

How to Change People's Behaviour in a Business Setting

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Introduction

Each business setting requires the highest level of discipline from workers and managers. For instance, each manager would like to replace absenteeism with observance of codes of ethics. Markedly, it takes an intelligent and transformation leader to understand how the traits of different employees impacts on their productivity and perception of the workplace. Managers have the authority to instruct employees into exercising high levels of productivity at the work place. Clearly, it becomes quite difficult to deal with trait human resources because their behaviours are inherent and difficult to transform. Several ways of changing the behaviours of people exist including motivation, reinforcement, codes of ethics, effective communication, and team building just to mention but a few. Leaders employ different ways of changing the behaviours of the workforce, and it depends on the qualities they portray from which the workers can acquire something to learn. The purpose of the submission is to explain the different strategies employed by managers in changing the behaviours of people in the business setting.

Teamwork

Teamwork provides an excellent point of learning from each other. Good leaders set performance objectives for groups from different departments. Such groups should perform simulation tests that gauge their performance after each stage of training. Walter and Hersey (2011) discuss the formation of groups and their long-term impacts on organisational performance. Performance is a product of the attitudes of the employees. Within groups, people with diverse capabilities coming from different socio-cultural background have the opportunity to influence each other's behaviours. The author recognises that from group forming, storming, norming, and performing stages, team members can learn many things

from each other. The following is an illustration of how organisations can form teams across departments to enable the different people to share ideas.

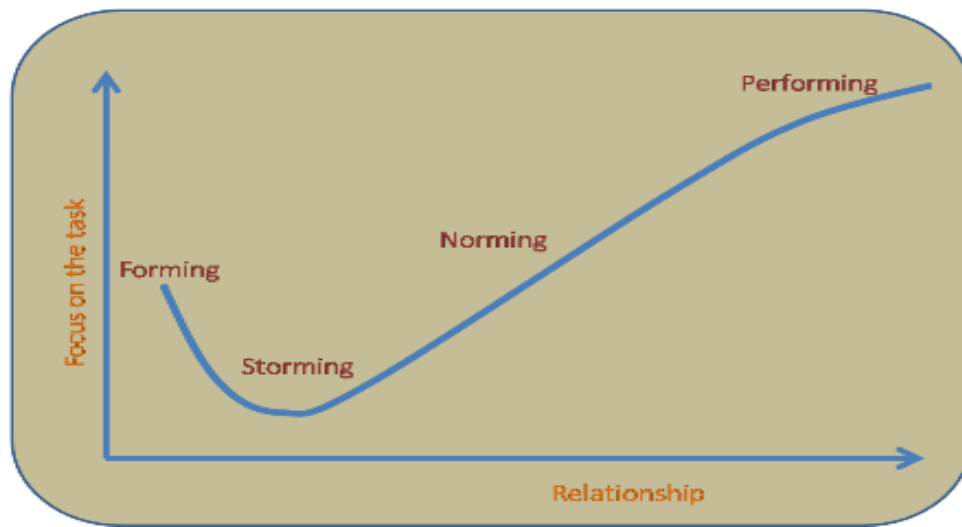


Figure 1: Team formation within departments (Natemeyer & Hersey, 2011)

The rationale is to place a committed member of the organisation in the same team as a lazy person. The ability to create the diversity improves an organisation holistically. Walter and Hersey (2011) further reinforce that team building enables the different members to play roles based on their delivery capabilities. Besides, people operate on a division of labour policy enabling the weak members to get the support of the high performers. A good thing with division of labour is that it strengthens the different units within the organisation, which creates room for good competition. People aspire to be creative or innovative to match the set goals and to defeat a competitive group within the same organisation. They have to exercise teamwork through which they acquire certain behaviours that lead to the overall productivity of the company. The essence of team building is not only diversity creation, but also correction and improvement both of which support the organisational goals.

According to Natemeyer and Hersey (2011), a good leader invests in team spirit and organisational cohesion to achieve productivity. The element of collaboration cannot be ignored in a business setting in which companies strive to attain a competitive advantage. Teams can make decisions better as opposed to individuals because they have room for

brainstorming. Through a good team leader, people increase synergy and it becomes difficult to notice the weaknesses of individuals. Since people perform collective functions and their greatest goal is to achieve success, the entire team avoids behaviours that cause failure, but acquire skills from other groups about increasing productivity levels. The scholars establish that leaders that are capable of causing bad behaviours to diminish through team building are exemplary and require a motivational organisational structure that will steer an entity into success.

