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OBM (Organizational Behavior Management)

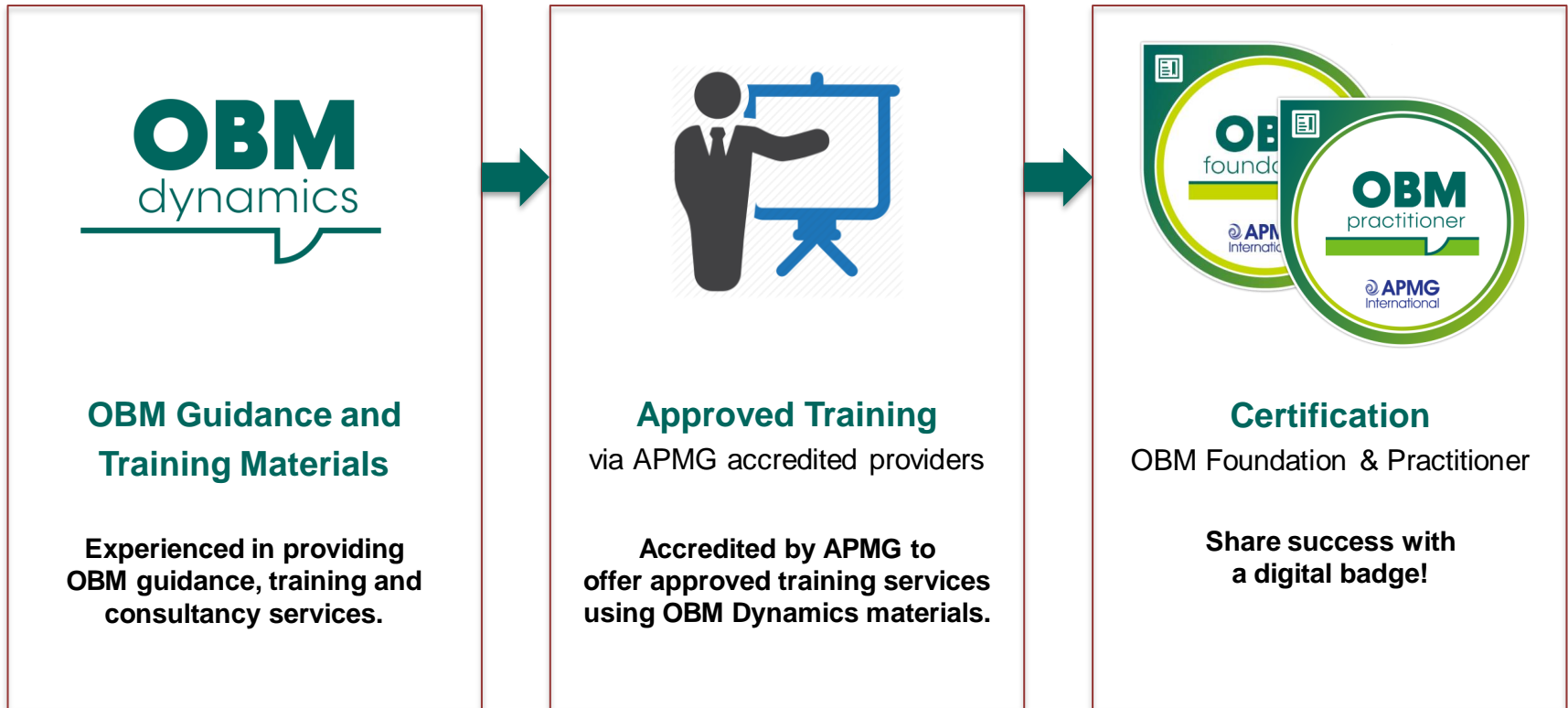
Training and Certification



Training and certification program designed to equip managers and leaders with the knowledge and skills to successfully adopt and apply a scientifically proven approach to positively changing behaviors.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

OBM training and certification



Contents

■	OBM Dynamics B.V. -----	5
■	About OBM	
—	Background -----	7
—	What is OBM? -----	8-11
—	History of OBM -----	12
—	Why is OBM important? -----	13
—	How OBM works and areas of application -----	14-16
—	OBM strengths and constraints -----	17
■	OBM training & certification:	
—	Course details & content -----	19-20
—	Supporting publication -----	21
—	Benefits & learning outcomes -----	22
—	Target audience -----	23
—	Exam & accredited training -----	24-26



OBM dynamics

OBM Dynamics B.V. designs, develops and distributes educational products in the field of Organizational Behavior Management (OBM) worldwide through its own network and that of its licensed partners.

www.obmdynamics.nl

APMG has partnered with OBM Dynamics to offer OBM training and certification to help leaders design practical strategies that can be used to change behavior.



