

Jemstone Consultancy Business Psychology: Adding value to business through the application of positive psychology: increasing wealth, health and happiness: 020 8293 0017

The ABC of management success: don't shoot the dog

Karen Pryor in her excellent text identifies **eight behaviourally based** ways of getting rid of **unwanted behaviour** in individuals. Which ones do you or the managers you know use when things aren't going right?

Shoot the offender: definitely works, never have to deal with that behaviour in that subject again. Generally in this country we favour **Firing**. A firm favourite

Punish them: another perennial favourite, well known amongst psychologists as being almost useless in changing behaviour, but highly rewarding to the punisher. **Bullying** and scolding: beating with words and worse

Negative reinforcement: removing something unpleasant when a desired behaviour occurs. Offer a rebuke for every incident of the unwanted behaviour. **Nagging**

Extinction: let the behaviour die out by itself. Not always effective. **Ignoring**

Train an incompatible behaviour. They can't simultaneously be working at their desks and skiving out the back. Set up what you want, watch, and praise. **Creating**

Put the behaviour on cue: Have regular 'skive' times that you instigate. **Controlling**

Shape the absence: praise and reward everything that isn't skiving. **Attending**

Change the motivation: pay for the work done not the hours put in. Notice and reward satisfactory outcomes not inputs. **Praising performance**

See the pattern? The early ones are easy, popular and mainly ineffective. The later ones are harder, involving thought and planning, but much more effective: **separating the best from the rest**. The book is a great read and highly recommended.

Pryor K (2002) Don't shoot the dog. Ringpress books

Winning, losing and that dropkick: Team mental models at work

Fantastic nail-biting game and despite numerous fumbles, **we won**. What happened in the last few minutes showed all the aspects of key **effective team work**: clear goal, individual and team potency, shared mental models, and a meta-cognitive ability (see last Jemstone Tidbits for more explanation)

'Wilkinson's half back partner Matt Dawson knew the fly half needed the odds on a successful drop attempt to be shortened (**clear goal, team potency**)...as (everyone else) gambled on a deep pass to an expectant Wilkinson, (Matt) dived through a tiny gap and in an instant took England to within 10 metres of the try line. (taking advantage of a widely **shared mental model** to do the unexpected while applying the principle of getting closer (**meta-cognition**)). 'Once Matt had taken it on, I think Bucky had the ball, so I took it on once more' said team captain' (**Meta-cognition and renewed shared mental model**)'

One person kicked the ball but everyone made it happen.

Courtesy of Marin Gillingham of the Guardian on Monday 24.11.

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Knowledge management: People or technical processes?

Kerr from Sheffield notes that **codification approaches to KM** focus on:

Knowledge as objects that can be indexed and handled by information systems

Emphasis on **not re-inventing the wheel**, and customer information

Technology led implementation: best practice databases, intranets,

While **social psychological** processes of knowledge management tend to focus on:

Knowledge embedded in **subjective insights and informal know-how**

Creating environments conducive to sharing, creativity, learning and trust

Social and organisational initiatives that link knowledge related contributions to reward and recognition systems or creating partnerships

Practical work suggests that both processes are needed and that **managers need to**

- Enthusiastically **support a vision for KM**, proactively engaging people
- Create a **supportive culture**, including recognition and reward
- Provide an infrastructure of simple and sophisticated **technology**
- Commit over the **long term**

Micky Kerr (2003) The occupational psychologist. The BPS

Exciting new Workshop: Playing with possibilities for change

Tessera Consulting and **Jemstone Consultancy** are teaming up to deliver a fantastic value workshop based on both **Appreciative Inquiry** and **Serious Lego play**. Both of these approaches work to help individuals and organisations 'play with possibilities' in positive and constructive ways in different areas such as strategy, organisational development and change and team work.

During the day participants will:

- Get to work playfully with Lego, constructing alternate realities
- Get to practice inquiring into the worlds of others appreciatively
- Learn how to replace problem talk with possibility talk
- And develop ideas about new ways to move forward in their organisations

These workshops will be held on 5th of February, 5th March and 5th April 2004 at a central London venue, or can be delivered in house. **Special Discounts for Jemstone Subscribers and Early birds!!**

For more information or to book a place contact sarahlewis@jemstoneconsultancy.co.uk or phone 0208293 0017

Special deals for Jemstone subscribers on new organisational development tools

Kristin Irving has developed a new tool for managing change. It offers a holistic framework for making sense of planned change processes, including culture and people. She is currently offering training in the use of this tool, please contact her direct on www.irvingandirving.com or phone 01832 732 554. Please mention JT when responding

Excitingly different team development tool based on theories of attachment, exploration and maturity focuses on creating the conditions that motivate curiosity, build trust and release creative energy. Building on success in Holland, Peter seeks early adopters in UK, special deals available. Contact peter.robertson@human-insight.com. or ring Peter on 01483 457457

For further information on any of the above, or to enquire about team development, coaching, consultancy or management development services, please contact us 020 8293 0017 or sarahlewis@jemstoneconsultancy.co.uk