RECYCLING
BEHAVIOURAL WASTE

SAMPLE

Chapter

By Graham Williams
& Victor Newman

Also by Graham Williams:

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Mind Fit for Success. Authorhouse, June 2012

Also by Victor Newman

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The Knowledge Activist's Handbook –Adventures from the Knowledge Trenches, Capstone/ John Wiley, March 2003.

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The Shared Service Architect's Innovation Toolbox: Essential Tools, Techniques & Templates for Accelerating Innovative Shared Services in the Public Sector (with MacDonald-Wallace, D). Shared Service Architects, 2010.

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Acknowledgements

The Authors

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Architect of the Mind Fit process. The process developed, initially during his work with former Olympic Athletes, in blue chip companies that included British Airways, Barclays Bank, BAe Systems and Ernst & Young, and the journey continues to this day. Today, the process has been applied in public, private, voluntary organisations including the military. Former senior Police Officer working at strategic and operational levels that also included HR (Learning & Development) and Organisational Development. He developed several innovative approaches throughout his career that had a positive impact on people, performance and productivity.

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Contributed to the Harvard Business Review, included in Harvard's "Fifty Lessons" interviews with 200 of the world's most respected business leaders, and featured in The Wall Street Journal. He is on the Advisory Boards of several organisations. Recent executive roles include co-director of Innovoflow, executive chair of Beneficial Environments, director of innovation to Mind Fit Ltd, and mentor to the Social Innovation Lab, Kent. Former Head of Innovation Strategy & Economics at InnovateUK/ Technology Strategy Board, and Chief Learning Officer to Pfizer. Visiting Fellow to Cranfield University on the subject of Strategic Knowledge Management and Innovation. Visiting professor to several business schools. Recent clients include Cisco Innovation and Ordnance Survey. Member of Kent, Surrey, Sussex Academic Health Science Network innovation board.

Contents

Key Messages from this Book

1. There's no point in trying to grow your business if you are currently busy doing the wrong things. You won't have time to adopt new approaches. Begin by reducing wasteful behaviour to create the space to grow purposeful behaviour.

2. People like doing lean, fixed systems or efficiency exercises because it focuses attention onto processes, which are seen as impersonal, and thus avoids the issue of having to change your behaviour. Behavioural Waste™ is the largest hidden cost that businesses fail to account for.

3. When people talk about culture, they don't realise that they may have already chosen to fail because talking about the culture of an organisation doesn't help solve the problem of what in particular, needs to change. The real cultural issue is everyone's contribution to the accumulated Behavioural Waste™ that is collectively strangling your purpose. If you have purpose that is meaningful, you can empower people to say "no" to futile, wasteful working, and to innovate usefully.

4. Behavioural Waste™ is parasitic. The old Parkinson's Law quotation that work expands to fill the time available for its completion is only partially true. In reality it is unchecked Behavioural Waste™ that expands to cripple meaningful purpose.

5. When people understand their own Behavioural Waste™, as well as the consequences of that Behavioural Waste™ on other people's behaviour, and begin to control and reduce it then new capacity for growth begins to appear and people have time to consciously think and to innovate.

Preface

"It's only 15 minutes." It was always 15 minutes.

John was an affable team-leader in a successful PR business. He was always 15 minutes late for the regular bi-weekly team meetings. The company was performing well in an extremely competitive environment, so what difference could his 15 minutes of lateness make?

Here's the difference: John's lateness had several domino-effects upon everyone else's performance. The first domino-effect was that the 12 other members of the team each got to waste at least 15 minutes because they still got there on time, which totals at least 3 hours of unproductive time per meeting or 6 hours a week, making around 300 hours a year. Based on a 40-hour week, this equates to over 7.5 weeks of lost time. If we calculate the cost of John's 15-minute people lateness based upon a nominal salary rate of £50 per hour, it amounts to £15,000 or $24,000. The second domino-effect occurred when people worked out that the "real" meeting was always going to start +15 minutes, and adapted to this reality by deciding to turn up 15 minutes late themselves which led to John adjusting by an additional 5 minutes, and coming 20 minutes late, because no-one is ready for the +15 minutes delayed start since they are still coming into the room when he comes in, and so the real meeting starts to drift, because his habit acts as a virus that infects everyone else's ability to work efficiently.

This is a small yet significant example of Behavioural Waste™, or a wasteful behaviour that reduces performance related to goals connected to purpose. It may seem unimportant at the time it occurs, but it has a negative impact when it wastefully consumes precious time, effort and money. What happens in organisations where Behavioural Waste™ accumulates and becomes embedded in a culture where it is consistently ignored and becomes treated as part of the furniture? Could it even become a business-critical issue that needs to be addressed?

Behavioural Waste™ is the equivalent of the well-meaning charity marathon runner who wears a comical Onesie (one-piece) suit to publicise a cause, except that this runner is uncritically unaware of the suit they are wearing on top of their running kit and its impact on their performance. They can't understand why they are unable to break their 3-hour target for the race or keep collapsing through heat-exhaustion and dehydration even when they buy more expensive running shoes.