ORGANIZATIONAL

BEHAVIOUR!

Background

- Organizations are focused on improving productivity and profits. For instance, one of the major trends is improving employee engagement through policies like workplace flexibility. These types of strategies can motivate employees, impacting productivity and profitability.
- Another option is available through the field of organizational behavior management, which takes a more scientific approach to achieving business goals.
- Due to the ever-increasing desire to increase performance, the need to be able to steer behavioral changes in organizations has increased.
- Whether it is about productivity, quality, absenteeism, sales or safety; the behavior of employees is not always in line with the wishes of management.
- For decades repeated research by e.g. McKinsey has shown that a staggering 70% of organizational change programs fail to meet all their objectives. In no less than 60% of those cases 'Behavior' is determined as the root cause. That is, a failure to get people to actually DO the things that the program aimed for.

What is Organizational Behavior Management (OBM)?

- OBM is a form of applied behavior analysis (ABA) which applies psychological principles of organizational behavior and the experimental analysis of behavior to organizations to improve individual and group performance.
- Based on the behavioral science called Applied Behavior Analysis, OBM is the application of this science in organizational settings.
- OBM is a scientifically proven method for optimizing organizational performance by combining a 'seven step' protocol with hard data and a focus on positive change of performers' behaviors.
- Often referred to as "The Science of Success" having demonstrably optimized the performance of organizations hundreds of times worldwide in various circumstances.
- Used successfully worldwide for over 40 years, OBM has a proven track record of improving organizational performance in every field of business, in hundreds of reported cases.
- Using a 7-step protocol, OBM is targeted to measurably improve performance by focusing on behavior instead of just results.
- It is based on the scientific foundations of measurement, analysis and management of human behavior. When behavior is measurable, it is easier to influence.
- At its foundation lies a positive approach in which desired organizational behaviors are reinforced as much as possible by applying positive consequences.

What is Organizational Behavior Management (OBM)?

- Behavior is made measurable in OBM. It is an Evidence Based, fact driven methodology. The basis for this is a positive approach in which desired organizational behavior is strengthened as much as possible. The focus is then on paying attention to what is already going well, instead of what is going wrong or not yet good enough.
- OBM takes principles from many fields, including behavioral systems analysis and performance management.
- OBM can be seen as the intersection between behavioral science and improvement in organizational environments.
- With OBM one can measurably and noticeably increase performances and, when properly applied, can bring out the best in people with a sustained effect.
- OBM also fits in well with existing organizational improvement programs, such as Agile, Lean, Six Sigma, ITIL, etc.
- As behavioral scientists like to say: “People love change! As long as they benefit from it themselves.” A fact often forgotten to take into account when designing and implementing organizational change, since in most cases only the organizational benefits are defined. Where many frameworks provide business leaders with structures pertaining to the WHY and WHAT, OBM is mostly concerned with the HOW of organizational change.

What is Organizational Behavior Management (OBM)?

- OBM resembles human resource management but places more emphasis on ABA. Prediction and control of behavior, with an emphasis on control, are the objectives of behavior analysis.
- Like ABA, OBM is focused almost exclusively on practical strategies that can be used to change behavior. For instance, instead of focusing on personality traits that are most predictive of high performers, ABA and OBM are more concerned about investigating methods to improve performance.

7-Step Protocol

OBM consists of a scientifically proven 7-step protocol:

1. **Specify Performance** in terms of both desired results and underlying behaviors;
2. Design, implement and use a **Performance Measurement system** to establish (changes in) levels of performance and the gap between end goal and current performance;
3. **Analyze** both current unwanted behaviors and desired behaviors using the **ABC-analysis**;
4. Organize effective **Feedback** in both a graphically and verbally appealing way;
5. **Set sub-goals** to divide the gap between end goal and current performance in acceptable and attainable steps;
6. **Give Rewards** for attaining goals and – most of all - **Recognition** for displaying the desired behaviors leading to the results connected to those goals;
7. **Evaluate, adjust & conclude**. The protocol is the foundation for a living document, in which progress is made iteratively. Evaluations and adjustments are made frequently in the process, not just afterwards.

