



Behavioral Approaches to Employee Motivation and Performance

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Session Roadmap



- Operant Conditioning
- Ethics



- Antecedent-Based
- Consequence-Based
 - Reinforcement
 - Punishment

Organizational Behavior Management (OBM):

What is it?

- Applying Behavioral Science To Enhance Performance and Drive Results
- **Key Objectives:**
 - Analyze Behavior
 - Design Targeted Interventions
 - Improve Individual, Team, and Organizational Performance

What do OBM Practitioners do?



Performance
Management



Behavior-
Based Safety



Health and
Well-Being



Pay for
Performance

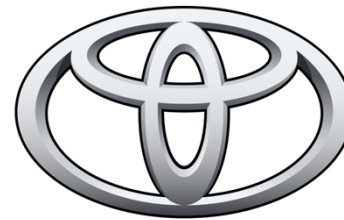


Training and
Development



Leadership
and Culture

Where do OBM Practitioners work?



TOYOTA



U.S. AIR FORCE



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OBM Ethical Considerations

Informed Consent

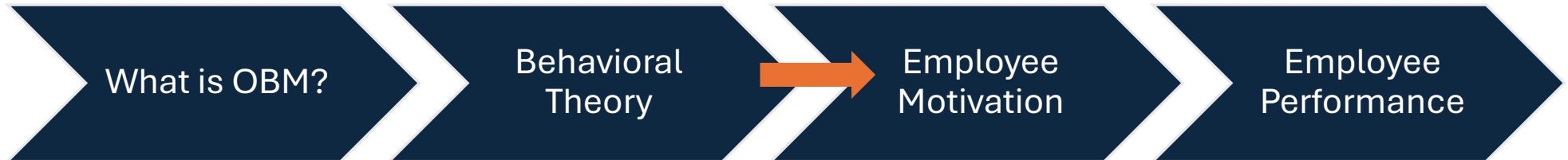
Fair and Transparent Practices

Respect for Individual Differences

Focus on Employee Development

Avoidance of Coercion and Manipulation

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Motivation Overview

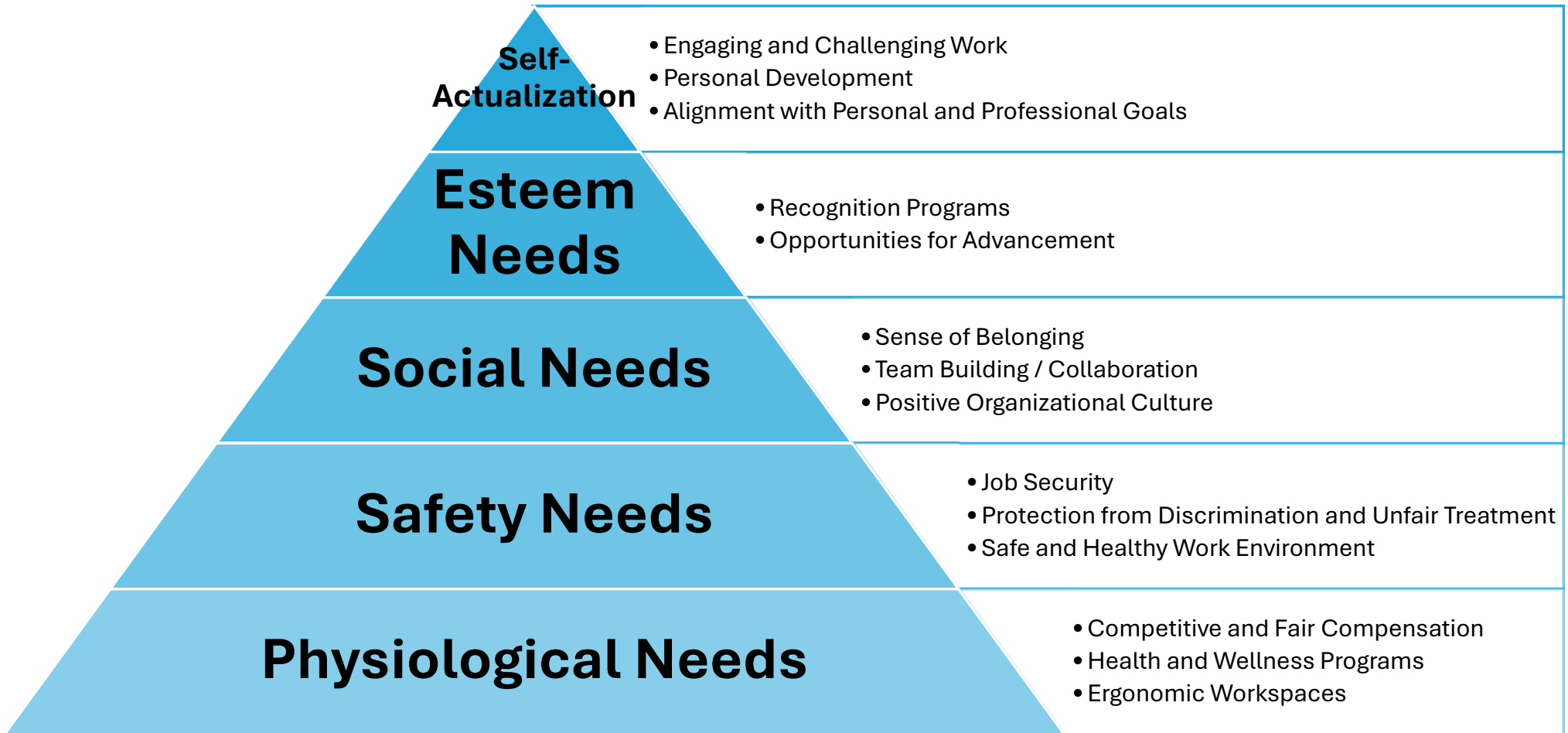
Extrinsic Motivation

- External rewards (e.g., pay, praise)
- Driven by operant conditioning

Intrinsic Motivation

- Internal satisfaction (e.g., enjoyment, interest)
- Driven by personal fulfillment

Maslow's Hierarchy of Needs



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Performance Overview



Conceptually, **performance** can be thought of as a product of *motivation* and *ability*



Performance = Motivation * Ability



Both factors are essential for optimal performance

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ABC's of Behavior



Antecedent

- Event or condition that precede and set the stage for a behavior

Behavior

- Any action on the part of the person

Consequence

- Events that follow behaviors
- Increase or decrease the behavior in the future

Key Concept Check

- **Scenario 1:** Emily, an IT specialist, has a habit of responding curtly to colleagues' requests for help, creating a tense work environment. Her manager has noticed the behavior but hasn't addressed it directly.
 - **Question:** What is the **Antecedent** and **Behavior** in this scenario? What type of **Consequence** should follow this behavior?
- **Scenario 2:** Tom, a warehouse worker, is required to follow a specific procedure for inventory management. However, Tom often skips steps to finish his tasks faster, leading to inventory errors. His supervisor is aware of this but hasn't yet intervened.
 - **Question:** What is the **Antecedent** and **Behavior** in this scenario? What type of **Consequence** should follow this behavior?

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Intervention Strategies

Antecedent-Based

- Set the stage for success by creating an environment that naturally promotes positive behaviors

Consequence-Based

- Link behaviors directly to outcomes, ensuring that desired behaviors are reinforced and maintained

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Antecedent-Based Interventions



