

Objective Behaviour Assessment

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"You can't manage what you can't measure", so how useful would it be to convert those subjective issues into objective, measurable factors and bring them under control?

Objective Behavioural Assessment a combination of several behavioural sciences means we can measure human factors much more reliably. Now you can measure the unmeasurable - and use the data to improve the effectiveness and performance of your organisation.

For the technically minded there is a technical introduction paper available from OBA@realise.org.

OBA can be used in your organisation to evaluate and improve performance in:

- interviewing
- tendering
- recruiting & Graduate development
- redeployment
- development and training
- choosing and developing teams
- assessing and establishing joint ventures

OBA can be applied to organisations of every type, for example:

- industry - service or manufacturing
- business
- healthcare
- local government
- public service
- voluntary organisations

How do you make business decisions when the data you need is unclear, subjective, wrapped in opinion and affected by human issues?

How do we ensure and demonstrate **fair process** and that personal bias and subjective influence are removed from commercial decisions?

How do you know exactly which behaviours, skills, beliefs and values will produce the right **business outcomes**?

How do you add soft-skills measurement to your **review and development** processes?

The usual way to analyse and predict behaviour is with "bottom up" processes, based on hard data. The real world is much more complex and we still need reliable indicators that have predictive value.

Like weather forecasting; knowing the state of prevailing systems is helpful; but to map the moment by moment causes and changes is impossible. Each situation and person is unique.

For useable analysis and prediction we can isolate behaviours that correlate, (consistently also present) with your desired outcomes.

These are the Causal Factors for your organisation.

OBA is a factor-analysis and observation technique that can isolate and measure these Causal Factors in both groups and individuals. It produces a set of indicators for the organisation that:

- closely map the business outcomes and behaviours you want.
- allow you to predict outcomes and manage factors that make a real difference to your organisation.

Monitoring Causal Factors makes a difference for organisations because it objectively measures behaviours you need in your business using professional observers and we test against real-world evidence: **scientifically, objectively** scoring reliable unintentional behaviours.

Our Client said "We want our managers to be..."

- Confident
- Ethical
- Persuasive
- Change champions
- Networkers
- Consistent
- Mature
- Tenacious
- Positive role models

How far do your people agree with and display the values and behaviours that are important to your organisation?

Working with you, we can produce a set of baseline behaviours that demonstrate the character of individuals and groups in your organisation. We do this by utilising tools and processes from 25 years of developing behavioural interventions in organisations.

OBA gives a baseline of behaviours to compare against for:

Individuals Groups Organisations

It also provides supporting evidence for performance reviews, training and development. Using the baseline factors for your organisation you can compare groups and individuals, and then we can help you choose interventions (like training, secondments and coaching) to exactly fit the business and personal needs of your staff.

OBA in full is a Four-stage process.

Steps 3 and 4 can produce baselines for use in recruitment, reviews, promotions, performance reporting, development and much more.

Step 1 - Values

Finding, defining and agreeing what are the essential "Causal" Factors of the Values you prize.

Together with you, using our processes, we create a tight definition of values for your organisation that are important for your business.

From this value set we use our assessment tools and statistical processes to produce a set of **observable, objective behaviours** that indicate the presence and level of commitment in the group to those values. We call these the "Causal" Factors because you can use them as predictive indicators of performance in your organisation.

Step 2 - Observations & reporting.

Using professional observers a set of carefully prepared scenarios are run with your chosen group. For base line setting this would be your best people (your champions). From this, The REALISE Organisation produces a profile of their behavioural norms which can be used as a baseline for: standards, reviews, recruitment and other business comparisons.

