



The Behavior Breakthrough

Leading Your Organization to a New Competitive Advantage

THE SUMMARY IN BRIEF

A powerful new competitive advantage is within your reach. To perform well over the long term, to make everyone's valiant efforts work and "stick," you need another ingredient, something basic and seemingly ordinary: behavior. New results require new behavior. It's that simple — and that difficult.

The Behavior Breakthrough reveals the quiet revolution that is underway in pioneering and successful organizations. Their people routinely focus on "move the needle" priorities, skillfully identify the new actions that are required to win and consistently perform them.

In *The Behavior Breakthrough*, organizational behavior expert Steve Jacobs and his colleagues explain how these companies do it, presenting the game-changer for new business results. They offer lessons on identifying high-impact behavior, fostering it, and building new and lasting competitive advantage. Moreover, they share the important implications of behavioral leadership for breakthroughs in executing business plans, coaching for elite performance, guiding large-scale change, building culture and accelerating talent strategies.

Distilling decades of research and experience, the authors deliver a career-changing and life-changing book that will give you "new eyes," simple models for everyday use, and inspiring and instructive stories of Fortune 500 leaders who have won big results.

IN THIS SUMMARY, YOU WILL LEARN:

- To use the scientific field of Applied Behavioral Science to your advantage in implementing change in your organization.
- The seven essential steps to putting behavioral change into practice.
- Why culture eats strategy for breakfast — and how to use behavioral leadership to shape your culture to align with your organizational goals.



by Steve Jacobs
and Colleagues

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THE COMPLETE SUMMARY: THE BEHAVIOR BREAKTHROUGH

by Steve Jacobs and Colleagues

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The Quiet Revolution

This book introduces you to a neglected game-changer in the world of business: *Behavioral Leadership*®. Behavioral leadership focuses on crafting desirable shifts in everyday habits, behaviors and routines. Based on *Applied Behavioral Science*, a discipline that has been researched and taught in major universities for decades, behavioral leadership puts to work the principle that *new results require new behavior*.

Unfortunately, almost all organizations overlook the essential role that *targeted behavior change over time* plays in achieving superior results. As a result, promising new initiatives never get off the ground or stall in midair, resulting in wasted resources and subpar performance.

Most executives disregard behavior and related subjects like leadership skills and culture because they view them as “soft stuff.” Executives seeking to improve field sales performance, for instance, might hire new sales people or design a new field sales compensation system, but they generally don’t emphasize what the field sales managers can *do* differently or what top performers are *doing* that others are not.

We can attest to the pronounced tendency of leaders to overrate themselves. Even when leaders recognize their weaknesses in shaping new behavior, they don’t improve unless they apply conscious effort; none of us do. In the workplace and throughout our lives, instances in which people know what behavior is desirable in a situation but choose to do something else are commonplace.

The widespread neglect of behavior in organizations creates a tremendous opportunity for transformative business leaders — those elite few who are willing to invest the time, focus and energy to do something new to achieve something great. Competitive advantage in

any industry or geography flows as much from behavioral leadership as from new strategies, processes or technologies. The decades-old science of behavior has the potential to trigger a *quiet revolution* in companies that apply it.

Information today is everywhere and instantaneous, but practices as simple as meaningful feedback between leaders and employees or consistent task performance are still as scarce as ever. Bringing new everyday behaviors into your organization can prove more useful and more conducive to an energized, engaging work environment than any strategy or process you might embrace. ●

Your Return on Revolution

Golfers seeking to improve their putting may experiment with new equipment, but sooner or later they succeed by adopting different behavior, such as changing their grip or adjusting their backswing. Likewise, behavioral leaders understand the very real return that behavior yields — what we call the *Behavior → Results connection*.

Many companies perceive leadership and behavior as intangible, difficult to measure and less essential to financial performance than other drivers. Managers regard efforts to improve behavior as costs that must be contained rather than as investments that can be commercially leveraged. As behavioral leaders become more sophisticated, they begin to adopt new approaches for estimating potential ROI and deciding when, where and how long to invest in behavioral capability. We touch on four of these methods here:

- **Cost of Leadership Neglect:** This captures the opportunity cost of *not* systematically developing behavioral leadership skillfulness throughout a business unit or enterprise. It is one thing for a leadership



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team to weigh a budget expenditure of X dollars for developing leadership capability in the coming year and quite another for them to knowingly reject the opportunity to save (or generate) five to 15 times that amount per annum.

