

Behavior Based Tools for Creating Nurturing Workplaces

OBM Network/SWABA conference, Stockholm 2018-08-17

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Agenda

- ▶ (ACT) Matrix and Evidence-Based Kernels
- ▶ Ostrom's 8 Core Design Principles as a framework
- ▶ Nurturing Environments in workplace settings

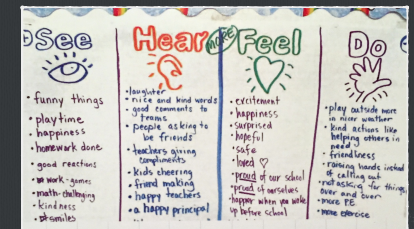
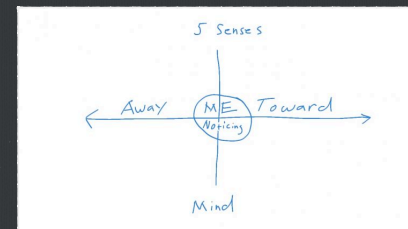
Me, myself and I

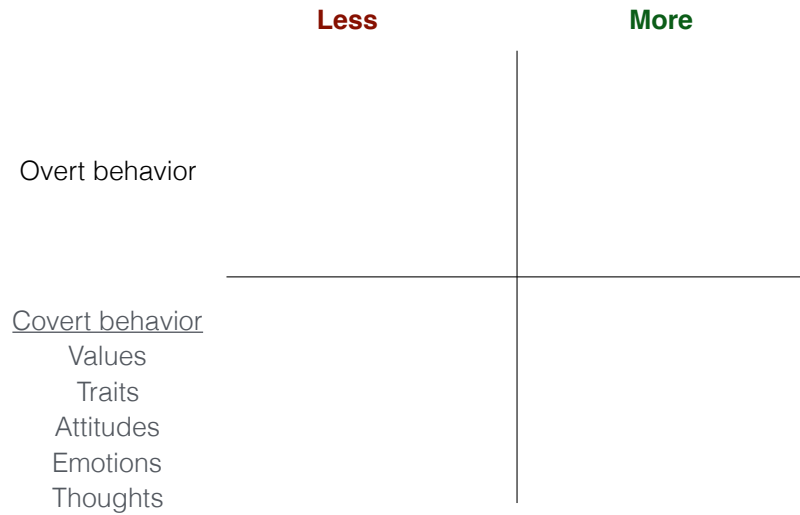
- ▶ Lic. psychologist (Uppsala, Sweden)
- ▶ CEO in private care
- ▶ Consulting in OBM, leadership/organizations, sustainability, etc.
- ▶ PAX Good Behavior Game (Public Health Agency, Karolinska Institutet, PAXIS Institute)
- ▶ PROSOCIAL initiative (David Sloan Wilson, Paul Atkins)
- ▶ PhD candidate at OsloMet since September 2017 (Ingunn Sandaker, Tony Biglan)

A matrix for group development

<http://bit.ly/matrixkernel>

- ▶ Based on ACT Matrix and PAX Vision (from PAX Good Behavior Game)
- ▶ A kernel for creating a shared vision (on a chosen topic)









Broad thoughts on wellbeing

- ▶ Individual, group, organization - multi-level contextual perspective
 - Individual skills for dealing with psychological content
 - Individual skills for interacting with others, within and outside the group - we are each others context**
 - Structure & systems - policies, routines, meeting structures, etc

PAX Lyssna

-  Pausa det du gör
-  0 cm-rösten
-  Gör V-tecknet
-  Titta på den vuxna



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COMMUNITY-BASED PREVENTION USING SIMPLE, LOW-COST, EVIDENCE-BASED KERNELS AND BEHAVIOR VACCINES

Dennis D. Embry
PAXIS Institute

Clin Child Fam Psychol Rev (2008) 11:75-113
DOI 10.1007/s10567-008-0036-x

Evidence-based Kernels: Fundamental Units of Behavioral Influence

Dennis D. Embry · Anthony Biglan

Psychiatr Clin North Am. 2011 March; 34(1): 1-34. doi:10.1016/j.psc.2010.11.003.