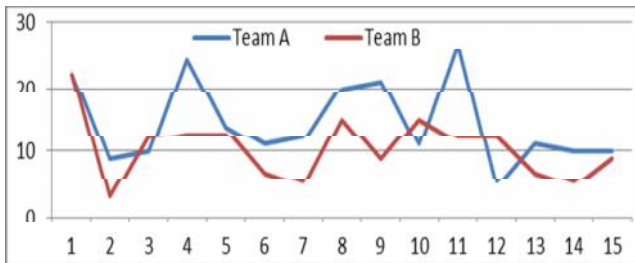
Step 3 - Comparisons - Using the results as a baseline

Scenarios can be run with other groups and individuals in your organisation to compare their behaviours with the baseline and individual or collective development interventions can be suggested from the results.



Photo courtesy of Mike Knell

The following chart illustrates the number of objective observations of each behaviour for two teams during OBA scenarios.



The 15 behaviour factors that were deemed to be important for this organisation were:

- | | | |
|--------------------------|--------------------------|---------------------|
| Safety first | Long-term focus | Innovation |
| Communication | Development and training | Utilising diversity |
| Flexibility | Team working | Truthfulness |
| Delivering promises | Being trustworthy | Showing respect |
| Accepting responsibility | Decisiveness | Managing risk |

From the chart, team A outperforms team B in most of the causal factors. So now we analyse which of these indicators vary most between the two teams and in this example they are: long-term focus, flexibility, truthfulness, being trustworthy, and showing respect.

Step 4 - Profiling.

If required, we can produce different baselines for each area of the organisation, which can be used to watch performance during future development interventions and at key business measurement points - for example, customer or supplier satisfaction surveys, business and individual performance reviews.

The chart below shows the boundary profiles (upper and lower limits) of the behavioural norms set in conjunction with the client - for use in performance setting.



When behaviour moves outside the boundaries, it clearly indicates an intervention is needed. It also shows exactly what will provide the best return for the business.

The baseline is reviewed periodically with you and with your champions:

- so that it continues to reflect the organisation's behavioural values and goals and
- to confirm that measurements relative to the baseline continue to predict performance for your organisation.



Photo courtesy of Paul Cooper

Contact OBA@realise.org for more information on how to turn subjective chaos and unsubstantiated choices into measurable standards, demonstrable fair operations and improved organisational performance using Objective Behaviour Assessment.

Objective Behaviour Analysis

Generation of Clusters - Factors and Objective sets

Company values

Examples - Only the first 2 are used in this illustration

- Customer Service
- Win-Win
- Leadership
- Pro-Activity
- Team
- Communication Skills
- Problem Solving
- Energising
- Integrity
- Conflict Handling
- Excellence
- Factor X

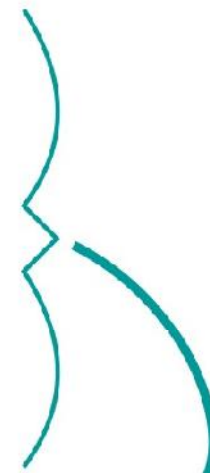


Definitions
Examples
+ve & -ve



Examples of desirable behaviours (Customer service and Win-Win Only)

- Treating people as fee-paying customers.
- Spending time with key stakeholders
- Balanced Listening and talking
- Asking more than telling
- Managing expectations
- Open and honest
- Proud of company and colleagues
- Reliable
- Competent
- Values every interaction
- Letting others win when appropriate
- Seeking to understand what others need
- Helping others to succeed
- Exploring alternatives
- Value the whole team not just individuals



Interim Combined Behaviour set (Clusters)

- Exploratory question
- Quietly listened, waited for other to finish
- Demonstrated that they heard
- Honest statement of lack Personal Pride
- Delivering agreement
- Authoritative
- Support another
- Sacrifice



Factors

- Searching for ways to agree (asking)
- Taking time with others
- Open
- Gravitas
- Pragmatic - Business like



Objective Behaviour set

- Asked a question, Made a concession,
- Offered option, Waited for other, Patient,
- Quietly listened, Revealed a feeling,
- Shared a weakness, Compromised,
- Got attention, Influenced, Kept temper,
- Measured response,

How does The REALISE Organisation help to create certainty from chaos?