In reality, the likelihood is that every member of the team will do something each day that is a wasteful behaviour and is unaware of it. Imagine however, the impact of every member of the team identifying just one wasteful behaviour that impacts their own and even others' performances, stopping doing it and replacing it with something that focuses their attention on adding value to them, to others and to the organisation. Imagine a beneficial domino-effect of positive behaviours impacting others through doing the right thing, consistently!

Chapter 1 – The Journey: Recycling Behavioural Waste into Growth Behaviour

"The greatest discovery of our generation is that human beings, by changing the inner attitudes of their mind, can change the outer aspects of their lives." Williams James - The Father of Modern Psychology.

It's all in the Mind

Williams James's 1892 quote is still pertinent today. Our behaviours are a reflection of our attitudes in action. These attitudes are formed by life experiences, which may have been rich and varied, positive or otherwise negative, but all involving emotions. How we interpreted and handled those past experiences will determine how we respond to people and situations today, whether at work, whilst reading a paper, or with our children. Those experiences will form our beliefs about ourselves, others and the world we live in. From our beliefs opinions will be formed and played out. Our view of our world and how we live in it will mirror those beliefs and this sits at the heart of how we behave today. If those beliefs are largely negative then that is how we will live, and will form the basis of Can't-Do and Won't-Do attitudes that drive our behaviours and influence others.

The good news is that we can choose to modify or change our beliefs, attitudes and behaviours, and through focused practice over a short time, we will learn how to change.

Our history shows how humans are amazingly adaptable. At work we have to adopt different behaviours in different situations throughout most of the day, switching from one thing to another without thinking. We repeat what we have discovered from past experiences that appear to work well, or copy others. We adapt to different team or organisational cultures and it becomes part of how we do things. Most people do not consciously think about the situation they are in, because it tends to become a given feature that we just know how to operate in it.

Unfortunately, as we will identify throughout this book these habitual working practices are where we find Behavioural Waste™, volumes of it, which means that there is a significant opportunity to turn waste behaviour into Growth Behaviours that benefit you and your organisation.

Culture

Culture is a big word but it doesn't give us any real clues as to how to change.

A culture is the product of the dominant, shared attitudes and behaviours of its people, based on what appears to work most of the time. The problem with talking about culture is that it's rather like talking about the weather. It's a conversation that usually leads nowhere because even if some of us know how weather works and what forms it, no-one knows how to change it. This can mean that when people talk about working in a negative culture, they don't realise that they have already chosen to be a part of that negativity and they unconsciously reinforce a culture that leads to waste, with their own negative behaviours. People become trapped into that thought process of "you can't change anything. It's just the way it is. Anyway, cultural change takes years." And of course that is exactly what happens. The cynicism becomes a truth.

The parasitical nature of Behavioural Waste™ is commonly ignored in most organisations. As one of Parkinson's Laws states, "Work expands to fill the time available for its completion". Unfortunately, from our observations, it is the behaviours around the core work, especially the Behavioural Waste™ that actually expands to fill the unused space surrounding the key processes for work. If leaders fail to confront, check and remove this everyday growth of Behavioural Waste™ it continues to expand, to squeeze and kill your purpose and your business by constraining your ability to work productively.

People fail to see the plethora of opportunities offered by stopping or reducing Behavioural Waste™ because they think it's normal part of work. It is only by tackling and reducing Behavioural Waste™ that energy, resources and time can be released to enable the identification and construction of innovative solutions.

A key step toward productive work is to construct a meaningful purpose and ensure that what is being done every day delivers that purpose, directly or indirectly. If the purpose is being achieved then you are in the area of Growth Behaviours. If not, you can remove the distractions that slow the realisation of that purpose. The act of defining a clear and collective purpose gives meaning that enables individual to add value. By building the space for Growth Behaviours to evolve, it becomes possible to enable and build a more dynamic and positive culture that leads to better service, increased productivity, or new customers.

The journey in this book

We began by introducing the idea of Behavioural Waste™ in the Preface with the real story of the leader who used to be consistently 15 minutes late for meetings and whose behaviour had quantifiable costs in terms of time, effort and money by reducing others' ability to work productively.

In Chapter 2, we set the scene for the journey you are about to embark on by referring to Sutton and Rao's (2014) work emphasising the importance of removing waste first before adopting new practices in order to create the space for change instead of adding more stuff to current ways of working and consequently doing everything badly [i]. We introduce the idea that personal Behavioural Waste™ leads to cultural Behavioural Waste™ and at the other extreme what starts out as a positive strategic intention can often lead to rigid systems and processes whose misuse means they become an end in themselves.

Chapter 3 puts Behavioural Waste™ in the context of organisations whether public or private. We suggest that such waste is often known about but generally ignored whilst organisations embark on activities that promise to meet unrealistic customer expectations that they cannot hope to achieve such as in transport, Policing or the NHS.

