Implicit question 1:

**What is the difference between measuring behaviour and performance?**

- Performance is a consequence of behaviour, so can you just measure performance?
- It is important to measure the behaviours which result in a performance because they may have other good/bad implications for the business.
- In measuring results we are able to look at what we are not doing. That way we do not try to change behaviours, but add to them. This is more ethically sound and more appropriate for an end goal.
- We should measure mind set and attitude because that is what drives behaviour.

Implicit question 2:

**How can we measure behaviour if it is subjective?**

- As the Oxford definition indicates, behaviour is relative to those that experience it. So most attempts at measurement are impossibly subjective, gameable and potentially dangerous - can lead to underperforming "group think", damage careers, oust the avant garde personalities required to challenge poor performance, etc. - and be extremely time consuming and costly
- We can measure very broadly either it is displayed and felt, or not
- We can measure it subjectively, if we have defined strictly what the behaviour is in one instance, then we can measure it against that definition in that certain context
- Context is very important and we should always think about why we need the data
- This is very much a discussion which falls back to the meaning of the words used for behaviour – what do we mean by the words
- As long as we use the relevant metrics, then we can measure

You cannot measure something that is the reflection of your personality, of your emotions, your experiences; you can assign an accountable variable to a SPECIFIC behaviour or emotion, based in YOUR PERSPECTIVE or the most intense show of that behaviour or emotion. But if you witness or feel a more intense behaviour or emotion, then your reference will change.

Implicit Question 2a:

**Can behaviour be objectively described/defined?**

- Successful leaders recognize when they are being objective or subjective, and they make adjustments in their communications accordingly.
- Objectivity involves using words and descriptors that are factual and neutral. Subjectivity involves moving beyond the facts and adding opinions, judgments and interpretations.
• NORMS of Objectivity serve as a test to ensure that you are focusing on fact rather than interpretations or opinions when selecting behaviors. Each pinpointed behavior must meet all five NORMS criteria:
  o Not an interpretation – The behavior is objective and demonstrative (not subjective)
  o Observable – The behavior involves actions you can observe directly through your senses
  o Reliable – Two or more people agree that they have observed the same behavior
  o Measurable – An objective description of the behavior must include a way to measure it
  o Specific – The behavior must be described in detailed terms (who, what, when, where, why, how)

Implicit question 3:
**Should we measure behaviour? Is it even useful?**

• There are too many external factors which create a behaviour which we can never measure and therefore measuring a behaviour is not enough
• Ethically, we should not try to change it - To measure and attempt to change behaviours is dangerous and for the wrong motivations
• Company can grow habits, and habits grow culture, so by growing culture you will adapt behaviours
• Establishing pinpointed behaviors can be communicated to people so they understand exactly what to do and how to recognize when they do it. By pinpointing the few, critical behaviours, you can proactively create business results by managing those behaviors that drive them.

Some examples of measuring behaviour given:

• Organizational Citizenship Behaviour ([Wikipedia link](https://en.wikipedia.org/wiki/Organizational_citizenship_behavior))
• NASA use assess the following behaviours in people to avoid ‘leadership failures’
  Expressing Authentic Appreciation, Addressing Shared Interests, Appropriately Including Others, Keeping All Agreements, Expressing Reality Based Optimism, Being Outcome Committed, Resisting Blaming and Complaining, and Clarifying Roles, Accountability and Authority
  o the behaviour is given context and the assessor is asked to rate the behaviour. In the case of Expressing Authentic Appreciation: Individuals can meet the standard by appreciating others Habitually, Authentically, Promptly, Proportionally and Specifically. (We call this “HAPPS” appreciation.) The assessor rates the individual as Fully Meets the Standard, Between Fully and Usually, Usually, Between Usually and Seldom, or Seldom. Assessors are also asked to provide a comment, particularly if they rate the individual at Usually or below. They don’t have to provide a comment but are encouraged so there is additional context to support the learning and development.
But this is not measuring behaviours; this is measuring the person’s feelings about their behaviours. Answering phone calls or counting how many positive comments in a meeting is measuring behaviour.

- Organizational Behavior Management Network. OBM Practitioners tend to focus on results as well as processes, but when results aren’t being achieved and you need to step back into the behaviours that lead to those results then a behaviour analyst or behavioural scientist is an invaluable asset.

- Set of amazing new tech tools that measure, manage and monitor organizational culture - based on individual behavioural preferences within a working environment. It’s a marriage of psychology and technology, resulting in enormously useful and impactful application.

- When I am not nice to my wife, her behaviour is measurably moodier, sometime hostile. Over the years, I have conducted some scientific experiments: her "bad" mood last between 24 to 48 hours. During that time, she is unresponsive to whatever "nice" things I can do (obviously "nice" being judged but my own standards)...She is quiet (which is another measure: the number of words she addresses to me goes from very substantial to...zero). Should I bring flowers home, she will see that as a "bribe"...cooking dinner is greeted with "about time you start doing that"...My scientific experiments have also come to two conclusions: 1) If I do not say or do anything, then I am being told that I am a jerk who could not care less how much pain I cause...but 2) if I try to "kiss and make up", then I am told that "if I think that I will get away with it so easily, I have something else coming"...In other words, there does not seem to be a rational path to resolving the issue. Ultimately, all goes back to "normal"...yet, there seems to be a latent memories of those events since I can be reminded of something I did, say 10 years ago...which leads me to believe that the brain of your companion has some kind of hysteresis cycle...but I have yet to measure its frequency....I hope my modest observations contribute to the discussion.

- Observing behaviour of a subordinate that is negative to implementing a project. Analysis of pinpointed behaviors and the manager’s behaviour change to those of the subordinate create antecedents that result in the subordinate changing behaviour. You are not just observing behaviour but also understanding why or why not certain behaviours occur and identifying those strategies for encouraging desired behaviours and discouraging undesired behaviours.