With OBA Objective Behaviour Analysis

We start with a set of subjective statements of the values you want in your organisation focussing on the specific area currently being examined:

- **Recruitment:** choosing applicants : graduate, apprentice, operational, supervisory, management,
- **Partnerships:** Choosing groups: suppliers, mergers, joint ventures
- **Teams:** choosing combinations: individuals, group mix (personality expertise experience connections)
- **Visible fairness:** Showing that selections are not prejudiced: independent, statistically valid proven processes, double blinds, verified reports
- **Change:** accelerating any kind of company change programme: setting vision statements, defining behaviours, establishing clarity and timings, setting concrete behavioural goals.

Our clients generally produce dozens of statements and we use an interactive funnel process to group these and create an identity for each group.

Values - Let's look at a typical result of this process for a programme to select a supplier:

1 Customer focussed	6 Energetic problem solver
2 Takes the lead	7 Demonstrates integrity
3 Is proactive	8 Handle conflict well
4 Works well as a team	9 Demonstrates desire for excellence
5 Effective communicator	10 Interacts well with existing team

Now we need to convert these into a set of behaviours that if present are **evidence** of these values. The set has to be **objective and fair**, not biased towards a particular provider. However, we have to start with subjective descriptions to ensure we have clear definitions that are jointly agreed between the client and our researchers.

Definitions

A set of overview statements defining exactly what is meant by each topic with up to 15 subjective desirable behaviours that would be exhibited if the supplier had these values

Values - E.g., Value no. 2 **"Takes the Lead"**

Statement: Engage with others in a proactive rather than reactive manner

Subjective Descriptors:

Creating vision, Selling, Rewarding, team analysis, Networking, Need to sustain pride in job, Mature - non ego based rationale, Confident.

(Secondary modifiers are preserved for guidance e.g., Selling the future, ensures development, persuasive)

A set of examples for each descriptor are compiled then the value statements are refined:

A final **value statements** example for "Takes the lead" is:

Selling a vision, committed to excellence and personal development, networks well, maturity, persuasive

Objective behaviours

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

Objective behaviour - interim set

Spoke with passion, Insisted on correctness, Help other understand, Got group agreement, Stayed objective, Used convincing argument, Sold an idea, Made effort (lack of contribution), Sacrifice task for person, Got support from other, Controlled demeanour, Used person's own thinking to argue, Persuaded.

Some of these may also positively indicate the presence of another value key to the client and they are marked as having multiple effects and links made back to the original values.

Finally where a set of behaviours lead to a common factor (a clustered set) they are combined and the behaviours refined and reduced so that the final behaviour set is a short and powerful as possible. These are used for the observations. A typical cluster that contributes to "Takes the Lead" might be:

Drove the group - a1 Got attention, a1 Asked a question, **b1 Spoke with passion**, c1 Energetic contribution, c1 Energetic, e1 Looks interested, c2 Encouraging, e2 Caught interest (story style).

Here the letter indicates the source value – a "b" means it is directly from the second value "Takes the lead". The number – "1" indicates the level of contribution.

Finally the clusters are reduced to a manageable set of concrete observable behaviours which include indicators for all the values:

Observable Behaviours :- accepted fault, analytical , self-control, flexibility of thought, creative, clarity, demonstrated understanding, communicated, encouraged others, supported other, lead, proactive, contributed to solutions, results driven, focused, tried for agreement, influenced / persuaded, sacrifice, used language well.

When the evidence is collected it is fed back through this matrix each behaviour contributing to a final score for each desired value.

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

Depending on the budget and accuracy needs of the client up to 1 trained observer is for 2 subjects. Each observer is a tested and approved observer with a significant background in either the industry or technical observation. Many of our observers have at least a degree in psychology. A day of practice is set aside for the observer group and both live and video sets are used to test their observational processes and to ensure they are clear about what constitutes each behaviour.

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.

