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Spring Management Symposium
April 19-21, 2010 | Victoria, British Columbia

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Redirecting Negative Behavior



**Expanding
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Potential**

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About Judy Ryan



- Corporate trainer, consultant, mentor and coach
- Expert in Adlerian psychology
- Skilled in systems development and process engineering
- Public speaker, writer, columnist

“My mission is to support people in knowing the freedom and the joy of personal responsibility and conscious choice!”

Judy Ryan, CEO



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What do you do when people...

- Annoy and irritate you?
- Anger and provoke you?
- Shock and hurt you?
- Cause you to feel worried, pity, burden, despair?
- Leave you feeling judged and inadequate?



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What will I learn? What may help?

- Cause and effects of misbehavior
- Responses to negative behavior - what's helpful, what's not and WHY?
- Introduction to redirect
- One or more strategies you can take away/apply



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Assertions

1. *Negative Behavior is epidemic*

Home	Work	School
Community	Nation	World

2. *Most people use 2 common less effective or ineffective responses:*

Permissiveness	Harshness
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3. *Most people use 3 popular extrinsic motivation methods (less or ineffective) to change behavior:*

Autocratic/Force	Rewards/Incentives	Evaluation
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4. *Behavior reflects intentions/beliefs.*

5. *Our response has profound impacts*

6. *Misbehaving people are discouraged.*

7. *Misbehavior is any behavior that does not meet the needs of the situation.*



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Fully Engaged

29% of American workers are *fully engaged**



*2003 Gallup Organization Survey

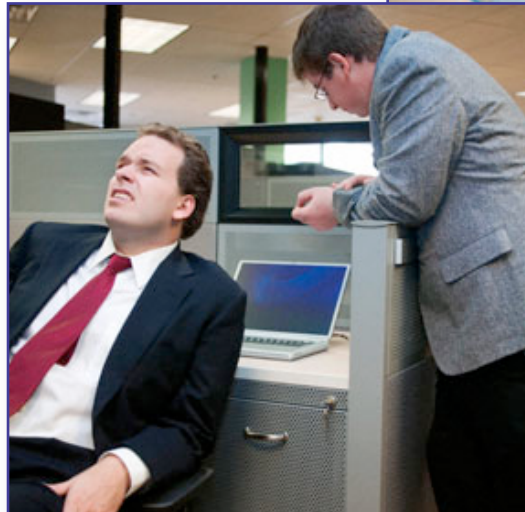
Fully Engaging Your Workforce



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Not Engaged

55% of American workers are *not engaged**



*2003 Gallup Organization Survey

Fully Engaging Your Workforce



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Actively Disengaged

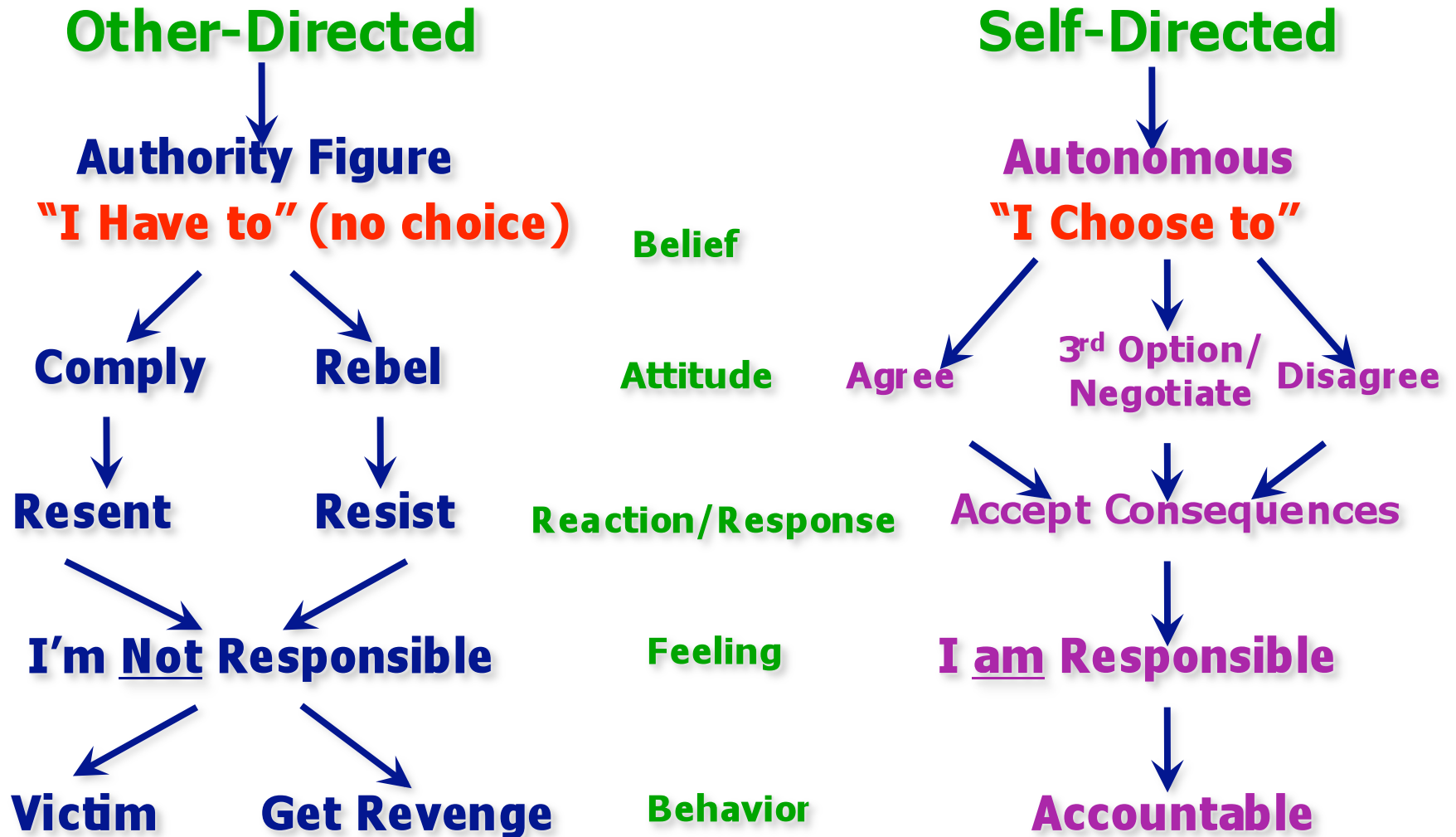
16% of American workers are *disengaged**



