

**Evidence-Based Leadership:
Using Behavioral Science to Influence Other Leaders**



Presented by:
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- The best way to change others' behaviors is to change your own. Evidence-Based Leadership will help you pinpoint the changes you need to make in order to change what others are doing.
- Evidence-Based Leadership proposes that poor business outcomes are the result of what people are or are not doing. If we want to change outcomes we must change behavior.
- An understanding of influence will help us change behavior. Influence = motivation + persuasion.
 - Motivation can be understood using the ABC model. For every behavior there is a trigger that starts it (activator) and a consequence that either makes the behavior more or less likely in the future. Consequences that benefit the performer make behavior more likely; consequences that do not benefit the performer make the behavior less likely in the face of alternatives. Activators come before behavior and are things like instructions, reminders, signs, etc.
- Evidence-Based Leadership is an application of the scientific model to leadership behavior. The model requires that we first identify the outcome we are trying to change and be able to measure it. Then we must define the behaviors critical for producing the outcome and measure them. Deficiencies in these behaviors will help us define changes in leadership behaviors that we must make. Broad behaviors like effective communication need to be broken down into more specific observable units.
- Once specific behaviors are defined, we should find a way to observe how we're doing. A behavior checklist is perfect for this. Following the DO IT (Define, Observe, Intervene, and Test) model of continuous improvement will help us to keep track of strengths and

weaknesses (Define, Observe). As a result we can pinpoint where we need to focus our attention (Intervene) and know if the intervention worked (Test)

- Sometimes we need a little additional help getting behavior change started. 6 principles of persuasion can help with this. Four of these are most critical:
 - Liking/first impressions: people are more likely to comply with requests of those they like and are similar to them. Word choice, body language, and our dress can influence liking.
 - Reciprocity/obligation: people feel the need to repay those who provide a favor or make a concession. The favors should be unsolicited. Concessions require that we “start high” and “end low” or start low and “sweeten the pot”
 - Consistency/commitment: We are more likely to comply with a request if we are given the opportunity to agree in advance. Commitments should be voluntary. And written and public commitments are the most powerful.
 - Social proof: people are more likely to comply with a request if they first see others (like them) who are already doing what is being asked of them. See “leadership lessons from the shirtless dancing guy” at: www.youtube.com/watch?v=fW8amMCVAJQ)

Speaker Biography

*Thomas E. (Ted) Boyce, Ph.D. is a professional speaker, educator, author, and business coach. He is currently President and Senior Consultant with the Center for Behavioral Safety, LLC. Dr. Boyce has been providing cost-effective safety, leadership, and culture change training to Fortune 500 companies in the U.S. mining and manufacturing industries for over 20 years. His executive book, **The Psychology of Leadership: Awaken Your Work Culture’s Full Potential in 2 Science-Based Steps** is available at: www.thepsychologyofleadership.com. Learn more at www.thomaseboyce.com and www.cbsafety.com or contact Dr. Boyce directly at ted.boyce@cbsafety.com.*