History of OBM

- The works of Watson and Skinner have heavily influenced the field of OBM.
- Skinner's applications of behavioral principles to instructional design served as a starting point for the use of the science of behavior in the workplace.
- Even before OBM was viewed as a field, Fredrick Taylor advocated for the use of the scientific method to improve employee and organizational performance.
- The Journal of Organizational Behavior Management (JOBM) began publication in 1977 and is the main outlet for the field today.
- By 1977 over 40 articles on OBM had been published in other journals and at least one OBM consulting firm had been established.
- Aubrey Daniels was the first editor of JOBM.
- OBM has its roots in the U.S. and has been taught for decades at universities worldwide, including Harvard University, Florida Tech University and VU University in Amsterdam.
- There are a number of graduate programs in OBM that have been established at various universities.
- Successfully applied since the seventies of the last century in hundreds of companies over fifty countries.

Why is OBM important?

- For decades repeated research by e.g. McKinsey has shown that a staggering 70% of organizational change programs fail to meet all their objectives. In no less than 60% of those cases 'Behavior' is determined as the root cause. That is, a failure to get people to actually DO the things that the program aimed for.
- Provides an understanding of why people behave as they do in teams/organizations.
 - When we can understand organizations and employees, it helps to develop relationships between organizations, managers and employees, creating more effective and harmonious working environments.
 - Helps to identify factors causing/influencing bad behaviors.
 - Helps to identify and develop strategies and solutions to encourage positive behavior and address negative behavior.
 - Understand different traits and challenges amongst individuals and groups.
- Helps in motivating employees / employee wellbeing.
- Helps in improving team dynamics and relationships.
- Helps in predicting, influencing and improving human behaviors.
- Helps with aligning behaviors to corporate goals and team objectives.

How OBM works

Organizational behavior management (OBM) applications isolate, analyze and modify environment events that most directly affect performance. Specific interventions allow practitioners to effectively modify behavior in organizational environments.

There are two categories of OBM interventions: **antecedent-based** interventions and **consequence-based** interventions.

Antecedent-based interventions include task clarification, equipment modification, goal setting, prompting and training.

- ❑ Task clarification involves clearly defining employees' tasks.
- ❑ Equipment modification involves altering equipment used for tasks.
- ❑ Goal setting involves setting performance goals and then access to rewards.
- ❑ Prompting involves prompts to perform or continue performing an activity.
- ❑ Training involves identifying and modifying inadequate employee knowledge, skills or capacity.

How OBM works

Consequence-based interventions include feedback, praise and monetary and nonmonetary incentives.

- Feedback involves delivering information about past performance to the employee, which can vary according to format (verbal, written, graphic) and delivery agent (manager-supervisor, consultant-researcher or fellow employee). It is by far the most common intervention used in OBM.
- Monetary and nonmonetary incentives involve money, benefits or tangible items contingent on performance; in practice and research, they are often combined.

How OBM works: areas of application

The growth of OBM has resulted in three primary specialty areas.

Performance Management

The management of individual employee or a group of employees through the application of behavioral principles is called Performance Management (PM). The PM process usually involves the analysis of antecedents and consequences supporting the behaviors of individuals or groups within the organization and manipulating these variables to either decrease unproductive or increase productive performance. Common interventions used in PM include goal setting, feedback, job aids, token systems, lottery systems, etc.

Behavioral Systems Analysis

The Behavioral Systems Analysis (BSA) method involves outlining how the components of the system interact, including how each individual contributes to the overall functioning of the system. The value of BSA is that it allows us to analyze the organization outside the basic three-term contingency of antecedents, behaviors, and consequences to identify variables that can significantly impact individual and organizational performance. By analyzing the entire organization as a system, one can identify areas of improvement that will produce the largest positive impact on the organization and focus on planning and managing the variables that support desired performance.

Behavior-Based Safety

Behavior-based safety focuses on the analysis and alteration of work environments to reduce injuries and promote safe behavior among leaders and employees. This family of evidence-based interventions, which have traditionally focused on safety communication, feedback, and reinforcement processes, can be applied to compliment and enhance traditional safety controls. The first priority in safety is always to eliminate occupational hazards from the work environment. The next priorities are substitution and engineering controls. Behavioral processes would be best categorized as administrative controls that can be used to promote the safety priority and protective behaviors at all levels of an organization.

