% increase in time worked = 2.4% decrease in productivity

10+ hours worked* = 45% more likely for **heart attack**

11+ hours worked* = 67% more likely

Average company loses **1 in 6** of their new hires each month
for the first three months

Job demands and control predict job satisfaction, intention to leave,
respiratory health and sleep problems

*Over ten years

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4782603/>

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Around the World

~**Japan**- Karoshi = Overwork leading to sudden mortality, legitimate cause of death

~**China**- Guolaosi

~**Sweden**- Stress and psychological strain top reason for workplace-related illness

- 15% among women, 8% among men
- Escalating numbers since 1990s
- Stress, conflicts, bullying & harassment, change, leadership

~**United States**- Compromised individual, family and vacation time

- 120,000 estimated deaths per year
- 48+ hours per week, 45% more likely to have a heart attack
- 1 hour per day - 67% more likely

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“BURNOUT”

(a.k.a. the soul-crushing workplace)

For companies: \$150-\$300B per year

For individuals: Impaired job performance, impaired personal relationships, frequent illness, chronic illness, stroke, anxiety, loss of sleep, heart attack, headaches, depression, fatigue, physical pain, being kind of a jerk to your spouse...

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“BURNOUT”

(through a behavior analyst’s eyes)

High response effort

+

Low response time

+

Low/no/unexpected/meaningless reward schedule

+

Long duration

Example Behaviors

- Working longer hours than desired for extended days, weeks, and months.
- Logging more hours than needed in order to achieve organizational goals.
- Working during times that weren't planned work.
- Skipping personal commitments to fulfill work obligations.
- Failing to use allotted paid time off (PTO).
- Underutilizing available parental leave.
- Not taking advantage of available flexible work arrangements.
- Getting less sleep than desired because of work obligations.
- Working while sick.
- Work travel creating "non-productive work time," taking time from productive work and other commitments.
- Spending non-productive "face time" in the office.
- Taking vacation days but spending those days connected to work.
- Having non-work time interrupted by work communications.
- Responding too quickly to work communications during non-work time.

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How HR Can Help

- Disseminate good research and information on the importance of employee wellbeing to decision-makers and leaders in your circle of influence (takeaway email template)
- Map out the role behavior plays in your organization, from total rewards to performance metrics to ethical violations, and where main challenges may be coming from
- Mobilize colleagues to integrate employee wellbeing and behavioral design into policies and procedures focused on retention and productivity
- Start creating steps to a health-centric culture by conducting a “wellbeing premortem” for policies and procedures, by asking “In what way does this affect the wellbeing of our employees?”

BEHAVIOR. BUSINESS. HEALTH. *Key takeaway #2*

"Culture" is extremely complex, but is ultimately defined, changed and measured in terms of behavior (what people do).



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What is your definition of culture?
How do you know when it's been changed?

Patty McCord- Know her?

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How We Create “Culture” (behavior)

