

# Behavioral change

[Psychology](#), [Behaviorism](#)



Managers sometimes fail to promote values involving people and teamwork in the workplace. This condition occurs because managers are afraid being disliked by their employees, do not care about their organizations' credibility and vitality, or perform their work simply out of obligation or for a paycheck.

In addition, organizations are not successful in holding their managers accountable for living such values. The failure to uphold people values and teamwork invite organization's cynicism, undermine credibility, and sap an organization of its vitality.

Thus, organizations should consider advocating for behavioral change so that managers become more accountable for living the values involving people and teamwork. Introduction As one of the assignments to be completed in the first class in organizational behavior, a course project was initiated to find some answers to the questions why managers fail to promote the values involving people and teamwork and why organizations are not successful in holding their managers accountable for living such values.

The new economy of the twenty-first century requires organizations to adapt to changing conditions, and therefore, organizations should consider making their managers accountable for living such values. The methodology used for completing this project was brief. It included reading and understanding the contents cited in articles, books and other medium that are relevant to behavioral changes, organizational behavior, and leadership and management. The results of the understanding of the relevant contents were documented.

Such contents included the answers why managers fail to promote the people values and teamwork and why organizations are not successful in holding their managers accountable for living such values. The causes and conclusions for such failures and the recommendations addressing the causes were also documented. Results Managers usually advocate values involving people and teamwork, but sometimes exempt themselves from their practice. Some organizations' biggest disappointment is their failure to adopt these general values or people values as noted in a research that involved thousands of participants at more than 30 large companies.

The employees rated their managers' ability to effectively deal with individuals whose behavior undermines teamwork. The results of the rating showed that the employees rated their managers last among 92 elements of effective leadership. In that research, the researchers asked qualitative questions such as asking the employees to describe the difference between the values the managers preach and the values they live. Most of the employees' common responses included stories of the company's failure to deal with leaders who do not live the people values.

It is rather hard for the managers to realize their own challenge of the changing their employees' behavior. It is so hard for managers to change their employees' behavior because the managers sometimes feel that they are human and can also fall into mistakes anytime during their life. Hence they want to be loved by their employees who also at times grade them in a performance based work place. The managers sometimes feel that it would be hard if they talked to their employees about the employees' lack of coordination and the spirit of teamwork that is missing from them.

They fear that by confronting their employees, it will break loose their working relationship and this might lead to performance problems. A perfect leader though is one who leads by example and is followed by the people who he is leading. They should be more respected and no one should fear them because they help change the people's bad behavior. In addition to that, managers understand the mission and vision of the organization; they do not care about living the people values and teamwork necessary to uplift their own standards.

What they care about is to come to work simply out of obligation and the monetary gains. People in most cases spend their one third of their lives working in different work places. While for majority of the people who work, work offers them an opportunity to get financenecessary to uplift their living standards. While to others, by working, they develop and make the world a better place than they found it. The managers who started to work afresh from college and are on job orientation, their work gives them themoneyas a required necessity for their upkeep.

They focus on the working their whole lives for the purposes of getting the required money for good sustainability. They depend on their work more than satisfying the need of attaining the required performance in any given work. They are not and will never be workaholics but will indeed give them time to attend to their normal work. The managers see work as something that will reward them and make them richer than is the case. Besides all this, they again receive more rewards and then continuously seek compensation for any little work that they do.

Hence they make work look like it is an exchange of their efforts with the money or the rewards they normally get from the organisation. Most managers believe that, their identities are to support their own families and helping with other issues like ensuring their own children are in school and the like. So they end up believing that they are working and their work is a job that requires their knowledge and the general input of the required information into work. They are less likely to see their needs as a societal issue but only see it as something that will reward them.

Therefore, managers at job orientation care so much for their upkeep, to ensure that their gas is filled and billed but gives little care to those employees who need promotions for their work. The managers need to work to provide the organization with the required knowledge and the productive results that at last will be a credit to their organization. Or don't managers care because they do not know what to do? Bill Gates had this to say to the many Harvard students graduates on June 7, 2007; that 'often we don't do anything about inequities and problems we see in the world, not because we don't care but because we don't know what to do'.