- **Cost of Partial Adoption:** Often, companies roll out strategic initiatives without clear metrics for establishing how extensively people are adopting a desired behavior. Since adoption is new behavior and we can measure both new behavior and its *value*, we can decide when it makes sense to invest further in incremental adoption and when the likely yield reaches the point of diminishing financial return.
- **Value of Sustainability:** Most companies and many leaders tend to assume that any change their organization makes will stick, and so they shift their time and attention to other things. Behavioral leaders understand that shaping new behavior is essential, but *sustaining* behavior change yields the greatest prize.
- **Value of Capability Extensions:** The greatest return on investments in behavioral leadership comes from new applications of this capability beyond the initial execution. Suppose you could improve your sales performance by motivating consistently superior selling behavior across your sales force, or suppose you could execute quickly and consistently any new strategic change in your company. What would that be worth to you?

Additional benefits follow when leaders focus on motivating employees' *discretionary performance* of new behavior (discretionary performance is their highly engaged, "what to do" performance). These benefits are at least as important strategically and emotionally:

- **The Culture Benefit:** Improved work culture that engages employees and retains top talent.
- **The Change Execution Benefit:** Accelerated deployment of strategic changes (via superior execution capability).
- **The Shared Capability Benefit:** Measurable proficiency in behavioral leadership skills common across leaders and managers.
- **The Personal Benefit:** Emotional reward from achieving new results and making a positive difference in people's work lives. ●

Drivers of Sustainable High Performance

Leaders must first understand the foundations upon which lasting behavior change rests. The science behind

behavioral leadership is logical and practical, and the principles are easy to grasp.

We begin by presenting the powerful DCOM® Model for sustainable high performance in organizations:

- **Cornerstone 1: Direction:** Does everyone in the organization clearly understand what is most important? To effect behavior change, leaders must articulate three things especially well: vision, values and value-oriented metrics.
- **Cornerstone 2: Competence:** Are the organization and its people capable of achieving its vision and purpose? Competence includes several kinds of capabilities and competencies, such as technical capability, collaboration skills, work-management skills and economic literacy.
- **Cornerstone 3: Opportunity:** Are all needed resources available, and is the organization removing barriers to performance? Creating an environment where employees have the opportunity to excel involves sufficient authority to perform their jobs well, clear and consistent boundaries, proper work processes to facilitate performance, and all resources needed to get the job done well.
- **Cornerstone 4: Motivation:** Do people want to perform, or do they just have to? Do the consequences that employees experience for their daily actions clearly align with the Direction to inspire desired behaviors?

Most leaders steer companies by falling back on a small set of organizational levers like new policies, structures or compensation designs. Behavioral leaders understand their range of levers for leading new performance. Among other things, they

- Link their decisions to the specific results targets and high-impact behavior that they want to encourage.
- Use a complete and shared set of organizational levers in weighing alternatives.
- Place equal emphasis on leadership levers and organizational levers, knowing that changing day-to-day leadership practices may at times be more effective and/or less expensive than changing organizational processes.

By applying an understanding of how and why people behave, behavioral leaders can greatly increase the power and sustainability of their decisions.

It is possible to derive additional advantage by probing deeper into some of the cornerstones. Applied Behavioral Science (ABS) takes the understanding of one cornerstone, Motivation, to a much higher level.

Using a fundamental model called ABC (Antecedents, Behavior, Consequences), behavioral leaders can trigger and sustain new behavior to obtain desired results. Validated by countless scientific studies, the ABC model captures

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the process by which all behaviors take place. We define a *behavior* as what we do or say (actions and speech). *Antecedents* are conditions or events that occur before a behavior, serving to prompt or enable it. *Consequences* follow after a behavior takes place and either encourage or discourage the behavior from taking place again.

Most organizations place 80 percent of their time, attention and budget on the things that are intended to get new behavior started, that is, on “antecedents.” Consequences, however, follow behavior and typically have 80 percent of the influence on whether or not people will continue that behavior.