Antecedent- Something happens

Behavior- Someone does something

Consequence- Something else happens

Decreases

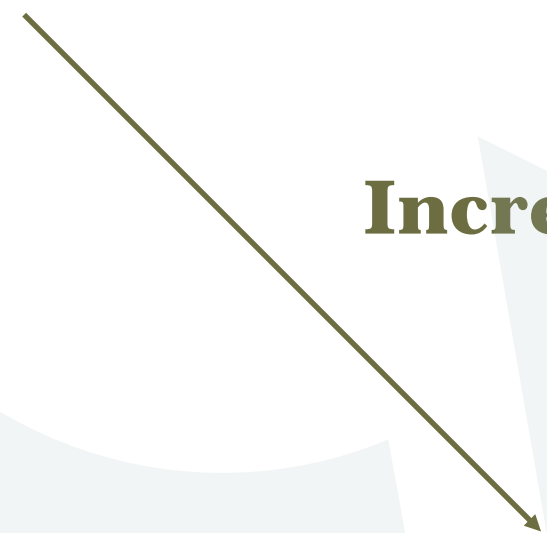
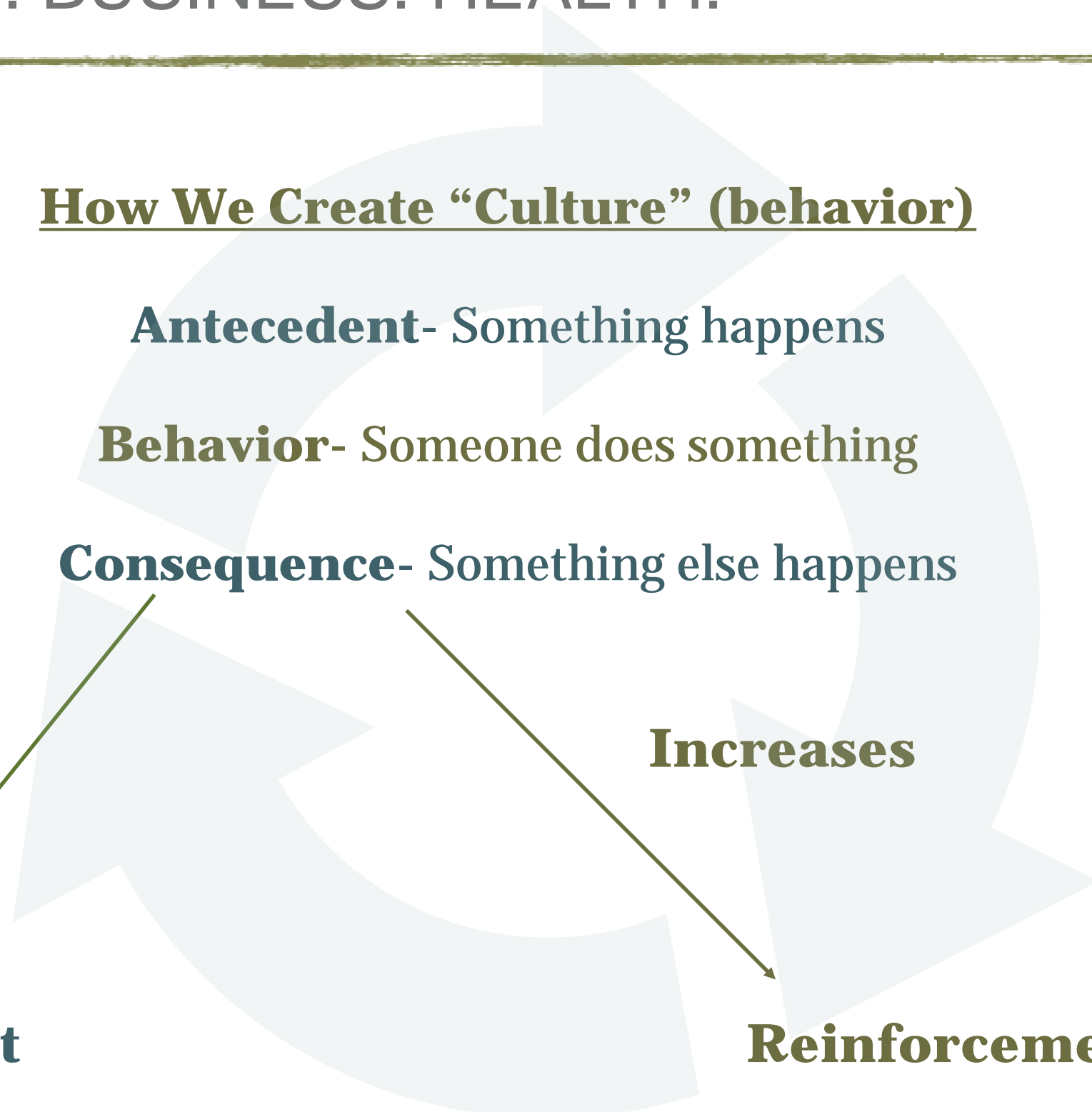
Increases

Punishment

+ and -

Reinforcement

+ and -



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Antecedent	Behavior	Consequence
Boss says a promotion is available	Jerome works 90 hour weeks and takes on extra projects	Jerome gets the promotion

What is going on here?

Is the boss reinforcing or punishing Jerome?

Who is learning what?

Who ELSE is learning?

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Antecedent	Behavior	Consequence
Boss sends weekend email asking for a few things (interesting work and busy work)	Tom answers immediately and takes the interesting work, while Jessica is at a soccer game with her kids	Jessica's boss gives her the busy work

What is going on here?

The four functions of human behavior are:

Attention

Access to items

Escape/Avoidance

Automatic reinforcement

Consequences directly affect:

Performance

Retention

Culture

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Antecedent	Behavior	Consequence
Boss sends weekend email asking for a few things (interesting work and busy work)	Tom answers immediately and takes the interesting work, while Jessica is at a soccer game with her kids	Jessica's boss gives her the busy work

What is going on here?