So turning these studies the students have achieved into meaningful and the desired impact it has on the society, should be the major concern for these graduating students. Further, we can also blame the organizations that do not promote coaching for behavioral change. Due to their lack of coaching for behavioral change, some organizations were not successful to hold managers accountable for living the people values and teamwork. Organizations need to coach for behavioral change. A manager that can be coached for behavioral change can make him/her a more credible leader.

Leaders with credible results can help those with the essential habit in order to develop into meaningful, personal and the organizational development and success. If the manager delivers his/her promises including measuring employees on their behaviors and attributes, then that manager values and cements the bonds of leadership with employees. Behavioral coaching is simple, however, it is not easy to implement. Managers may have difficulty giving and receiving honest feedback and making the time for genuine dialogue.

But, if organizations are serious about their espoused values, shouldn't they ensure that their managers demonstrate the behaviors the organizations promote. If the policy of the organization is to change the managers way of adopting to different and varied values of their workers, then the organizations have to change the behavior of the managers at work. And again if the organizations have to change the managers way of thinking, it has to first change the principles it has and their way of thinking. For little behavioral change, there is an excellent overall change of the drive and the means of change.

The organizations need to examine the vision before making any preference to what they want their people to achieve. They need to effect their changes by looking at the employees and specifically exploring the required changes and finally effecting the changes where necessary. The managers need to determine the foundations of the behavioral changes before offering to fix the required changes. Then once they have specifically noted the behaviors to be changed, they can then change those behaviors and indeed this will affect the whole change required in the organization.

The managers of any organizations and the organization itself need to be very specific and observe the effects before any good behavior change can take place. They should let people choose their behaviors basing on what they think might happen to them as result of the lack of the behavior change. Again when resistance is observed to any problems, the issue of verbal persuasion rarely works but rather it is an attack to the aggrieved individual. People might not want to give up on whatever they like or they derive pleasure on. They want something that can categorically turn their weakness to something else.

The managers need to come up with innovative different ways of solving the whole issue and creating their own personal experiences. They need to work on behavioral change with the nothing but rather leave this world to change these individuals on their unwelcome ways. As told, the actual real life will change them through the hard hitting life experiences. The stories create an atmosphere that is well understood to change the people views and the world. This is because; stories help individuals transport them towards a social and good listener who is applying different rules for the logical analysis and the criticism to the story itself.

Further again, managers may want to consider moving towards finding the required basics to colleagues who can tutor him or her on the coaching available for the situation that demands the task. This is not mystery but it requires an individual who is disciplined and can act with the required integrity and commitment necessary for the behavioral science expertise. Simply by sitting down with the person you are coaching and analyzing the

perceptions of his or her colleagues, you will be able to change your relationship with that person. And the person will change too.

And when people improve, their self-confidence goes up. They keep doing what works, and they keep getting better. Conclusions Managers should promote use of people friendly procedures and the values for the benefit of the organization. The managers need to change their behaviors in order to assist the management of the organization well so far. The managers of this world today can be successful change leaders if they have the capacity to be flexible and the change and cope with the specific needs of an environment within an organization.

They should be caregivers and should not fear any employee and the offering of the required services of coaching their employees. The managers who must effective leaders care about the employees who come up with contributions that can assist in the accomplishment of the goals of the organizations and teams available within their regions. The managers and or leaders who are effective should not be afraid in providing the required feedback to employees and making them feel appreciated and they should not care so much about their salaries.

The values involving people, teamwork and the coexistence can help improve their production and performance and also improve their organization's ability and responsibility. They should be very careful with managers and hold their managers accountable for any thing that goes wrong within the organization. The one approach to holding them accountable for all the assets and resources within the organization is by



coaching them for behavioral change. Coaching should be able to enlighten the society and make the world know and be a better.