OBM Strengths and Constraints

STRENGTHS

- ❑ Scientifically proven method, based on decades of corroborative research in both laboratory settings and case studies.
- ❑ Taught worldwide at private training companies as well as several universities, including Harvard, Florida Tech, and VU University in The Netherlands.
- ❑ Global Examination and Certification available through APMG International.
- ❑ Strong user base of certified practitioners (hundreds of people in The Netherlands alone).
- ❑ Evidenced based (e.g. 200+ registered cases in a small country like The Netherlands alone).
- ❑ Making behavior measurable.
- ❑ Focus on positive change.
- ❑ Making use of biochemical processes in the brain.

CONSTRAINTS

- ❑ The method needs to be taught as well as experienced in a live case by influencers before further successful application.
- ❑ For full performance yields a top down approach is favorable.
- ❑ Leaders must be ready to change their own behaviors as well, or at least accept it as a necessary step.
- ❑ Reciprocity can induce both an upward or downward relationship spiral. You get what you reinforce!

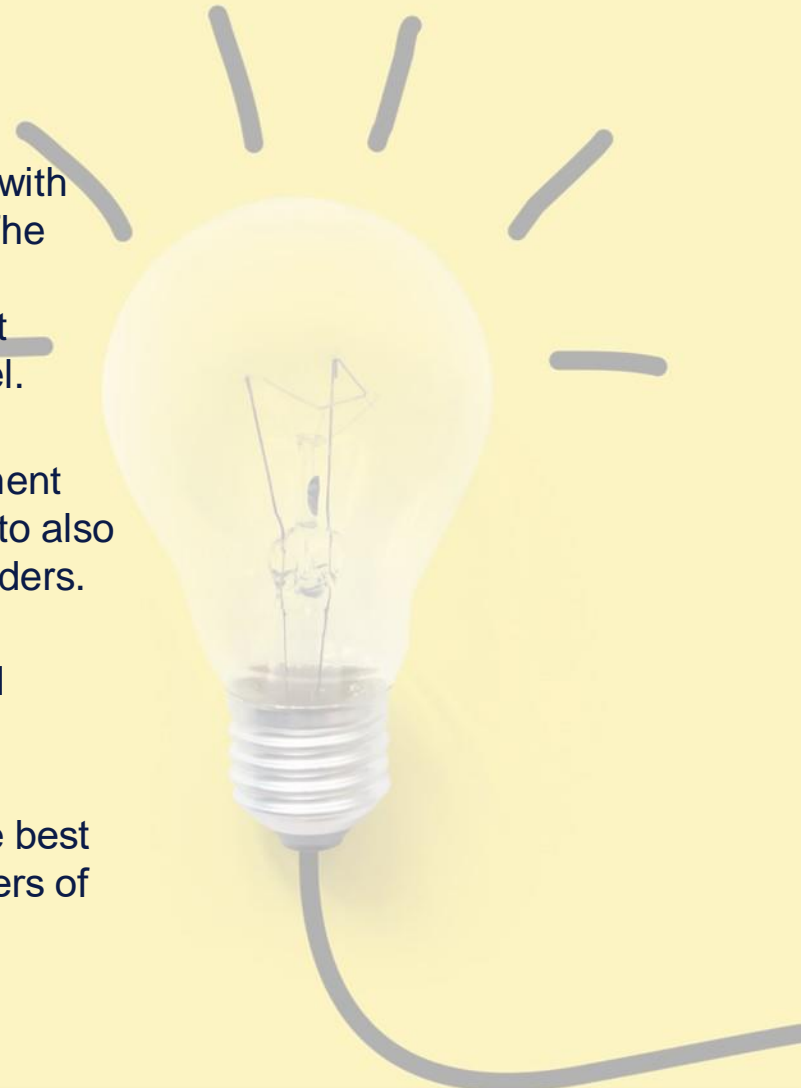


TRAINING & CERTIFICATION



About the course

- Based on the successful range of Certified OBM educational products and developed in cooperation with the ADRIBA Institute of VU University Amsterdam (The Netherlands). Since 2011, ADRIBA has trained and certified hundreds of people from over thirty different countries at Advanced Bachelor/Master Degree level.
- OBM Dynamics very much involved in the development and teaching of these products and that inspired us to also develop a few products for non-Bachelor degree holders.
- Lays the foundation for knowledge on organizational behavior, performance and how to influence both.
- About learning the principles of how to “bring out the best in people”, a paraphrase of one of the founding fathers of OBM, Dr. Aubrey C. Daniels