The E-TIP tool assesses which of the many possible consequences will most influence behavior and helps leaders to better understand how to establish the right balance of consequences to motivate desired behavior. The **E** in E-TIP stands for **Effect**: Will a consequence encourage or discourage future behavior? The **TIP** stands for **Timing, Importance, and Probability**. Consequences that happen sooner rather than later, that the performer regards as important, and that are highly likely influence behaviors most powerfully over time. ●

Putting Behavioral Leadership into Practice — Seven Essential Steps

Now you know the core concepts underpinning behavioral leadership. But how can behavioral leaders *apply* this knowledge to achieve revolutionary results? We believe you will find these seven essential steps exciting and applicable to your own initiatives. Whether it’s retooling an organization’s culture, rethinking the annual plan or undertaking a change initiative, *how* leaders undertake these seven steps determines the form, function and scale of the outcome, and *how well* they undertake them determines the extent of the advantage:

- **Step 1: Target the Business Opportunity and Desired Results:** Behavioral leaders focus their behavioral capability on strategic business opportunities ranging from sales growth to innovation, cost management, capital stewardship and culture change. Then they set worthy, precise and challenging results targets. Consider how your organization translates priorities into results targets.
- **Step 2: Pinpoint the High-Impact Behavior:** High-impact behaviors drive targeted results, are few in number, do not likely happen without focused, purposeful effort, and can pull along other desired behaviors. Pinpointing behavior well takes time,

rigor and experience. Behavioral leaders ask, “Whose behavior? Precisely what behavior? What supporting behavior is needed?”

- **Step 3: Understand the Drivers:** Behavioral leaders draw upon ABS to identify the triggers (antecedents) and impact on the performers (consequences) of behavior. What conditions, events and actions precede and prompt behavior? What happens to the performer as a result of the behavior?
- **Step 4: Implement the Behavior Change Plan:** Behavioral leaders apply logical, practical, systematic techniques to develop a *behavior change plan*. They apply effective antecedents to prompt high-impact behaviors. They seek to rebalance consequences by encouraging desired behavior and discouraging undesired behavior. And they accelerate the behavior change process by observing and reinforcing new, successive steps in the right direction.
- **Step 5: Continuously Improve Your Own Leadership Practices:** Leaders typically don’t see themselves as part of the problem. Behavioral leaders not only accept that they may in fact be part of the problem, but they also see themselves as *part of the solution* in shaping new, high-impact behavior. They adjust their personal leadership practices continually to enhance their positive impact.
- **Step 6: Measure Behavior Change Progress and Impact:** Behavioral leaders establish ways of measuring progress both in behavior change and results impact. Measurement of behavior (how often a behavior occurs) is a *leading indicator* of results. If the right behavior increases, results will too — so by monitoring behavior, you can predict results.
- **Step 7: Sustain It, Improve It, Apply It to New Priorities:** Behavioral leaders think of success as *sustained behavior change and business impact*. They aim to make new habits “business as usual.” They improve over time upon the initial gains, and they extend the new behaviors in new ways. ●

Game-Changing Plan Deployment

Each year, companies develop a business plan that establishes priorities and deployment approaches. Yet annual plans usually fail to deliver. The first underlying cause for failing to achieve a plan comes from the numerous, often conflicting demands on middle managers. The second underlying cause comes from that neglected game changer — behavioral leadership. Few leaders identify or use the

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critical behaviors that keep the workforce focused in the right direction and create the behavior changes needed to execute. Senior leaders also neglect to identify which of the critical priorities are the organization's BRAVO goals, that is, the top priorities that will require significant behavioral change. BRAVO is an acronym for Behaviorally Reinforced Acceleration for Vital Outcomes.

To set the right annual plan in motion, we have created and deployed the MAKE-IT process for organizational execution. It conceptualizes strategic initiatives as rolling out in four distinct phases or milestones:

- **MAKE-IT Clear:** Senior leaders set the stage for successful execution by communicating the change clearly to everyone. Leaders link the change to new competitive advantage and results targets, frame the desired patterns of future behavior, assess drivers of current and desired behavior, and establish a deployment road map that addresses each DCOM cornerstone — Direction, Competence, Opportunity, Motivation.
- **MAKE-IT Real:** Leaders ensure that managers and supervisors are ready to lead broad-based behavior change. Leaders deploy a map of high-impact behaviors for all roles and levels, training managers and assigning specific behavior change plans for each manager to implement. Leaders also develop leading and lagging metrics to track progress.
- **MAKE-IT Happen:** It's execution time as managers deploy their behavior change plans. They seek feedback and coaching to sharpen their skillfulness and address obstacles to behavior change. They discuss progress metrics and key learnings in team meetings at all levels and reward forward momentum. They continue to model desired behavior and celebrate progress.
- **MAKE-IT Last:** Sustain the change — make it stick. This phase focuses not only on sustaining the desired behavioral changes but also on broadening and deepening the advantage that has been realized. Leaders monitor cultural and behavioral indicators for slippage and augment organizational processes even further to support continuous improvement.

