



## Organizational Behavior Management Foundation training

**Certificate:** OBM Foundation ( APMG)

**Duration:** 2 days

**Course Delivery:** Onsite / Virtual Classroom

**Accreditor:** APMG International

**Language:** English, Dutch

### **What is OBM?**

Organizational Behavior Management (OBM) is about achieving behavioral change in organizations. It provides a specific, practically applicable answer to the 'how' question of behavioral change, based on scientifically validated principles.

Organizational Behavior Management is the field that deals with behavioral change in organizations. OBM is not about changing people, nor is it about manipulating people. It is about changing the environment in which people behave. The goal is to create working conditions that inspire and motivate people to deliver peak performance. Leaders play an important facilitating role in creating and maintaining such working conditions. Applying OBM principles properly makes people happy to perform well every day. That is nice for everyone; it creates an absolute 'win-win situation'.

People exhibit or display observable behavior all day long. Sometimes people emit outright unwanted behavior. Others just don't do what we agreed upon, or don't do what they learned in trainings. Many organizations suffer from clumsy, unwanted, or even dysfunctional behavior in the workplace. For example in the form of 'pocket veto' and 'saying yes, meaning no', victim behavior, avoidance behavior or escape behavior.

Analyzing observable behavior, for example, answers the following questions:

- "Why are we now specifically emitting this behavior and not other behavior?"
- "How do you get people to want to behave differently?"

OBM gives answers to these questions and provides executives and other influencers with a solid and evidence-based approach for dealing with behavioral, performance and motivational issues.

### **Course Description**

This exciting 2-day course introduces learners to the key elements and techniques of organizational behavior management (OBM). You will learn key concepts like the ABC-model, how to make an ABC-analysis, antecedents, consequences, how to deal with undesired behavior, reinforcements, and the 7-step OBM protocol that will help you to facilitate and structure accurately specified performance.

Get insights on how you can measure and noticeably increase performances and, when properly applied, bring out the best in people with a sustained effect.

## Audience

OBM training and certification is for anyone who is responsible for achieving goals that require the corporation of others:

- Leaders and managers at all levels
- Business consultants, including Lean and Lean Six Sigma consultants
- IT consultants
- Agile/ Scrum coaches
- Security consultants
- Project & Program Managers
- Executive Coaches

## Learning Objectives

- Identify principles and factors that affect and govern human behavior.
- Identify factors that cause or influence negative behaviors.
- Identify and develop strategies and solutions to encourage positive behavior and address negative behavior.
- Understand the common pitfalls and errors in influencing the behavior of others.
- Learn to apply a scientifically proven approach to positively changing behaviors or improved performance.
- Boost team dynamics and relationships.
- Better align behaviors to corporate goals and team objectives.

## Prerequisites

There are no formal prerequisites.

## Certification

After successfully passing the exam, the participant is entitled to the OBM Foundation Certificate awarded by APMG International. OBM Foundation certification does not expire and there are no on-going maintenance requirements. Participants will be able to claim their digital badge and electronic certificate from their APMG Candidate Portal within two business days of their exam result being issued.

## About the Examination

The certification exam will be online and supervised remotely. It is recommended to take at least 3 weeks as study time and preparation for the exam. During their exam preparation time, candidates will have access to the **Knowingo App**. This app has multiple choice questions for the exam preparation.

Each exam consists of 40 multiple choice questions and must be completed in 60 minutes. Pass marks are 28 out of 40. Minimum score of 70 percent is required to pass the exam.

All candidates can access a sample exam paper via the APMG Candidate Portal. Access to the Candidate Portal is given once D.P.M. B.V. has registered your exam with APMG.

## Agenda

Day 1	Day 2
Introduction	Reinforcement
ABC model	Protocol for organizational behavior management
ABC analysis	Wrap up
Antecedents	Sample exam (60 min.)
Consequences	
Responding to unwanted behavior	

## Course Outline

### ***Introduction***

This course is about achieving behavioral change in organizations. This course provides a specific, practically answer to the 'how' question of behavioral change, based on scientifically validated principles. The course contains the following topics:

### ***ABC Model***

The ABC Model enables us to intervene on behavior in an ethically and scientifically responsible manner. In the ABC model, the A stands for Antecedents. An antecedent is everything that precedes and prompts behavior. B stands for Behavior. C stands for Consequences, everything that follows behavior. Intervening on behavior must be done in an ethical way. It is wise to make use of scientifically sound intervention techniques.

### ***ABC analysis***

The ABC analysis is a systematic way to investigate the cause of behavior by identifying what comes before a behavior and what follows a behavior. ABC is an identical approach that analyzes a performance, and it provides the best and most reliable results if we state the behavior (or performance) and all relevant antecedents and consequences.

### ***Antecedents***

The function of an antecedent is to prompt people to act. In other words: it sets the occasion, or the stage for behavior. It is important to understand that antecedents do not cause behavior. Antecedents do play an important role any behavioral change initiative because every behavior always has one or more antecedents. An example of an antecedent are e.g. work instructions, process descriptions and training courses: they encourage you to follow them and apply what you have learned.

## ***Consequences***

In this section we will discuss the four types of consequences and associated concepts. Consequences are often the immediate result of a behavior. Behavior always has one or more consequences and that consequences affect future behavior. Understanding the role that consequences play in our behavior is the key to realizing lasting change in behavior.

## ***Responding to unwanted behavior***

If an organization has respond to unwanted, or even unethical, transgressive behavior, such as fraud, theft, bullying, sexual harassment and abuse of power, it almost always has to deal with consciously emitted behavior.

## ***Reinforcement***

Through reinforcement we can increase or maintain behavior. A **Reinforcer** has been defined as “any consequence of a behavior that increases or maintains the frequency of that behavior in the future.” There are two ways to increase, or maintain behavior through reinforcement: positive reinforcement or negative reinforcement.

## ***Protocol for organizational behavior management***

The function of the OBM protocol is to facilitate and structure accurately specified performance improvements. This protocol has been developed in practice in recent decades. In this course we will use the most recent version

## **Related training: OBM Practitioner Level Training™**

This course is a mix of teaching and coaching. The focus will be on the participant leading an actual live OBM project in a working environment. The participant designs a Performance improvement Plan that will be assessed with a set of criteria for the exam.

## **Additional information**

OBM also fits in well with existing organizational improvement programs, such as Agile, Lean, Six Sigma, ITIL®, etc.