*2003 Gallup Organization Survey

Fully Engaging Your Workforce

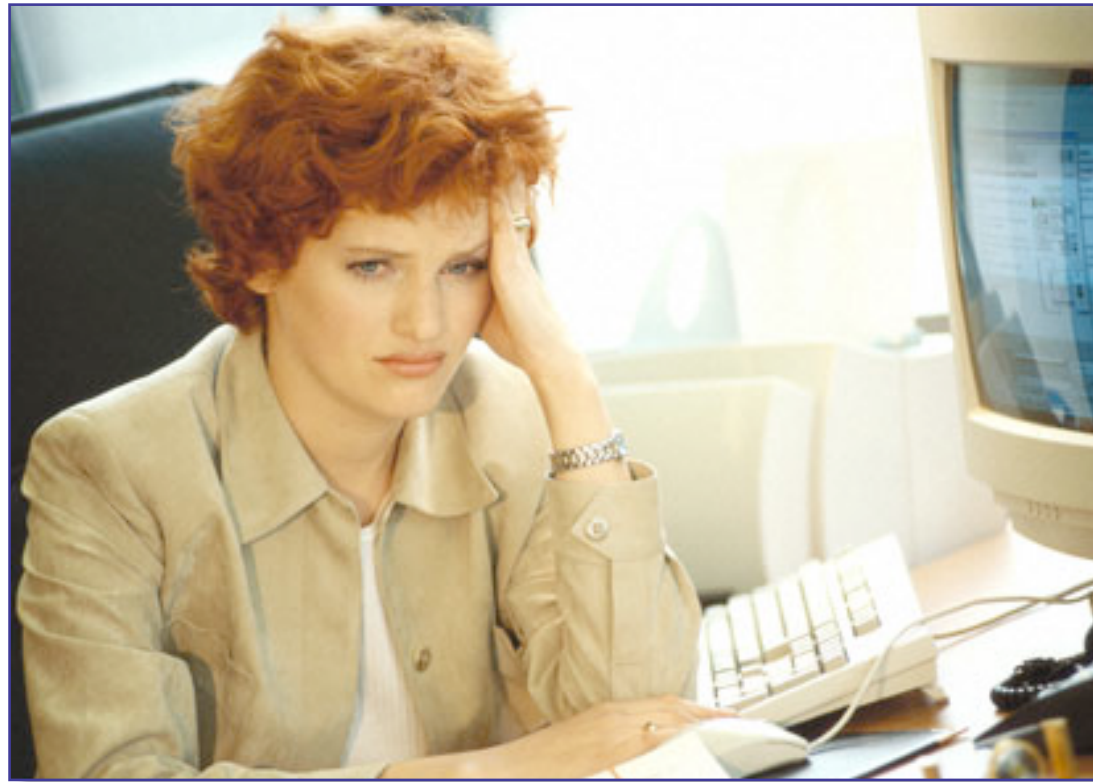
Personal Responsibility





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A Misbehaving Person is a Discouraged Person



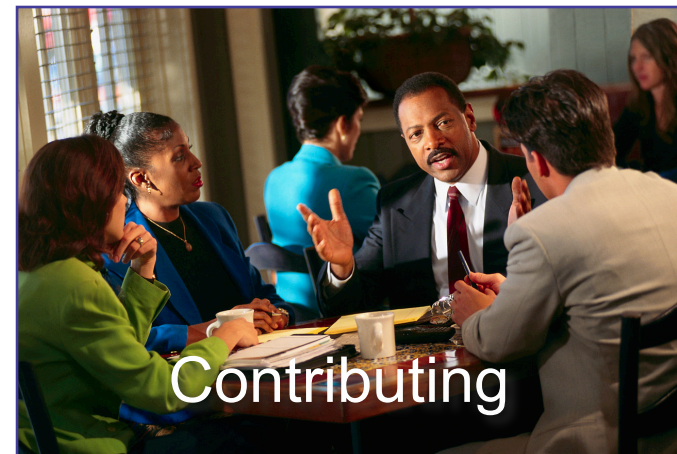
“You can only build on assets and strengths.”



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Adler's Core Social Needs

We are social: All people need to feel...





Control-Driven Approaches

Work/Home Culture



Beliefs About People

Extrinsic Motivation

Management Approach
How goals are set

Accountability Approach

Kinds of People You Cultivate
How they behave

Quadrant 1 “Autocratic”

People can't be trusted, I have to *make* them behave

MANAGE
Managers set goals and delegate the work

People are accountable to follow *my* policies and procedures

COMPLIANT
People who do what they're told, (Or NOT - Rebel)

Quadrant 2 “Incentive Driven”

People are selfish, lazy and require rewards

MOTIVATE
Managers set goals and offer rewards, praise

People are accountable for achieving *my* quotas & goals

COMPETITORS
People who hide mistakes, rush, compete, gimme's

Quadrant 3 “Measurement Driven”

People must prove they meet *my* ideal measures

EVALUATE
Managers “allow” people to *earn* participation

People are accountable to meet *my* standards

CONFORMISTS
People who behave due to feedback (pleasers)



Responsibility-Based Approach



*Intrinsic
Motivation*

**Work/Home
Culture**

**Beliefs
About
people**

**Managers'
Approach**
How goals are set

**Accountability
Approach**

**Kinds of People
You Cultivate**
How they behave

**Quadrant 4
“Responsibility-Based”**

people are & like to be *great*,
when they are not, they are
discouraged.