Companies that have behavioralized their approach to plan deployment have greatly improved their business results and softer measures like employee satisfaction and retention. Here are six tips for executing better than the competition:

1. **Start Early and Use an Annual Planning Calendar:** Behavioral leaders schedule annual planning events to allow sufficient time for considering behavioral change implications at every step. They use a well-documented, annual planning cycle.
2. **Start at the Top:** Ensure complete alignment among the executive team members and then among the next two levels of leaders on the annual priorities, especially the BRAVO goals.
3. **Use High-Impact Behavior at the Planning Table Too:** Leadership team decision making at the planning table itself constitutes a type of performance-related behavior, and some companies have carefully identified high-impact behaviors for such settings.
4. **Set Reasonable Stretch Goals:** Behavioral leaders set goals that reflect the organization's capability at a given annual deployment cycle. When facing triage conditions, they establish stretch goals that focus on establishing safe and reliable operations. If the organization is underperforming but under control, then more aggressive performance goals become appropriate.
5. **Ensure True Cross-Boundary Collaboration:** As important as it is to achieve complete vertical alignment on key priorities and high-impact behaviors, horizontal alignment across group boundaries remains at least as important (and perhaps tougher).
6. **Build Behavioral Execution Capability in Successive Cycles over Time:** Behavioral leaders seek improvement in steps or stages over a three- to four-year period, building a level of simple, practical behavioral adherence so that the types of practices described previously become business as usual. Among other things, the company strategically nurtures new behavioral leaders for the future. ●

Coaching for Elite Performance

Behavioral leaders regard performance coaching as job one and work hard to master specific coaching skills grounded in behavioral science. They understand the advantage that emerges when leaders and managers throughout a business unit prioritize skillful performance coaching.

Performance coaching is a *structured dialogue that recognizes excellence and achieves business goals by specifying areas for improvement and learning*. Managers coach others to help them develop new skills, initiate a desired competency or goal, stretch performance to the next level or redirect behavior to solve existing problems. Performance coaching must occur regularly and consistently, not just once or twice per year.

Although conversations include feedback, they go beyond mere feedback talks in the following ways:

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- Feedback focuses on *past* behavior, but performance coaching focuses on *future* behavior.
- Feedback talks about “what, so what, now what.” Performance coaching is about solving problems and removing barriers to performance.
- Feedback is mostly about telling, but performance coaching is more about asking and discussing.

Performance coaching focuses explicitly on business results. Performance coaches spend most of their time discussing high-impact behaviors and linking them to results. They aim not just at addressing performance problems but more often at achieving *high* performance and reaching a person’s full potential.

Don’t simply aim for strong performance; take the highest possible performance as your standard and help even high achievers excel further.

Here are some practices that behavioral leaders use to implement performance coaching successfully in an organization. The IMPACT coaching model has contributed to a number of the companies’ successes described in this book. IMPACT is an acronym for key coaching practices:

- **I**dentify and **M**easure desired business results.
- **P**inpoint high-impact behaviors most essential to achieving targeted business results.
- **A**ctivate and **C**onsequence discretionary performance of desired behavior.
- **T**ransfer successful approaches to achieve new progress.

Companies that effectively scale and leverage coaching capability typically

- Focus coaching on new organizational performance and new strategic advantage.
- Establish clear roles and accountabilities for coaching at each level of the management spine.
- Map strategic imperatives to high-impact behaviors to establish the primary focus of managers’ feedback and performance coaching.
- Align high-impact behaviors upward from performer groups through each level of leadership.

Companies also define the performance coaching process and skill sets, describing specific, proven practices underpinned by the science of behavior change. ●

Changing the Way Organizations Change

Behavior-based execution means changing organizations, but what’s the best way to achieve this change? Consultants and other experts have traditionally advised leaders to delegate the hands-on work of change to others.

But in today’s fluid environment, when the challenges of aligning thousands of employees around the globe are so daunting, leaders play a more active role, particularly when the company requires significant behavior change.

Not all leaders are experienced or sophisticated in managing change. Some just “do” change in the way that feels right to them, unaware of the science of behavior. Their strategies all share something in common: They rely on people to change behavior when asked.

The traditional project-management approach focuses on the basic task of rolling out the solution. The change management approach emphasizes the fostering of understanding and buy-in. In both approaches, leaders usually create the case for change, set expectations, make decisions, and monitor leading and lagging metrics.