Behavioral Vaccines and Evidence Based Kernels: Non-Pharmaceutical Approaches for the Prevention of Mental, Emotional and Behavioral Disorders ¹

Dennis D. Embry, Ph.D.² For the Psychiatric Clinics of North America
PAXIS Institute



Evidence-Based Kernels (Embry & Biglan, 2008)

- ▶ Evidence-based kernels are fundamental units of behavioral influence.
- ▶ A kernel is a behavior–influence procedure shown through experimental analysis to affect a specific behavior and that is indivisible in the sense that removing any of its components would render it inert.
- ▶ Behavioral Vaccines are a repeated use of kernel or a simple recipe of kernels that prevent or reduce morbidity or mortality or improve wellbeing.

Embry, D. D., & Biglan, A. (2008). Evidence-based Kernels: Fundamental Units of Behavioral Influence. *Clinical Child and Family Psychology Review*, 11(3), 75–113.

My thoughts...

- ▶ Delivering a lot of leadership/management trainings in many different settings
 - Lots of time spent on training basic skills, thinking of these as modules, some building on others
- ▶ Could these components usefully be conceptualized as kernels?


How can the concept of kernels transfer to organizational settings?


▶ Kernels/Core Skills

- Active listening
- Constructive feedback
- Identifying key behaviors
- Positive reinforcement
- Problem solving
- Perspective taking

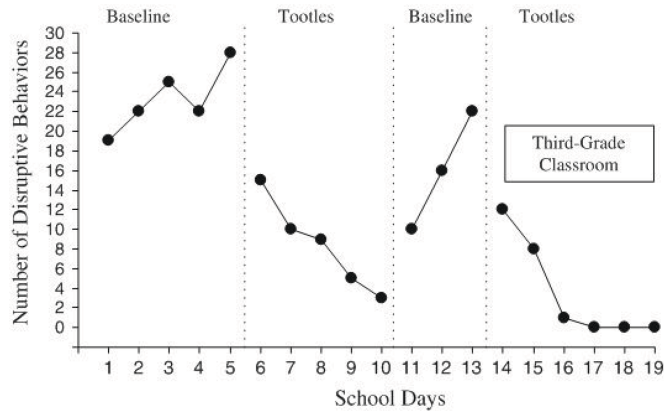
An example: Tootle notes

- ▶ Praise notes - written notes of appreciation
- ▶ Write a note - think about a family member, a friend, or a work colleague
- ▶ Focus on observable behavior

A **tootle** for _____ 

Written by _____ 

A tootle is a written note of thanks, expressing appreciation and recognition of accomplishment. These will be available in all venues/rooms. Please give any tootle you would like to write directly to the recipient. Concept by PAXIS Institute paxis.org



Number of disruptive behaviors in a third-grade classroom with and without the use of tootling



Using Evidence-Based Kernels for Psychological Flexibility and Prosocial Behavior in Multiple Contexts
 • ACBS World Conference Contexts • Sevilla, ES • 2017



Key papers to download to start effort

<http://bit.ly/ACBS-Kernels-For-Prosocial>



Using Evidence-Based Kernels for Psychological Flexibility and Prosocial Behavior in Multiple Contexts
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Your thoughts?

- ▶ Briefly, discuss in pairs
 - Can you see how something you use in OBM work can be framed as one or more kernels, or recipes of kernels?
 - How could that be useful for your work?

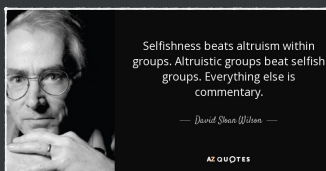
Why use the kernels model?