WISE COUNSEL
Managers’ “wait to be asked”,
people set own goals

People own their own tasks and
are accountable for performance

SELF-STARTERS
People who are open, creative,
proactive and accountable



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Active Destructive Misbehavior

Active Destructive Misbehavior is destructive to property, persons, routines, relationships; it's overt.





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Active Constructive Misbehavior



*Active
Constructive
Misbehavior is
behavior that
appears positive,
correct or
constructive and is
presented actively.*



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Passive Destructive Misbehavior

Passive Destructive Misbehavior is misbehavior in which a person passively remains unwilling to meet the needs of a situation through inactivity, or omission, and is destructive to people or things.





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Passive Constructive Misbehavior



Passive Constructive Misbehavior is when a person uses a form of inactivity and omission in such a way that it looks as if they are intending to be constructive or cooperative.



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Goals Behind Misbehavior

Behavior is *purposeful*: We are **goal-oriented** about:



- Attention
- Power
- Revenge
- Inadequacy
- Significance



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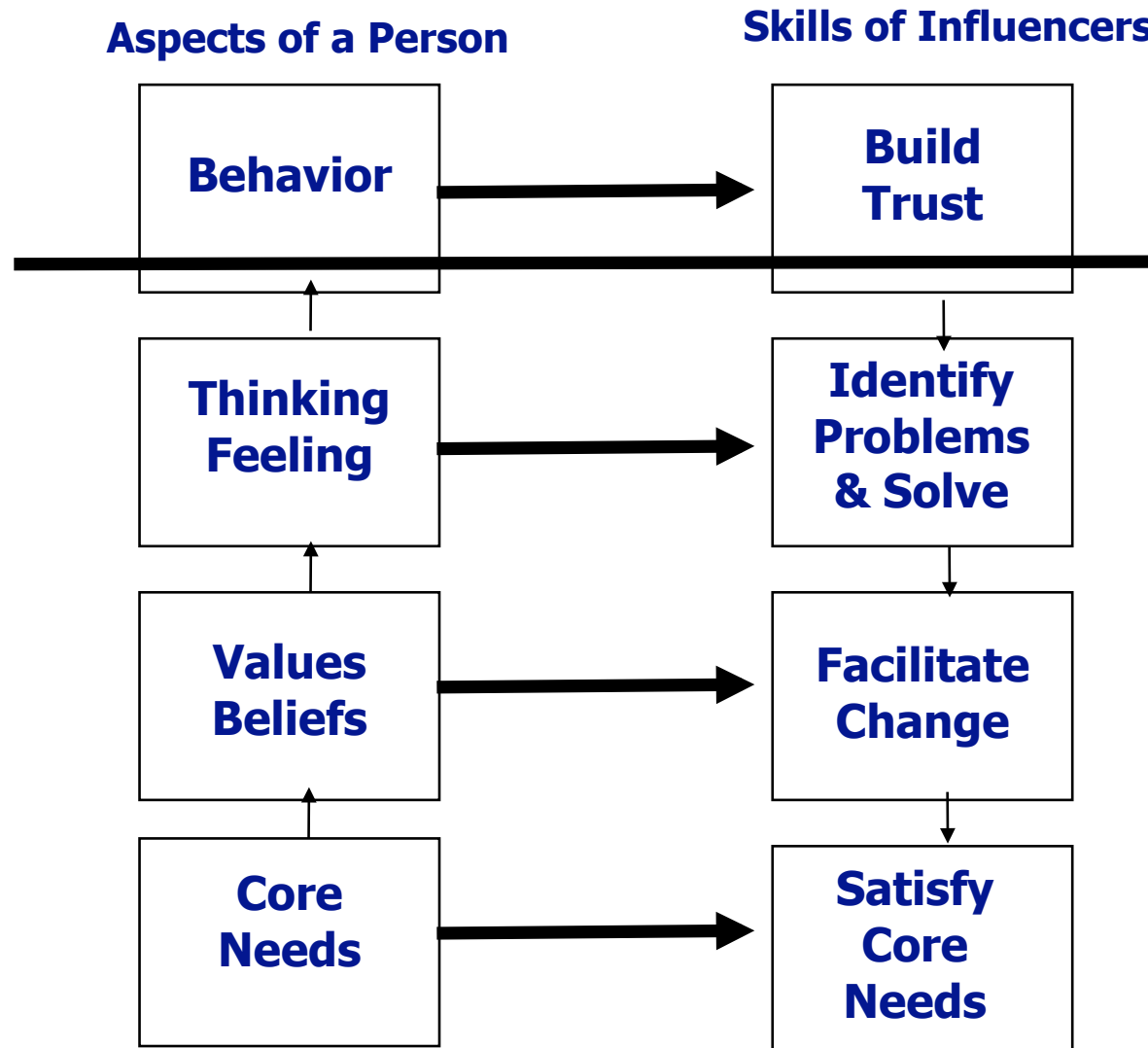
The Train Story