Since coaching is the best option that could help any struggling company to come to terms with the reality on the ground. Therefore, the management should be very lenient to those who perform according to the well being of the organization. The organization again should help those people who need the coaching so as to uplift their morale and the desire to grow through proper development mechanisms that will also help the firm or the organization realize its potential and the growth necessary for its survival and existence.

In order to achieve the good results and to boost the morale of every employee and make them realize that they can too achieve anything they set their minds to achieve. The coaches should only help those employees who need their help. Recommendation The organization must select leader who will bring them the desired values and not those who doesn't have a vision, values and the esteem necessary for the growth of the organisation. Otherwise these individuals might bring the good and the shadow side of the organization to a halt.

The business groups should be less so ensure accountability based on the relationships and if the groups are allowed to larger, they make the process to be crippled. The supervisors should be people who have the talents and the capacity to effect the required change. They need to be experts to manage the change and the behaviors necessary for the good growth. They require leader to involve the supervisors and coach them to produce the

good results. Then let the employees have the goals and the desire to effectively establish their visions within the organization.

They need to measure how employees live their lives and the help them change anything they need in order to increase performance. They again should have a direct and performance based work that involves the recognition of the efforts put in for the success of the company or organization. There need to be reward schemes capable of rewarding the best amongst them and ensuring that the supervisors and other employees have laid bare their different issues associated to work.

There also need to be leaders who need to be aligned with their employees in order to permit maximum utility of the available resources. There need to be issues to deal with the conflicts directly when to happen and these shows the maturity in the leaders. The leaders should be able to teach the accountability to their employees and ensure that the work is done their satisfaction. And finally, the leaders who do not perform should be left out and only work with the leaders that can produce the excellent results.

The results could be seen during the evaluation of the value of the organization and or the firm. In addition to this, if they were dealing with people who have the will, the drive and capacity to change their behavior and operate in an environment that allows them the chance and the opportunity to change and work for an organization that is growing towards an efficient way and headed in the right direction. The management should identify the characteristics and the attributes of manager that is undergoing the catching.

These should not be from scratch but rather should have the necessary knowledge as noted on the Kouzes ( ). The once you have developed the leadership in him or her, it makes the manager to be characterized as an important person who understands the work and the philosophical ways of working and ensures that, he got all the requirement so of the perfect or is it the good manager?. This will in turn boost the process and develop the commitment. There should be systems to determine the good and meaningful feedback that is the core of any growing business.

The key people here may include the peers and the customers and also many others. Balanced workforce that does not require or bring challenges to the managers should be put in place to make the work easier for the manager. Always collect feedback from the employees often in the written forms. This helps the managers be well versed with the problems the employees are facing. There needs to be data analysis using the appropriate techniques and the also need to talk to the manager and find out the reason why their employees do not want them to react to their information.

There again need to be action plan that will help them analyze and help them also implement the desired goals. This boosts their morale and knows what to do. There lastly need to be a response from the managers to the stakeholders. Then develop a program that goes on and on and that it requires the regular follow up to see how they are doing and also there performance. The results need to be reviewed and the procedure to start over again. Behavioral coaching is an important aspect that can improve behavior though it cannot solve the problems such as the performance problems.

Coaches need to plan their work and ensure that the customer is qualified because they have very limited amount of time to invest in their own customers for good returns on their investment. They have a very limited amount of time therefore they only invest their time where they will get a good return on investment. Behavioral changes or rather coaching will only work if the manager is willing to adopt the necessary changes. Behavioral changes do not help if the company has already fired the employee or the manager. The person may lack the necessary skills and the intelligence information to undertake the job.

Hence that person is written off and it may not be necessary to coach him or her. If the organization has the wrong mission, it will be hard to effect such behavior changes because these changes are how get there process but not where to go process. Therefore, if the organization is headed towards the wrong mission, there is little the process can bring to the desired level of coaching. Annotated Bibliography Gates, B. (2007, June 7). Leadership. Harvard University press. Rollnick, S, Mason, P & Butler, C (1999). Healthsciences behavior change. Philadelphia.

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