

10 FACTS YOU NEED TO KNOW ABOUT BEHAVIOUR TO ACHIEVE HIGH PERFORMANCE

Chris Dunn, TDA Transitions and Learning

Professor Robin Stuart-Kotze, Behavioural Science Systems

This collaborative article is about the relevance and power of behaviour in everything we all do.

The Personal Case

As Dr Peter Honey says “As far as others are concerned, you are your behaviour.” Recognising and understanding those behaviours that drive best performance or can hinder performance cannot be underestimated if you want to excel at anything. The prime message here is become “behaviour savvy” and use this knowledge to improve your personal performance by flexing your behaviour according to the situation or role you find yourself in.

The Business Case

Aubrey Daniels in his book “Bringing Out the Best in People” makes the following points:

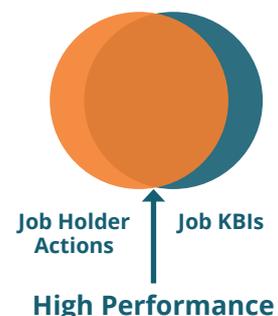
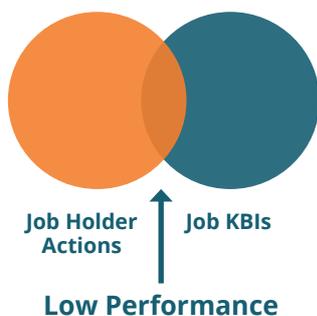
“Every organisational accomplishment is dependent on behaviour. Whenever an organisation strives to improve quality, productivity or boost creativity, it must ask people to change their behaviour.”

“Bringing out the best in people and achieving measurably superior results requests a clear and precise understanding of human behaviour.”

The prime message here is that every business strategy needs a corresponding behaviour strategy that focuses on those behaviours that drive high performance. I.e. don't just have KPIs (Key Performance Indicators), these must be supplemented with KBIs (Key Behaviour Indicators).

Top 10 Facts You Need to Know to Achieve High Performance

1. Behaviour (your actions) directly drives performance, and performance drives results.
2. The biggest determinant of behaviour is the working situation.
3. High performance results when the behaviour of the job holder matches the specific behavioural requirements (Key Behaviour Indicators -KBIs) of the working situation.



4. Typically, 80% of outputs are delivered by the deployment of 15-20 actions. Knowing what these actions are is critical for job success.

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5. Actions accelerate, sustain, or hinder performance. Hindering behaviours are either aggressive-defensive actions, conflict avoidance actions, or responsibility avoidance actions. Research shows that the negative effect of performance hindering behaviours is 5 times greater than the effect of positive actions.
6. The biggest determinant of culture is leadership and what managers do. People either feel valued and respected or they don't, and a sense of having some value is the central underlying determinant of positive action.
7. The 'Ask' approach to leadership and management beats the 'Tell' strategy hands down! The likelihood of people taking responsibility and personal accountability for outcomes rises significantly when individuals and teams are:
 - Given the opportunity to voice ideas, concerns and suggestions and to be involved in the way decisions are taken
 - Given the opportunity to implement their ideas
 - Given a deadline where they know their work / ideas are to be reviewed and they get the opportunity to present and talk through their progress
8. In order to improve their performance, individuals and groups need to know two things
 - what they are doing currently to drive their performance and results
 - what they need to do differently
9. The most accurate and effective way to achieve this is by using a behavioural diagnostic instrument, Results Driver (© Behavioural Science Systems). This unique diagnostic is situationally sensitive and can objectively pinpoint those behaviours that determine high performance. It can work at three levels – individual, team and organisation.
10. Definitive research shows that effective teams:
 - Create a shared commitment to what has to be done
 - Constantly suggest ideas to increase effectiveness
 - Make sure people are treated with respect
 - Work for a win-win resolution to conflicts
 - Face up to and deal with demanding situations
 - Help people to learn from their mistakes
 - State views frankly and openly
 - Hold people accountable for their commitments
 - Give and accept open and frank feedback
 - Encourage contributions from everyone
 - Set clear priorities and stick with them

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For further details on Chris' work, please see:

www.tdatransitions.co.uk www.beingthebest.co.uk www.enterprisingfutures.co.uk

Chris is co-author with Professor Robin Stuart-Kotze of "Who Are Your Best People?" (FT/Prentice Hall 2010.)

He is a finalist in this year's CIPD Awards for his Being the Best client work.

For further details on Professor Robin Stuart-Kotze, author of 10 books on behaviour and its direct link to performance and culture, please see www.behaviouralscience.com. Robin's latest book is titled "The Seven Secrets of Highly Effective Leaders".