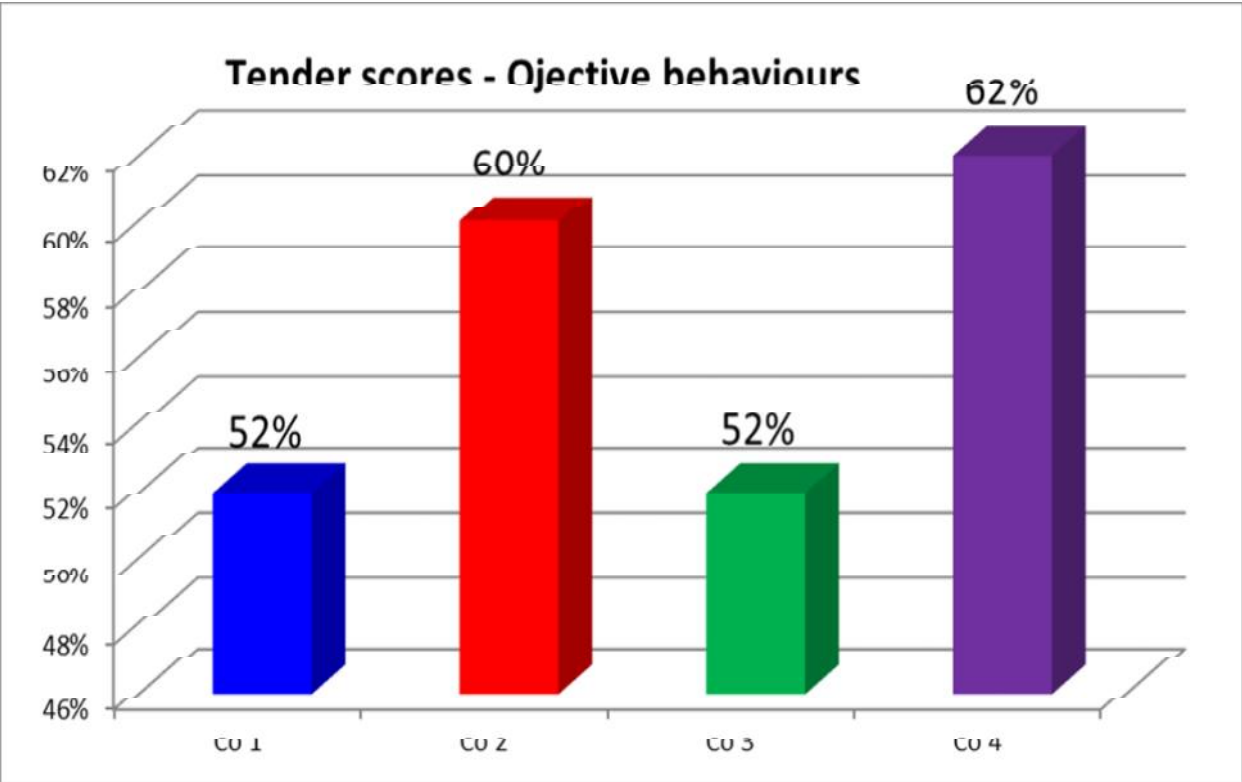
Finally the scores are combined, made temporarily anonymous and statistically verified by someone who played no part in the observations providing a single blind analysis. The scores for, in this case, each company are combined and a report produced.

Where a client requires some subjective analysis by their own people, 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. IF a culture profile or personality profiling were requested these results are also included.

Presentation of Objective Behaviour Analysis results

Tables and graphs can be confusing, as part to of this project we have included time for a formal presentation of results so that those making the decisions are absolutely clear about the meaning of the results.

The process is behaviourally based, that is it relies as little as possible on subjective analysis and as such is one of the best ways in this context to remove prejudice from selection based on soft or people issues. Factor X represents only 10% of the results and is completely appropriate use of instinct, your people will have a really clear idea of what kind of behaviour they can work with, this is an irreplaceable asset and they have been given an hour of introduction to seeing behaviour in context. This is to enable them to weigh evidence more evenly.