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Private Logic Unseen

We are *self-determining*: We create our **reality**

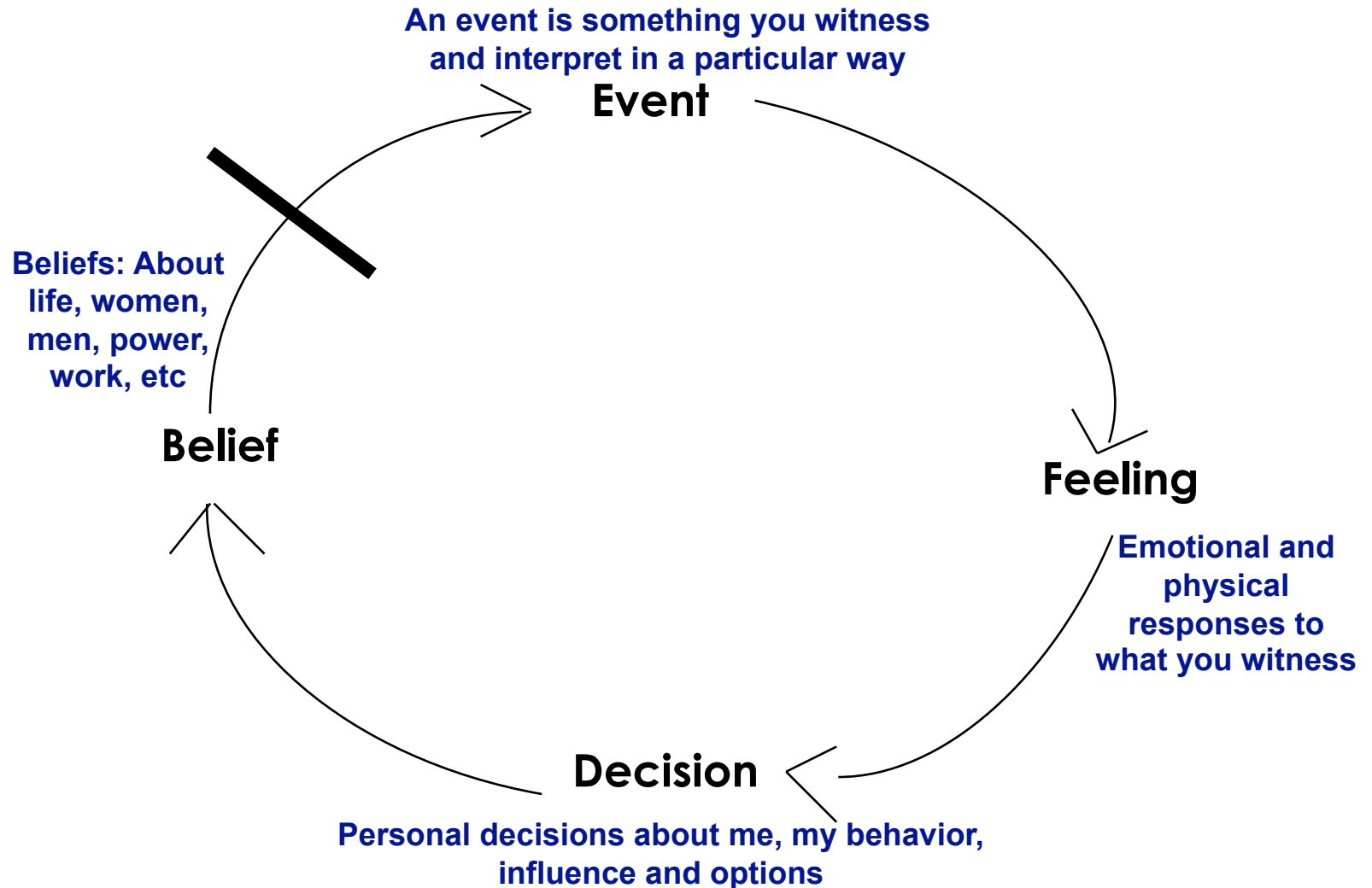




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How we develop a belief

We are *subjective*: We create **private logic**





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Can 1 Person Make a Difference?

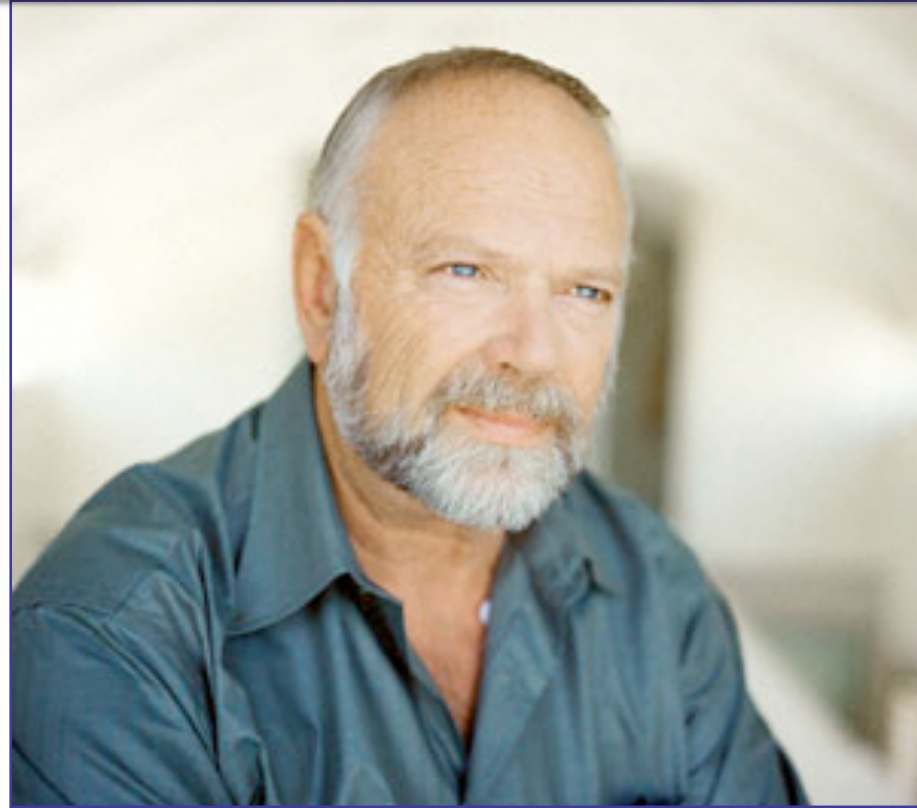
1. What are likely outcomes if the old man had not intervened in this manner?
2. What are some likely outcomes to this story with it's current ending?
3. Would you like to be as effective as the old man? As influential?
4. Are you curious and willing to learn the tools to be as dynamic, as able to diagnose a person's private logic, and influence it quickly, on purpose?
5. Can you see how the response of one person can dramatically impact outcomes?