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How do I know if my people value attention, escape, or tangibles?

Ask	Observe	Measure
Surveys	In search of praise?	Did specific behavior improve?
Social time	Neglecting certain menial tasks?	Did it maintain?
Onboarding!	Hobbies or travel?	How do you know?

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Applying Knowledge



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People will act in order to obtain **what they want (or avoid what they don't want)**, with the **least amount of effort**, in the **shortest amount of time**.

Takeout vs Cooking

TV vs Exercise

Alcohol vs Yoga

Lying & Praise vs Truth & Punishment

Scrolling through Facebook vs Getting off the couch to find a book

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Tip the scales to make it easier and more (immediately) rewarding for them to do the thing you need them to do than it is to do something else.

**Facebook-
immediate rewards**



**Whatever else they
have to do today-
delayed rewards**

Baby steps, immediate baby rewards

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What does your team reinforce?

	Wants Attention	Wants Access to Items	Wants to Escape/Avoid	Wants Automatic Rewards
Healthy behavior	Helping someone with their work	Solving a problem for the company	Taking vacation	Running, drinking coffee
Unhealthy behavior	Taking credit for someone else's work	Stealing, unethical short cuts to "meet" KPIs	Social media, passing the buck	Heavy drinking, junk food

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	Values Attention	Values Access to Items	Values Escape/Avoid ance	Values Automatic Rewards
Rewarding healthy work behaviors	Social connection, time with colleagues, mentor	Money, time off, exciting project, promotion...	Taking fatigue- producing tasks away	What are their intrinsic rewards? What makes them happy?

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Performance Deficit vs Skill Deficit

How do you know?

89% of people said they did not have
the optimum level of knowledge to do their jobs

(Aberdeen Group)

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Likely to achieve

Clearly defined
Specific
Behavioral
Measurable
Within skillset
Achievable in timeframe
Daily/monthly + monthly feedback
Consistent with personal values
Prioritized, focused work
Meaningful consequences

Unlikely to achieve

Vaguely outlined
Abstract
Not measurable
Outside skillset, fluency
Unmeaningful or purposeless
(busy work)
Aligned to someone else's values
or strengths
Outside timeframe
Little/no focused work time
Little or no reinforcement

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What does all this have to do with HR and wellbeing?

Culture can be viewed as “the behaviors that are reinforced and punished around here”.



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Integrating the Concepts

Mission-essential functions	Performance	Reinforcement
Specific, behaviorally defined	Combo of weekly/daily + monthly	Positive (and meaningful)
Meaningful	Public and private	Immediate
Within skillset	Quantifiable (visuals, graphs)	Certain

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Behavior runs your business.

Behavior changes your business (for better or for worse).

**Retention, productivity, wellbeing and culture all depend
on human behavior.**

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If we know what contributes to happy, healthy employees, we can create systems and environments that support pro-health, pro-company behavior instead of systems that influence behaviors that lead to illness, stress, sabotage and other suffering.



HR can create workplaces that:

Reduce work/role conflict

Encourage social connection and support

Set clear performance expectations

Make time for focused, meaningful work

**Understand how and when employees receive
meaningful rewards is critical to most business
operations**

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Why are we managing retroactively instead of preventing actively?

FORTUNE 500s TO THE RESCUE



When PwC employees check their work e-mail over the weekend, a **NOTE POPS UP** reminding them that it's the weekend. Employees are encouraged to use carried over leaves for vacations



GlaxoSmithKline offers a **"PERSONAL RESILIENCE" SEMINAR** to equip employees with skills to ward off stress and thrive in a challenging work environment



Accounting and consulting firm Ernst & Young also is **WEAVING STRESS MANAGEMENT** into its employee assistance program, EY/Assist



AOL Media Networks offer **FREE IN-OFFICE YOGA CLASSES** to their employees to relieve and better manage stress



Bank of America uses an executive on-boarding program to reduce the stress of being new to a large company, a **SOCIALIZATION PROCESS** rather than just an orientation program

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Design an intervention



Fix a broken window



Return to your notes on “How HR Can Help”.

Consider a small “broken window” that you’d like to fix.

The “How HR Can Help” and content learned today is a guide for How.

The broken window/problem you chose is your What.

Your reason for reason for being an HR professional is your Why.

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What questions do you have?



The greatest gift you can
give someone is the power
to be successful.

-Ray Dalio

W3RKWELL.

thank you

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