- ▶ Openness and transparency
- ▶ Create a repository with Core Skills (kernels, with evidence base)
- ▶ We can evaluate various strategies to disseminate kernels
 - build evidence base for kernels and recipes (combinations of kernels)
 - enable efficient large scale implementation

Ostrom/Wilson & ACT =



- ▶ Research on successful working with common pool resources
- ▶ An evolutionary perspective on groups
- ▶ Multi-level selection



The Core Design Principles (CDPs)

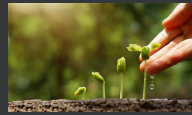
1. Strong group identity and understanding of purpose
2. Equitable distribution of costs and benefits
3. Inclusive decision-making
4. Monitoring of agreed behaviors
5. Graduated responses to unhelpful and helpful behaviors
6. Fast and fair conflict resolution
7. Authority to self-govern
8. Appropriate relations with other groups

CDP and kernels

- ▶ You need to develop skills and tools in order to
 - work on shared purpose and values and make them behavior specific
 - resolve conflicts
 - provide feedback that reinforces desired behavior
 - create and implement plans that facilitate behavior change*

How could the CDPs be useful from an OBM perspective?

Nurturing Environments



- ▶ First, these environments minimize biologically and psychologically toxic events.
- ▶ Second, they teach, promote, and richly reinforce prosocial behavior, including self-regulatory behaviors and all of the skills needed to become productive adult members of society.
- ▶ Third, they monitor and limit opportunities for problem behavior.
- ▶ Fourth, they foster psychological flexibility - the ability to be mindful of one's thoughts and feelings and to act in the service of one's values even when one's thoughts and feelings discourage taking valued action.

Biglan, A., Flay, B. R., Embry, D. D., & Sandier, I. N. (2012). The critical role of nurturing environments for promoting human well-being. *The American Psychologist*, 67(4)

How to measure Nurturance in groups?

Why create a measure?

- ▶ Focus on behavior, not experiences
- ▶ Highly instructional (I hope) in terms of identifying target behaviors and skills to improve group functioning
- ▶ Useful in many contexts
- ▶ Freely available

Identifying key behaviors

- ▶ Creating the *Nurturing Environments Observation Form* (NEOF)
 - Focus group - 10 humans with experience of management and consulting
 - Items derived based on frequency and common themes into useful levels of behavioral specificity - pragmatism!
 - A preliminary version with $5 + 8 + 3 + 3 = 19$ items

	Obs	Freq	Spec	Total
1. Member who actively encourages other group members				
2. Member who actively listens to other group members				
3. Member who actively provides feedback to other group members				
4. Member who actively seeks feedback from other group members				
5. Member who actively shares information with other group members				
6. Member who actively seeks information from other group members				
7. Member who actively supports other group members				
8. Member who actively challenges other group members				
9. Member who actively mediates conflict between other group members				
10. Member who actively facilitates discussion between other group members				
11. Member who actively summarizes discussion between other group members				
12. Member who actively encourages other group members to participate				
13. Member who actively discourages other group members from participating				
14. Member who actively redirects other group members from off-topic discussion				
15. Member who actively maintains group focus on the task				
16. Member who actively monitors group progress				
17. Member who actively reports group progress				
18. Member who actively adjusts group progress				
19. Member who actively terminates group discussion				

Email me if you want the NEOF form

- ▶ It is still under development, but I am happy to share it, and collaborate on data collection. Just send me an email and we can work something out.
- ▶ Available in English, Swedish and Norwegian.
- ▶ magjoh@oslomet.no or pgm.johansson@gmail.com

Summing up

- ▶ Matrix tool for identifying and agreeing on key behaviors (on group level)
- ▶ Kernels/core skills - inner experiences and social interaction
- ▶ Ostrom's CDPs as a framework
- ▶ Generic key behaviors? Nurturing Environments
- ▶ You can reach me at magjoh@oslomet.no or pgm.johansson@gmail.com