How **The REALISE Organisation** Creates certainty from chaos

O.B.A.

Objective
Behaviour
Analysis

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The critical first step identifies the specific area your organisation intends to improve.

Are you looking at a tangible area?	Are you looking at an intangible area?
- Recruitment - Partnerships - Work groups	- Acknowledged fairness - Change initiatives – realization of available, targeted benefits, culture.

Focusing on the specific area to be examined we ask you to articulate a set of subjective statements of the **VALUES** you want in your organisation.

Clients generally produce a large number of statements which are grouped using an interactive funnel process. An identity for each group is created and a combined statement is formed which is referred to as the "overview statement".

Below you will see an example of *Take the Lead* a **VALUE** which is applicable to a number of behavioural situations.

Value – "Take the Lead"
Overview statement – "Engages with others in a proactive rather than reactive manner."

Subjective descriptors

1. Creating vision	2. Selling	3. Rewarding	4. Team analysis	5. Networking
6. Need to sustain pride in role	7. Mature	8. Non ego based rationale	9. Confident	10. Proactive

A set of examples for each descriptor are compiled and then used to refine the "overview statement." Engages with others in a proactive rather than reactive manner is modified and the final agreed overview statement is - Compellingly articulates a vision, committed to personal development, networks well is mature, proactive and persuasive

It is necessary to convert the subjective descriptors into a "set" of objective behaviours that, if present, are evidence of the required **VALUES.** The "set" has to be objective and fair, not biased towards a particular individual or group. We take great care and use tested processes to ensure that we are clear about the subjective descriptions (statements) so that we have clear definitions that are jointly owned between you (the client) and our researchers.

For clarity the subjective descriptor **selling** might have e.g., objective behaviours of: *spoke with passion, used convincing arguments, tested acceptance, replayed benefits, got support from others.*

In completing the process for all of the descriptors we compile an interim "set" of objective behaviours, some behaviours are repeated as they can be examples of more than one subjective descriptor.

The interim "set" is reviewed, clustered and reduced to a manageable number of key observable behaviours which if observed are an indicator of the agreed "overview statement."

Continuing with the example of **Take the Lead**

Observable Behavior set

Used clear language
Demonstrated flexibility
Actively demonstrated understanding
Ensured Results focus
Encouraged others
Contributed to solutions

Evidence collected during the observation sessions it is fed back through this matrix of observable behaviours, each contributing to a final score for each desired **VALUE**.

Let's now look at how we scientifically collect the observations:

Depending on the level of analysis and accuracy needed by the client 1 trained observer would evaluate as few as 2 subjects. Each observer is a tested and approved with a significant background in either the industry or technical observation. Many of our observers have at least a degree in Psychology. Extensive practice with the behaviour set is undertaken prior to the actual event.