Task Clarification

Training

Prompting

Environmental Design

Modeling

Goal Setting

Session Roadmap



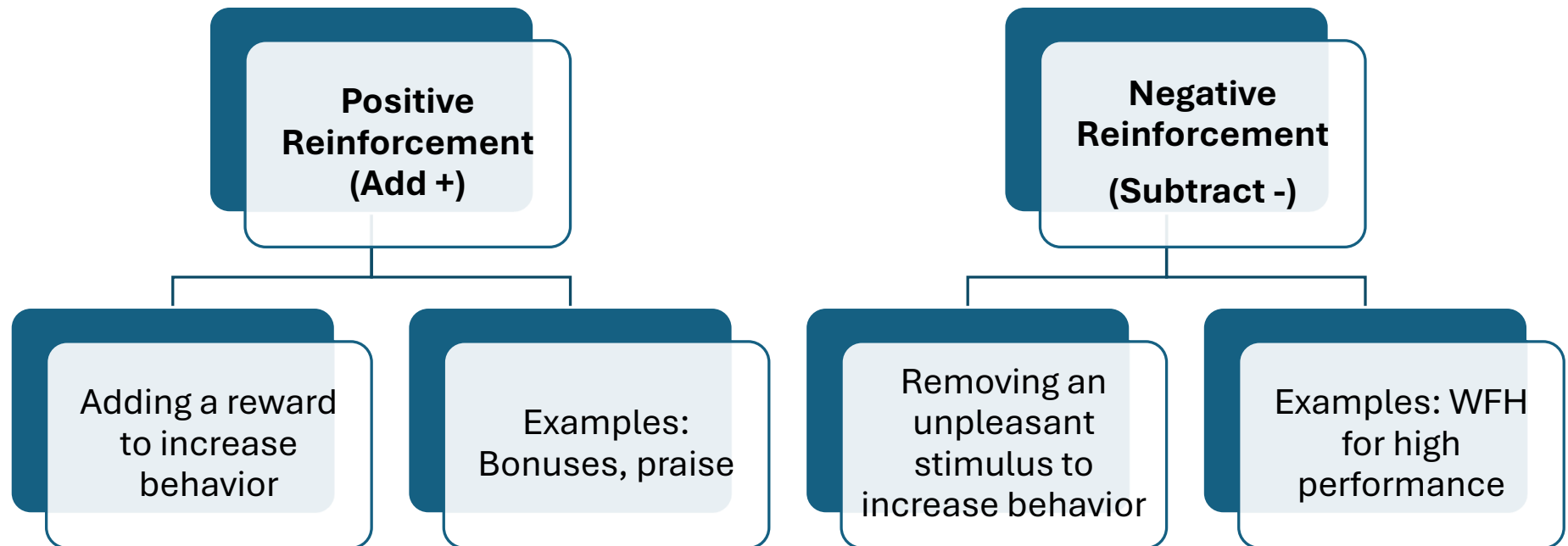
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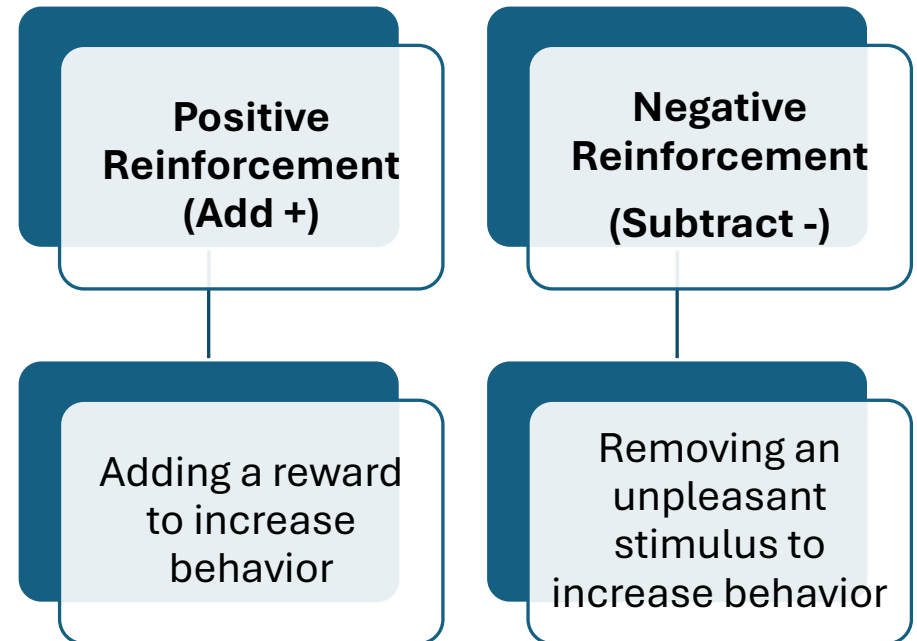


Reinforcement



Key Concept Check

1. An employee receives a gift card after completing a major project successfully.
2. A manager reduces check-in meetings with an employee who consistently delivers high-quality work independently.