Executives who excel at leading change know not to measure success by how fast a solution gets developed and deployed but rather by how quickly people begin to work differently and improve results. These executives set the expectation that the project team and leaders bear joint responsibility for ensuring that people implement change and achieve expected results. They don’t declare success when the project is deployed, but when performance changes. Shared accountability forces project teams and leaders to recognize that new results require new behaviors.

In implementing a behavioral approach, leaders perform behavior-change planning with both the project team and leaders, asking, “What new behaviors will the company require of leaders and employees? Which one to three behaviors are most critical? How will those behaviors generate promised results? Which behaviors will the company still have trouble generating after go-live?” How will we know at an early stage if these behaviors are happening?

We can augment the behavioral tools presented in previous chapters with the following tips:

1. Senior leadership should assume more responsibility for communicating the case for change in terms that help the entire organization understand what the change means to them, not just why the change is good for the business.
2. Project teams, when they exist, should use behavioral tools such as the ABC and E-TIP Analysis to influence the balance of consequences in the design stage.
3. Governance structure leaders and members should learn and utilize behavioral tools at each MAKE-IT phase.
4. The organization should integrate specific behavioral methods within its existing approaches for devel-

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oping stakeholder engagement, effective communications, and change-resiliency practices.

5. Deployment planning should transcend the traditional large-scale change solutions and include deliverables like new role definitions, communications tool kits, training and self-help tools. ●

Winning on Culture

Most of us know the phrase, “Culture eats strategy for breakfast.” But have we really internalized the idea? Business thinkers have written about culture’s relationship with competitive advantage, but most leaders still don’t commit to reshaping their cultures — and of those that do, few succeed.

We can trace the struggle organizations have with reshaping culture to one simple fact: Leaders remain confused about how to define culture. Behavioral leaders begin by rejecting vague definitions of culture and refusing to undertake initiatives that are merely symbolic. They define culture in a way that enables them to change it in tangible, focused, performance-enhancing and enduring ways. Specifically, they define culture as

A pattern of behavior that is encouraged or discouraged by people and by systems over time.

Culture for behavioral leaders is behavior that is explicitly *encouraged* or *discouraged*. Behavioral leaders determine what factors encourage the undesirable behavior in the current culture. They assess the extent to which meaningful antecedents and consequences encourage culturally desirable behaviors and use this analysis to establish their road map for progress.

Behavioral leaders often clarify culture change objectives by framing them as From → To themes (e.g., From a Culture of Blame to a Culture of Accountability, From a Culture of Silos to a Culture of Collaboration, etc.). They then translate the desired culture into specific high-impact behaviors throughout the organization at every level and role. Doing so enables individuals to see the important role they play in creating the desired culture and, by extension, in helping the company to succeed.

The following tips can help smooth the way and ensure the success of your organization’s cultural change initiative:

1. **Make the Commitment:** Senior leaders, you are the architects of your company’s culture. You may have inherited unfavorable conditions from your predecessors, but you bear responsibility both for envisioning a new culture and for implementing processes and practices to MAKE-IT Happen. You have to put culture change front and center — or risk failure.

2. **Don’t Start All at Once:** Begin with a few well-chosen pilots to fine-tune culture change methods and demonstrate meaningful business impact. Three to five proof-of-concept projects will usually work.
3. **Balance Enterprise Standards with Local Flexibility:** Offer clear guidelines for when you expect simple replication and when you will allow innovation on the local level.
4. **Start at the Top and Work Down:** It’s important for each level of leadership, starting at the top, to ensure sufficient clarity and skillfulness before asking the next-level managers to do their part.
5. **Practice Consistency:** Not only must a manager’s practices align with those of line workers across time; practices must remain consistent *across managers*.
6. **Use Metrics That Motivate:** CN (Canadian National Railway Company) implemented Employee Performance Scorecards to align the individual’s performance metrics with the company’s Culture of Precision Railroading objectives. Scorecards became a source of pride for a number of employees. Some employees took the scorecard home to share with their families.
7. **Signal with Informal Processes Too:** Conventional approaches to culture change use symbols (titles, trophies, mascots, logos) to reflect what’s important to an organization. We encourage this as well. Be creative and have fun. Just remember to purposefully use symbols to prompt and encourage desired behavior.
8. **Get the Right People on the Bus:** Senior leaders often wish they had addressed more quickly those individuals who had worked to derail progress. If someone persists in impeding the desired culture, leaders must ask him or her to leave the organization, regardless of role or level.
9. **Stay in It for the Long Haul:** Building culture for competitive advantage merits regular attention over time. Most competitive environments are constantly evolving. A high-performance culture by definition strives for continuous improvement. ●

Developing Behavioral Leaders

To achieve competitive advantage through Applied Behavioral Science, companies not only need an enhanced annual plan, culture and change processes — they also need strong behavioral leaders. We define such leadership

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as the ability to foster and sustain discretionary performance of high-impact behavior change. All behavioral leaders must motivate their people and colleagues to *want to* perform at consistently high levels. Moreover, senior leaders must have the capability to scale behavioral leadership across business units and, ultimately, across the enterprise.