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Rethinking Punishment

We are *holistic*: We attempt to feel a **felt-plus**



If misbehavior is based in discouragement, does it ever make sense to add further discouragement?



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What is redirect?

- A technique to stop a cycle of limited thinking and behaving based in discouragement/fear
- A method for diagnosing and treating causes of negative behavior
- A respectful, honoring alternative to traditional punishment and reward reactions



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The Goal of Revenge

Mistake:

"I must hurt you!"

Truth/Need:

"Help me, I'm hurting!"



Behavior (fearful)
Vindictive, Hurtful
Aggressive, Extreme

Beliefs (Fearful, Discouraging):
I can't be accepted and liked.
I'll hurt others as I'm hurting.
I count when I hurt you.

Examples: destruction of property/relationships,
violence, harshness in tone, look, words, actions.



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The Goal of Revenge

Feelings of Recipient: Shock, Hurt, Anger

Intensity of Feelings: BOILING or ICY

Thoughts: "How could you do this to me/us?!"

Yikes! What
did I do to
deserve this?



Non-Helpful Reactions (The SUGAR)

- You do revenge back by either attack or turning away with disgust.
- You take it personally.
- You withhold and withdraw love.

The Sugar: You give demanded **Alienation** (separation).



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The Goal of Revenge

When Alienation (sugar) is given:

- They get even and further retaliate.
- Person is compelled to hurt you/others more.



He sure doesn't
look like "help
me, I'm hurting!"

During Redirect, They Up the Ante: They

- remain offensive and act even more intimidating.
- further attack until they are certain (testing) you will not turn on them and alienate.



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The Goal of Revenge

REDIRECT Steps (response vs. reaction):
First, FEEL your feelings then,

1. Take a breath, get calm and don't take the behavior personally. (they are hurt *and* whole)
2. Don't retaliate in any way, instead get kind and curious.
3. Hold the intention for closeness and establish or re-establish the relationship.



4. Help them *express pain*. Ask *encouraging questions*: How are you? What's up? How have I hurt you? How can I help? Are you mad at me? Mmm...tell me more (*empty* the wound)



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Take-Aways

- No matter what the negative behavior, remember that he/she is *discouraged* and not feeling powerful, lovable, connected and contributing. Don't join them in it.
Minimum: Do no harm.
- Breathe, slow down, encourage self, other.
- Look for practical, specific ways to shape the environment so it actively supports, promotes and protects the 4 core needs.
- Create intense, positive connections *on purpose*. Mushy as it sounds, it makes all the difference to express lots of affection.



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Special Offers!

Make 2010 Great ~ Enroll Now in

Redirecting Negative Behavior Webinars!

Redirecting Negative Behavior is a dynamic series of four (4) 90-minute webinars with workbook, all designed to provide participants with a thorough understanding of the redirect tool and its practical applications so each can better manage challenging, counter-productive behavior. Day/evenings on our website.

Regular Price: **\$249 per person**

Special Offer #1: Register by Monday, February 1st: **\$149 (\$100 Savings!!)**

Special Offer #2: Register in the next 24 hours and you also receive:

- **FREE** Individual 1-hour coaching session (\$75 value)
- **FREE** *Redirecting Misbehavior* Audio CD Series (\$55 value)

A TOTAL Value of \$379 for only \$149 (\$230 Savings!!)

Special Offer #3: Register a team of 15 people or more: **\$99 per person**

A TOTAL Value of \$379 for only \$99 (\$280 Savings!!)

www.ExpandingHumanPotential.com (*Events*)



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Thank You!