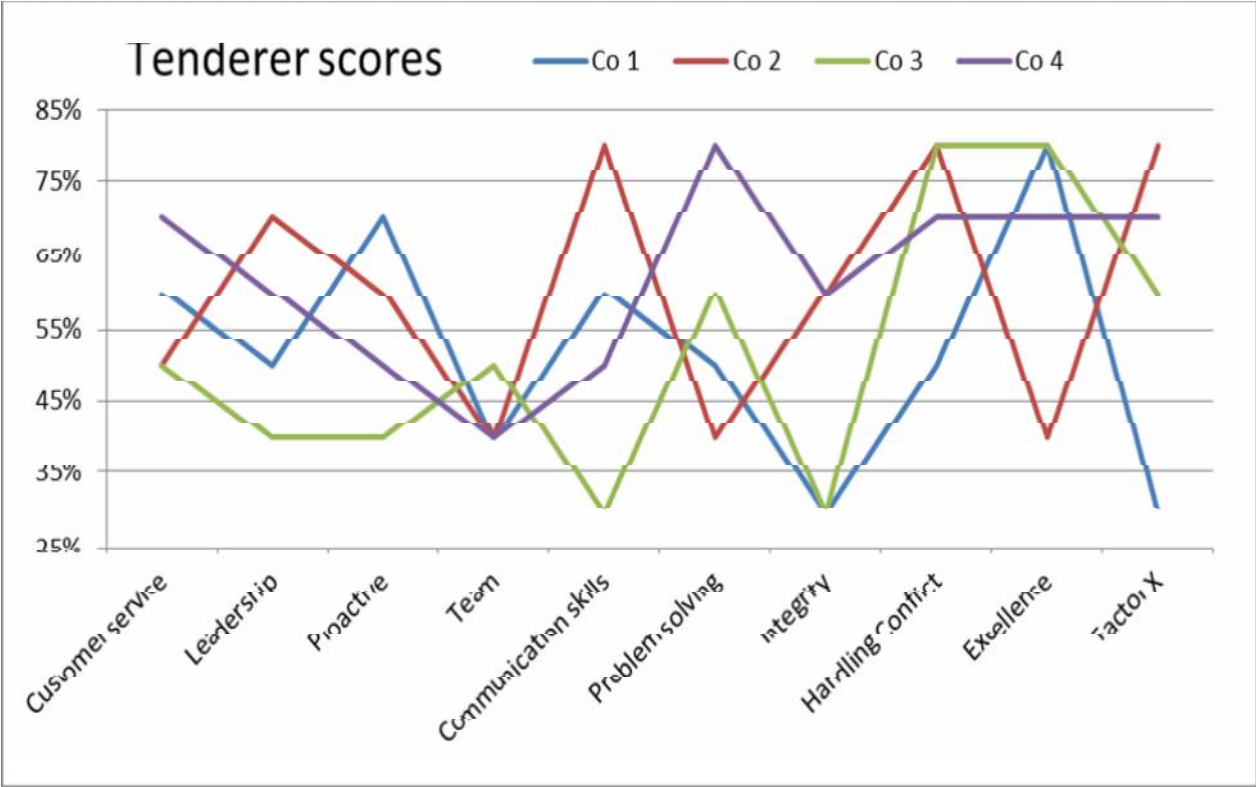
First past the post is company “Co 1”

However, the distance in score, 62% is close to the 1st reserve company “Co 4” who scored 60%. The factor X scores for Co 1 were 70% and for Co 2 80%.