Motivation

Organisations consist of primary and secondary stakeholders that contribute differently towards the success of the institutions. The primary stakeholders have the greatest interest of increasing productivity within the organisation. Secondary stakeholders support the organisation externally and depend on the productivity of the in-house team. Motivation is a principal in ensuring that the primary stakeholders achieve their objectives. Monetary motivation includes compensation or a pay raise. Managers can use such strategies to reward performers and to influence the attitudes of other team players. Non-monetary measures such as praise, promotion, and recognition are equally effective in creating behaviour change (Frederiksen, 2012). For instance, one cannot expect to work with other people peacefully when he or she comes to work drunk. Since alcoholism is a condition that requires prompt medical attention, an organisation cannot afford to dismiss such an employee. The best way to motivate such a person is to take them through a counselling session and replacing the alcohol with another thing, which fills the emptiness in him or her.

Other people learn from similar experiences and learn to deal manage behaviours in a civilised manner. Denial of alcohol for an addict amounts to suicide. Other people would refrain from performing activities that will prompt the organisation to deny them some of the things they treasure. The same applies to a video gaming or cards addict who would rather

spend time playing on the computer that work with other people. Sometimes, the organisation puts a server that monitors the activities of all members or it removes the applications that promote laxity. Maslow (2011) discusses a theory of motivation, which explains how people will struggle to achieve the status of self-actualisation. If it takes denial of some luxuries to enjoy the same later, employees will be willing to change behaviours and work under tough conditions. The theory qualifies humanities as seekers of the same needs who change behaviour to acquire the greatest level of success. During the stages of growth, people have the desires for love, making friends, and enjoying a luxurious life. Without acquiring the requisite behaviour, it becomes impossible to progress as an individual. The same reflects on the organisation in which teams operate because the behaviour of one member has consequences on the rest of the population.

Leadership by Example

Leadership concerns setting an example for others to follow, and each leader should expect to have a lasting impact on the followers. Natemeyer and Hersey (2011) describe how team members naturally learn from an effective leader without undergoing any kind of pressure. If a leader is corrupt, he or she should expect the same from the followers. Since people learn from the leader, it is important to set an example that reflects on the image that one wants to see through the different departments. Google Inc is one of the most reputable institutions globally followed by Zapos.com. Google is the best place to work for the fifth time as the Fortune 100 magazine documents. On the other hand, Zapos strives to achieve independence from Amazon by scrapping off titles and initially set governance hierarchies. The two companies have leaders that act as an example for the rest of the team members to follow. Each time one joins Google or Zapos, they learn that a leader is not a manager or a supervisor. Instead, he or she acts so that people can learn and ask questions. In the end, the leaders experience high levels of productivity for building confident individuals who can

execute functions with limited supervision. Natemeyer and Hersey (2011) also mention that leaders should not create an environment of intimidation or fear. They need to create room for the employees to build trust with them. The intention is to help the leaders understand non-organisation factors such as family or personal issues, which could interfere with the overall productivity of an employee. Such a leader referred to as exemplary by (Natemeyer & Hersey, 2011) can change the workplace by portraying an image whose reflection he or she needs to see through the workers.

Exercising Authority

Organisations should have codes of conduct, which guide the behaviours of the managers and employees. A leader can be democratic, but he or she needs to exercise some level of authority to appear relevant within the provided work environment. According to Natemeyer and Hersey (2011), people derive power from the positions they hold in life or within an organisation. For instance, a member of staff cannot compare his or her level of authority to that of the company CEO. The CEO can reprimand the staff members to change their behaviours because he or she holds an authoritative position. The use of authority assisted Apple to achieve the great heights of success during Steve Jobs' era. Most people referred to him as an indifferent authoritative leader who never attached any emotions to work. His greatest obligation to Apple was to see it become the world's greatest seller of electronics and applications. To date, Tim Cooks one of the people who worked under Jobs relives his predecessor's legacy by making Apple the most sought-after Electronics Company for the quality of its products. Through his authority, Jobs left a legacy and behaviour, which reflects on the way the company, succeeds amid competition. Cook believes that a disciplined and hard-working workforce will continue to make the organisation relevant.

Reinforcement

Most good leaders always have a sense of humor and charisma, which draws people

towards them. As such, a leader should reprimand, but praise people for the good work they do within the business environment. Reinforcement lie the classical condition theory posits that actions attract either a positive or a negative reinforcement. Positive reinforcements include rewards while negative ones attract punishment. A dismissal for harassment is a negative reinforcement, which threatens an employee of the job insecurity (Galvin, Gensler, Savina, & Moser, 1995). Contrarily, a promotion means that other people should imitate the rewarded person to get a better job as opposed to their current placement. It is difficult to find an excellent company that can promote just reinforcements. However, it comes down to the established leadership structure, which has the capabilities of making decisions based on merit.

Conclusion

The element of behaviour change is a personal initiative, but for the business environment, a leader has to establish ground rules to align the characters of employees to the goals of the institution. When left to exercise individual responsibility, a leader can experience behavioural chaos typical of the Leviathan. Emerging issues from the discourse include the fact that people learn from each other, their mistakes, and their leaders to modify their behaviours.

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