LEADERSHIP: FROM A BEHAVIORAL PERSPECTIVE

Adam Ventura, M.S., BCBA

15 Minutes

- What
- Who
- Where
- Measure
- How
- Lets start with What leadership is...

WHAT IS LEADERSHIP?

Philosophic question

MYSTERY OF LEADERSHIP

- Its not a secret...
- Born to lead
- Leading is...
- BEHAVIOR

LEADERSHIP
Definition #1

"Operant behavior of one person that affects a change in the context of the operant behavior of one or more other persons and thereby changes or maintains the other [person or] persons' operant behavior" (Mawhinney, 2001)

LEADERSHIP
Definition #2

"Leadership is behaving in a certain way in order to change the behavior of others (Rodriguez, 2015)

Functional vs. Structural Definition

- When defining leadership we define it functionally, based on the effect that the leaders behavior has on the behavior of the follower.

- Functional relationship between leader behavior and follower behavior

- The measure of a leader is in the behavior of the follower (Aubrey Daniels, 2004)

- Other topographies of leadership…

CHARISMATIC LEADERSHIP

"But charisma only wins people's attention. Once you have their attention, you have to have something to tell them."
- Aubrey Daniels

QUIET LEADERSHIP

"A leader is best when people barely know he exists, when his work is done, his aim is fulfilled, they will say: **We did it ourselves.**"
- LAO TZU

-

Other models of leadership (Topographies of leadership)

- Full Range Leadership
  – *Transactional leadership*
  – *Transformational leadership*
  – *Laissez-Faire leadership*
- Servant leadership
- Example Leadership
- Democratic Leadership
- **And my favorite model…**

Operant Perspective

- ■ Model For Effective Leadership
- – *ANTECEDENTS*
- ■ Conveys expectations of performance
- – *MONITORS*
- ■ Gather performance information
- – *CONSEQUENCES*
- ■ Indicate knowledge of performance

Leadership from an
Operant Perspective

Judith L. Komaki

People and Organizations
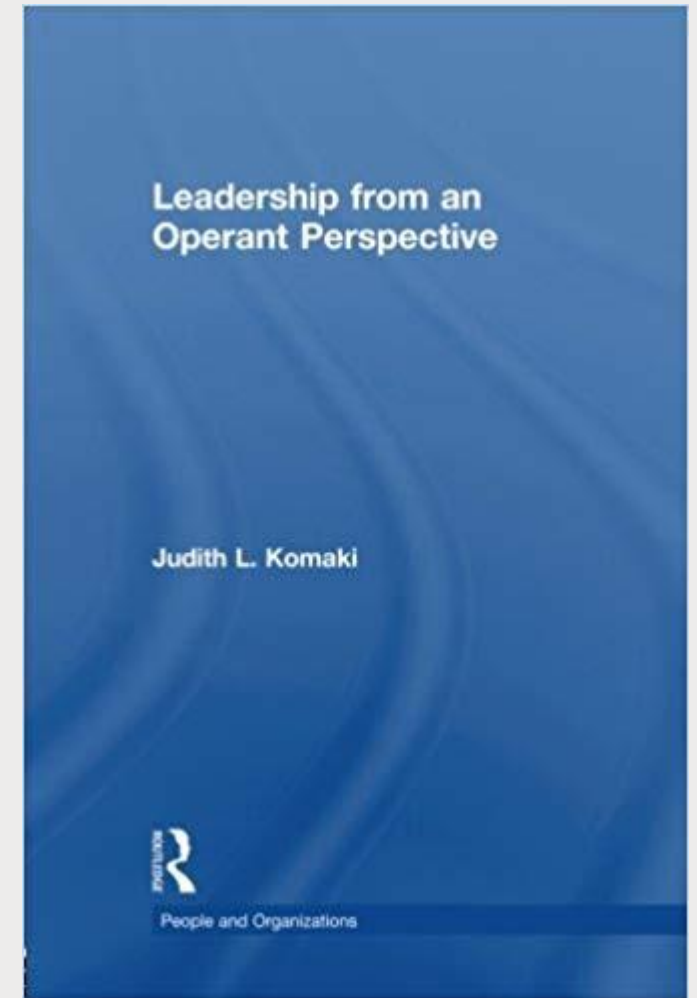
WHO IS LEADING WHOM?