Best Practices for Positive Reinforcement

Clear and Transparent Expectations	Clearly define, communicate, and ensure that all employees understand the specific behaviors that are valued and the criteria for earning rewards
Tailored and Diverse Rewards	Offer a range of rewards that are both varied and personalized to meet different employee preferences
Prompt Reinforcement	Provide reinforcement promptly after the desired behavior to reinforce the connection between actions and consequences

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Punishment

Positive Punishment (Add +)

- Add unpleasant consequence to decrease behavior
- Example: Written warning for tardiness



Negative Punishment (Subtract -)

- Remove pleasant stimulus to decrease behavior
- Example: Revoking remote work privileges



Key Concept Check

- **Scenario 1:** An employee frequently interrupts others during team meetings. The manager decides to give them a written warning after several verbal reminders are ignored.
 - **Question 1:** Is this an example of positive or negative punishment?
- **Scenario 2:** An employee who works remotely is consistently missing deadlines. The supervisor has them work in office until their performance improves.
 - **Question 2:** Is this an example of positive or negative punishment?

Positive Punishment (+)

- Add unpleasant consequence to decrease behavior

Negative Punishment (-)

- Remove pleasant stimulus to decrease behavior

Best Practices for Punishment



Clear and Constructive



Fair and Consistent



Confidentiality



Timeliness

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The OBM Process: Driving Effective Workplace Change



Identify Critical
Behaviors



Measure the Baseline
Frequency



Analyze the Antecedents
and Consequences



Develop and Implement
an Intervention Strategy



Evaluate and Monitor the
Results



Maintain and Generalize
the Behavior Change

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OBM Process Case Study: Improving Customer Service Quality

- Your team has been hired as Organizational Behavior Management (OBM) consultants to help a retail company enhance its customer service quality.
- The retail company has been facing a gradual decline in customer satisfaction and sales, primarily due to the quality of customer service.
- Recent surveys have highlighted key concerns:
 - employees often fail to greet customers,
 - provide help only when explicitly asked,
 - and generally appear disengaged.
- At the retail store level, training for staff is minimal, feedback mechanisms are infrequent, and there are no clear incentives to encourage superior service.
- Your task is to conduct a thorough assessment of the current situation and to develop and implement a targeted intervention strategy using the principles of OBM.

**Section 1:
Understanding
Critical
Behaviors /
Section 2:
Measuring
Baseline
Frequency**



Greeting Frequency:

Employees greet customers 50% of the time.



Proactive Assistance: Help is proactively offered 30% of the time.



Customer Satisfaction Scores:

The satisfaction score for service is at 70%.

Sample Interventions

Antecedent-Based

- Task Clarification
- Training
- Prompting
- Environmental Design
- Modeling
- Goal Setting

Consequence-Based: Reinforcement

- Incentive Programs
- Recognition
- Feedback Mechanisms
- Professional Development/ Career Advancement Opportunities

Consequence-Based: Punishment

- Loss of Incentives
- Reduced Autonomy
- Increased Supervision
- Disciplinary Action

Section 3:
Analyzing
Antecedents and
Consequences

Antecedents

- **Lack of Training**
- **Low Motivation**
- **Ineffective Feedback**

Consequences

- **Reinforcement of Negative Behaviors**

Section 4: Developing and Implementing an Intervention Strategy: Possible Strategies



**Enhanced Training Programs
(Antecedent Based)**



**Incentive Programs
(Consequence Based)**



**Regular Feedback Mechanisms
(Consequence Based)**

Section 5: Evaluating and Monitoring Results: Possible Methods



Customer Feedback and Satisfaction Surveys



Performance Dashboards and KPI Tracking



Mystery Shopping and Service Audits

Section 6: Maintaining and Generalizing Behavior Change: Possible Strategies

Continuous Training

Recognition and Reward System

Regular Performance Reviews