Course content / approach

FOUNDATION

1. Introduction to behavior management
2. Principles of behavior management:
 - ❑ Performance
 - ❑ Antecedents
 - ❑ Behavior
 - ❑ Consequences
 - ❑ ABC Model
 - ❑ Consequence analysis
 - ❑ Behavioral change, the pitfalls
3. Applying behavior management:
 - ❑ Responding to problem behavior
 - ❑ Reinforcement
 - ❑ Schedules of reinforcement
4. Improving performance:
 - ❑ Performance improvement plan (PIP)
 - ❑ Protocol for Organizational Behavior Management

PRACTITIONER

Individuals will need to attend a 2-day Practitioner training course offered by accredited trainers and then undergo a 6-month coaching period whilst they implement a Performance Improvement Plan (PIP) within their own organization, using the principles of OBM.

With the use of a dedicated online platform, delegates will design and document this PIP according to the criteria set for each phase. These phases and criteria are reviewed and discussed with the Trainer/Coach and signed-off. After completion and a positive recommendation from the Trainer/Coach, the PIP can be submitted to the Exam Committee. After a positive assessment, APMG International will grant the OBM Practitioner certificate and digital badge.

Supporting publication



- ❑ **Organizational Behavior Management – An Introduction**
- ❑ Underpins OBM training & certification
- ❑ Published by Van Haren Publishing
- ❑ Available in paper & electronic formats, in Dutch, English & German
- ❑ €47.91 (note: publication may be included in training course packages)
- ❑ Purchase via **vanharen.store** or **APMG-BusinessBooks.com**

Benefits and learning outcomes

Equips managers and leaders with the knowledge and skills to successfully adopt and apply a scientifically proven approach to positively changing behaviors.

- ❑ Understand the underpinning philosophy & principles of OBM.
- ❑ Learn to apply a scientifically proven approach to positively changing behaviors for improved performance.
- ❑ Specify and measure performance in terms of desired results and behaviors.
- ❑ Identify principles and factors that affect and govern human behavior.
- ❑ Identify factors that cause or influence negative behaviors.
- ❑ Perform root-cause analysis of behaviors using ABC-Analysis.
- ❑ Understand the common pitfalls and errors in influencing the behavior of others.
- ❑ Identify and develop strategies and solutions to encourage positive behavior and address negative behavior.
- ❑ Perform behavioral-interventions regarding performance feedback, goal-setting and reinforcement.
- ❑ Understand different traits and challenges amongst individuals and groups.
- ❑ Boost team dynamics and relationships.
- ❑ Better align behaviors to corporate goals and team objectives.

Who is it for?

OBM training and certification is for anyone who is responsible for achieving goals that require the cooperation of others. The higher up the organization it is embedded and cascaded down the chain of command, the more successful OBM can become.

- ❑ Leaders and managers at all levels
- ❑ Business consultants, including Lean and Lean Six Sigma consultants
- ❑ IT consultants
- ❑ Agile / Scrum coaches
- ❑ Security consultants
- ❑ Project & Program Managers
- ❑ Occupational Safety Consultants
- ❑ Executive Coaches



Foundation Exam



OBM Foundation

Multiple-choice format

40 questions

70% pass mark (28/40)

60 minutes

Closed-book

Accredited training course is mandatory.



Accredited training

- Available via APMG/OBM Dynamics Accredited Training Organizations (ATOs)
- Accredited training is a mandatory requirement in order to achieve Foundation/Practitioner certification
- APMG accredited processes, courseware and trainers
- Use materials developed / approved by OBM Dynamics



“I also advised some team members to follow this training because of the value added.”

Annet Hiemstra, Plant Manager

“I learned a lot during the training about behaviors and how we can have influence on them. The trainer knew a lot about the theory and the way he taught it to us was excellent. He also had many practical examples and there was time to discuss elements with fellow delegates. I like OBM and I am surely going to use it in my professional life.”

Jochem Hiddes, Shift Manager

“I have experienced the OBM training as very valuable. It has given me new insights regarding the behavior of others, but also of myself. So definitely recommended!”

Marjolijn Esmeijer, Continuous Improvement Manager

SUCCESSFUL CANDIDATES

#ShareYourSuccess

WITH A DIGITAL BADGE



Find out more....



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