The powerful idea of a personal behavioural map is introduced in Chapter 4 and a comparison is made with the London Underground Map that enables people to identify where they are, where they want to go and the direction they are travelling. We call our map the Mind Fit Map® and it performs the same function for people within the context of behaviour. Unless you are aware of where you are on your behavioural map in different situations you may find that you are travelling in the wrong direction, which leads to more negativity. We also explore the 3 attitudinal states at the extremities of the map namely, Can't-Do, Won't-Do and Can-Do.

Chapter 5 focuses on Behavioural Waste™. We give some common examples of waste behaviours that people regularly play and introduce the sources of those behaviours in terms of "Gaps" and "Traps". Gaps are the differences between what systems and processes are supposed to deliver and what organisations actually get. Some examples of Gaps are provided that include the Predictability Gap, the Change Management Gap and the Engaged/Disengaged Gap. All may be linked directly to the business strategy however, when such failing systems and processes become dominant, the gaps between actual and preferred outcomes quickly widen when the management of work processes becomes more important than the original outcomes they were designed to deliver.

Traps are internalised beliefs that we uncritically accept as true without checking them out. Traps can justify uncritical adoption of Behavioural Waste™ by distracting us from focusing on activities that deliver the purpose of the business. They include the Performance Trap, the traps of "no resources" and "no time": all of which stop innovative thinking dead in their tracks and can produce powerful Zombie or disengaged behaviours.

We deliberately separate the Knowing–Doing Gap in Chapter 6 because it is so wide. For decades knowledge training and trainers have dominated the people development arena with the belief that by providing knowledge, related to soft topics such as leadership, it will change behaviours and delivers results. The overwhelming evidence is that it does not and we have highlighted some of the sources to support our claim. We offer a simple solution to close this Gap by focusing on developing the desired behaviours first, enabling the learner

to identify the relevant knowledge for themselves that enables them to become more effective in their situation.

In Chapter 7 we explore Growth Behaviours and provide several examples showing that small changes can have big impacts. We discuss how individuals' complexity means we can all start from different places or situations and yet can converge at an agreed point. The growth behaviour journey is a personal one and we each need to take responsibility for making it. Only we can choose in which direction to travel and to change our behaviours. Only we can choose to become the person we are capable of becoming and that is achieved by stopping those negative attitudes and behaviours and starting or enhancing positive ones.

The idea of Personal Agility appears in Chapter 8, exploring the full definition of Mind Fitness – "choosing to use our natural abilities to perform to our optimum in different situations, through Can-Do attitudes and a Winning Mind". We introduce the idea that if any of us are going to perform to our optimum then we need a reason for doing so – a clear purpose. Examples of some simple yet effective organizational purposes are shared. We look at the myth of talent and how if we are going to improve in anything that we choose to do we need to apply focused practice as with driving a car, handling new technology or leading people.

Chapter 9 introduces the Performance Cycle as a means to ensure that what you practise does lead to the desired improvement. We emphasis the importance of self-awareness, self-control, focus and feedback not only in what we do but also in how we think and feel, our drivers and how we connect with other people. We use golf as an analogy for identifying where we should focus.

Chapter 10 passes the baton over to you. If you are serious about changing your attitudes and behaviours then we offer two methods that you can use to self-assess. The first is opened out in the chapter and the second is to use the Mind Fit Self-Assessment APP, which is free. You can download the Mind Fit Self-Assessment APP, which allows you to record your response to different situations enabling you to build up your attitude and behavioural profile. Through self-assessment awareness is increased, which gives you the information that you need to begin change.

We hope you enjoy the journey.

Would you like the whole book? Just click here

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Who needs this book?
Anyone who wants his or her business to grow and become more profitable, or provide a better service. Applicable to any organisation - private, public or third sector.

This book is for those energized and driven people who recognize that the traditional ways of changing cultures and increasing performance are no longer working.

So what makes this book any different to countless others?
This book directly addresses those negative and largely ignored, unproductive attitudes and behaviours that waste time, effort and money in all organisations.

We identify gaps and traps people fall into which blinds them to the reality of Behavioural Waste™ and its real cost to organisations.

Our 3 Month Foundation programme replaces Behavioural Waste™ with Growth Behaviours that lead to significant performance improvements that resulted in real Returns-on-Investments:
· £7 million of Behavioural Waste™ identified and turned into productive actions
· Production increase from 55 units per week to 85
· £300,000 outstanding debts recovered
· Number of patients treated increased by 10%

So if you are a:
· Business leader and want new growth and increased profit
· Public sector leader who needs to provide more for less
· Learning & Development professional who wants to make the shift from learning to a performance focused organisation
· Lean management professional who wants to build Lean Behaviours to complete cultural change

DISCOVER THE POWER OF 'CAN-DO' ATTITUDES AND BEHAVIOURS