What distinguishes behavioral leaders is not general intelligence, sophistication or competence, but possession of a set of skills and abilities relating to application of the behavioral approach. Companies that seek to foster these skills and abilities must go well beyond the conventional leadership training most companies favor.

In particular, they must take leaders outside of the classroom setting and develop them in the field, where they learn by doing, every day. Leaders themselves must commit to the process of personal growth and to mastering the behavioral techniques so critical for superior performance.

Behavioral leaders apply the DCOM performance model better than most. When it comes to *Direction*, behavioral leaders articulate strategic goals and expectations to direct reports, teams and organizations. They then ensure that the organization demonstrates the *Competence* and capability to follow the strategic direction. They also work to sweep away bureaucratic obstacles so that individuals have the *Opportunity* to fulfill the company's stretch goals. Finally, behavioral leaders provide *Motivation* to their people. They align rewards and recognitions with organizational goals.

Behavioral leadership training typically integrates three ingredients:

1. Programs employ stretch assignments that task leaders with both achieving new organizational performance and sharpening their leadership effectiveness.
2. They provide enough *feedback* so that executives remain keenly aware of their development targets at all times.
3. They incorporate the clear expectation that leaders develop *others in turn*.

How can individual leaders best approach their own development? We offer the following tips:

- **Set Continuous Improvement Targets for Your Personal Development Goals:** Some executives see leadership as too subjective and intangible to allow for meaningful annual improvement goals. Behavioral leaders *always* work toward leadership improvement goals.
- **Practice, Practice, Deliberate Practice:** Behavioral leaders accept that ongoing practice is part of success. But not all practice is created equal. Practice that focuses on relatively undeveloped skills works best, even if this means venturing out of your comfort zone. ●

Building Enterprise Advantage

The science underpinning behavioral leadership has as much to say about *sustaining* behavior change as it does about encouraging new behavior in the first place. The same principles that bring about change can sustain it when continuously applied.

First, *keep moving forward*. Take aim at new results targets. Embrace new high-impact behaviors. Second, *set the stage for sustainability from the very beginning*. Behavioral leaders build in certain activities as they complete MAKE-IT Clear, MAKE-IT Real and MAKE-IT Happen phases so that the foundation for sustainability is already established as they move on to MAKE-IT Last.

Companies that have led the way in sustainability practices anticipate leadership transitions, plan for them, and leverage them to the fullest. Once selected, new leaders receive briefings on behavior-based applications, results, and learning from past implementation cycles as well as on implications for their own leadership practices.

The best behavioral leaders view initial accomplishments as the reason to stay the course, broaden and deepen their behavioral leadership acumen, and drive to a more formidable position. Ultimately, they seek the kind of enterprise advantage that can only be achieved through continuity, ingenuity and persistence. And they build this enterprise advantage by extending to new areas and audiences, targeting new types of performance results (and therefore new types of behavior), integrating new implications for formal organizational processes, developing more advanced “201-level” sophistication in applying the science and incorporating new deployment tactics.

Pioneers in behavioral leadership have recognized perhaps the greatest advantage that the approach affords: *Competitors cannot purchase it off the shelf. They cannot reverse engineer it. They cannot imitate it overnight. There are no short-cuts*. Companies can only possess competitive advantage by earning it through repeated experience. Those who have a head start will more likely maintain that advantage for many years to come.

Here's to getting started. ●

RECOMMENDED READING LIST

If you liked *The Behavior Breakthrough*, you'll also like:

1. ***The Oz Principle* by Craig Hickman, Tom Smith, Roger Connors.** The authors detail how people and organizations, armed with attitudes of workplace accountability, can overcome obstacles, excuses and biases.
2. ***Sway* by Ori Brafman, Rom Brafman.** Ori and Rom Brafman explore several of the psychological forces that derail rational thinking.
3. ***360 Degrees of Influence* by Harrison Monarth.** Monarth provides advice on how to gain the trust and respect of those around you and how to expand your influence well beyond your immediate environment.