The subjects list is checked with the observers to ensure there is no previous knowledge or experience of the subjects.
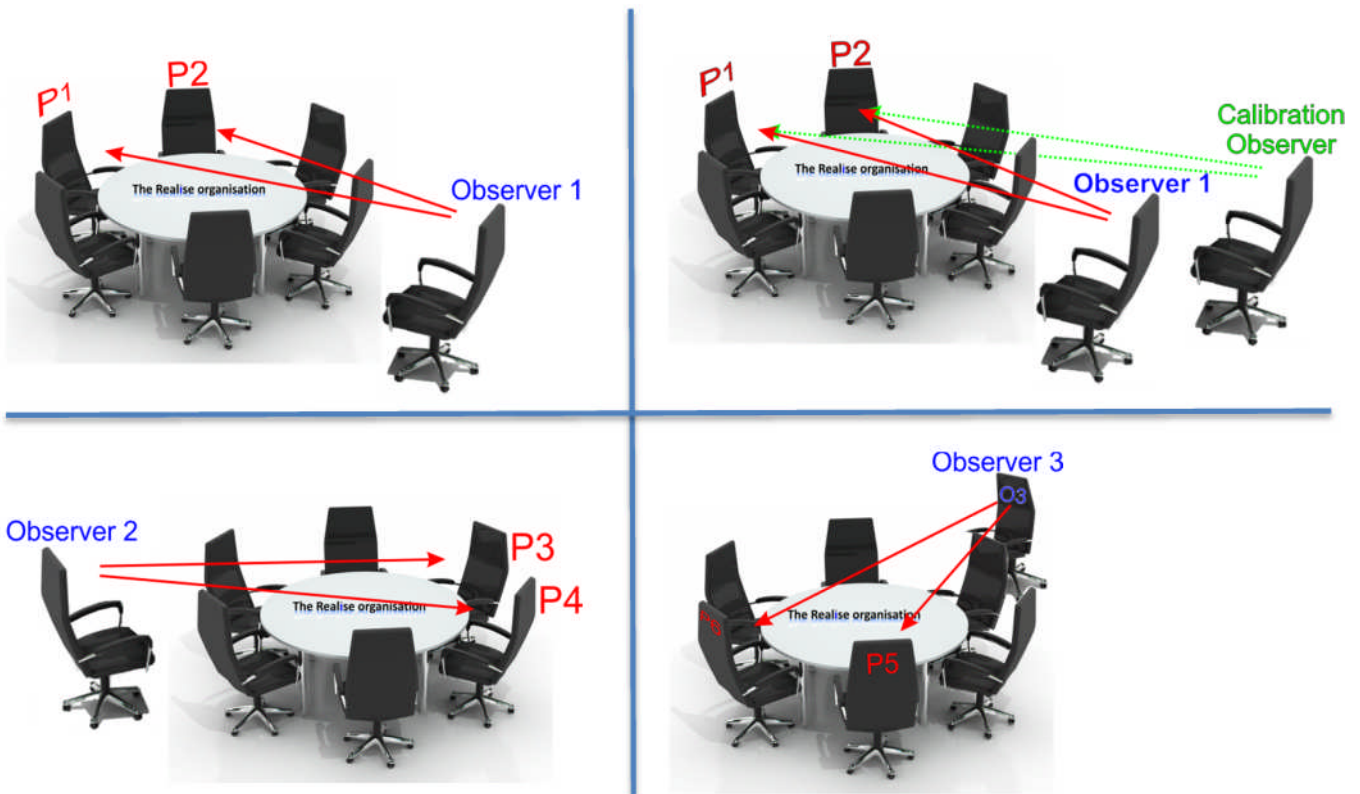
In three specially designed scenarios each subject is observed 4 times. The 4th observation is to ensure consistency and to exclude any personal bias.

Finally the scores are combined, made temporarily anonymous and statistically verified by someone who played no part in the observations providing a "single blind" analysis.

Client opinion is an important factor so subjective analysis by the clients own people is possible. We arrange to train them and collect the data at the same time as our normal observations and the results are shown on the final report. Also included are specific observations, recommended training/development and any extreme indicators.

It is possible using this process to provide a culture profile or personality profiling, where requested these results are also included.

Setting up a calibrated observation

Each person is observed in 3 different scenarios with 3 different observers and in addition they are observed by a senior psychologist at the same time as one of the observers to ensure the marking is done equally for all participants.

There is no better observational system available in the business field that is more reliable or accurate than this system.

Presentation of Objective Behaviour Analysis results

As part of every project, we include time for a formal presentation of results, with ample opportunity to ask questions so that those making the decisions are absolutely clear about the meaning of the results.

The process is behaviourally based; that means that it does not rely on subjective analysis and as such is one of the best ways in this context to remove prejudice from comparison based on soft or people issues.

"Fast, reliable, cost effective and very well received by our suppliers." Supplier tender manager for a £250 Million tender for a rail link in London.

First set of objective behaviours developed from standard taxonomies including : Affective(Krathwohl), Cognitive(Bloom et al 1956) and Psychomotor(Harrow, A.J.).