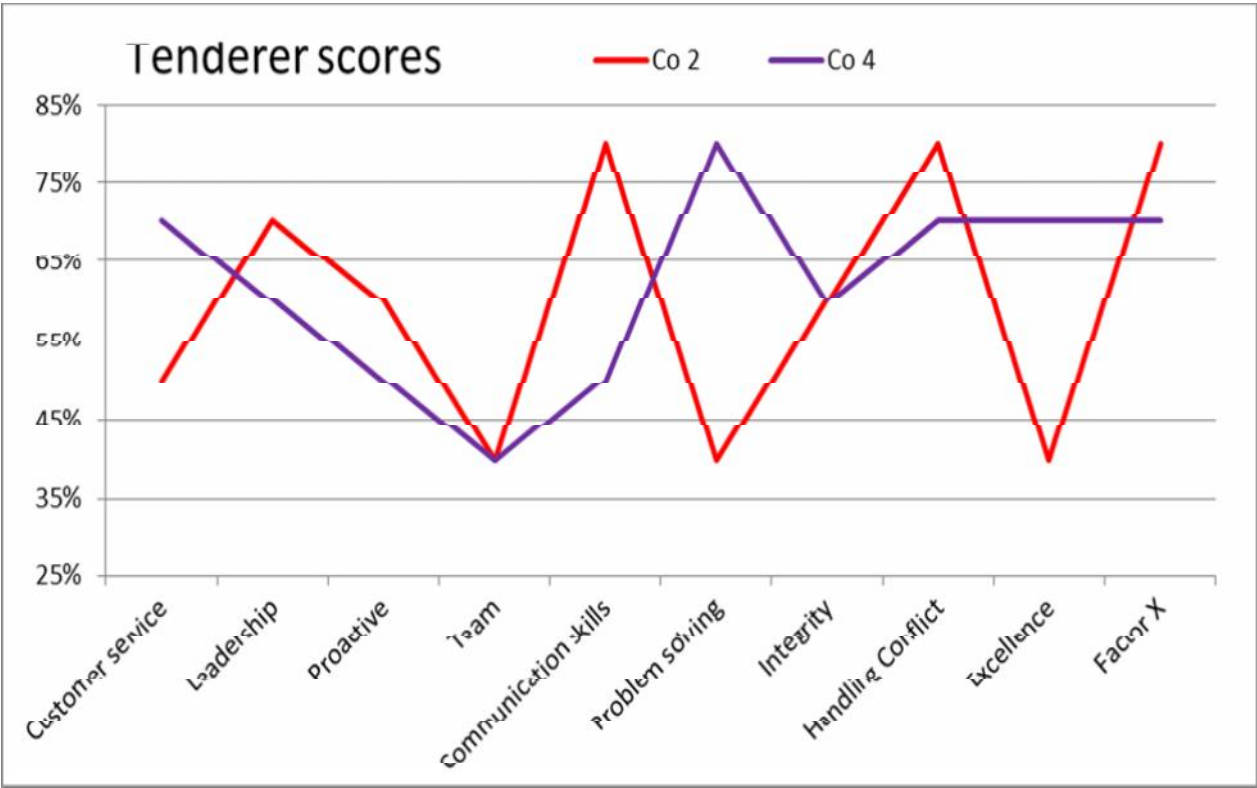
Percentage data

	Co 1	Co 2	Co 3	Co 4
Customer service	60%	50%	50%	70%
Leadership	50%	70%	40%	60%
Proactive	70%	60%	40%	50%
Team	40%	40%	50%	40%
Communication skills	60%	80%	30%	50%
Problem solving	50%	40%	60%	80%
Integrity	30%	60%	30%	60%
Handling Conflict	50%	80%	80%	70%
Excellence	80%	40%	80%	70%
Factor X	30%	80%	60%	70%
Total	52%	60%	52%	62%

Individual scores:



Since this is unclear the top two scorers are presented below:



Where CO 4 did not score as well in comparison is mainly; **Communication skills**. If Co 4 should be awarded a contract their immediate development training should concentrate on:

- 1 **Communication skills** 2 **Team skills** 3 **Being proactive**

A complete set of data is available in the PowerPoint presentation delivered with this report.

Further comment: Should the client decide that E.g., Factor X is more relevant then we can put that weighting into the data. In this instance you would need to say that Factor X was twice as important as the other factors before CO 2 would score as well as CO 4 in total.