Another philosophic question
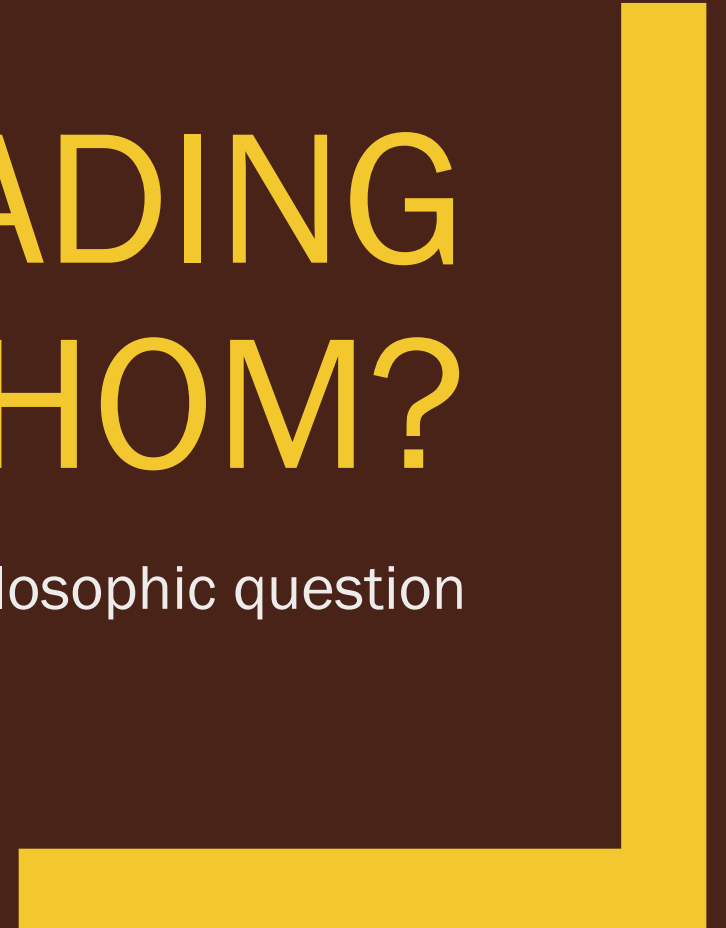
Thought experiment: THINK LEADER.

LEADER

(Operationally define that, please).

- "An individual that establishes conditions that bring out the best in their followers" (Daniels & Daniels, 2007).

Behavioral science approach, obviously!

- *Am I a leader?*

- *Am I engaging in leadership behavior?*

- *Single subject design*

- *Your behavior (independent variable) results in change in your followers behavior (dependent variable)*

- *Not always practical, but scientific*

What and/or should I lead?

■ Remember: You are leading **BEHAVIOR,** not people

■ Subordinates? Managers? Supervisors?

■ So...who can be a leader?

WHERE SHOULD I LEAD FOLLOWER BEHAVIOR?

Seeing into the future

FORMING A VISION: Possible Future

- Verbal antecedent stimulus
- Describes a socially valid and preferable outcome
- Travel into the future and see what could be
- Driving force behind leadership
- Should be something ambitious and world changing!

Vision (Defined)

- **Structurally**

– *a <u>verbal</u> antecedent stimulus that describes a socially valid and preferable outcome*

- **Functionally**

– ***A VERBAL ANTECEDENT STIMULUS THAT FUNCTIONS TO ALTER AN EXISTING MOTIVATING OPERATION OR ESTABLISH A NEW ONE,** evoke behavior that is aligned with achieving the vision, and strengthens the reinforcing efficacy of stimuli produced by vision-driven behavior*

Writing a vision statement

- ■ Topographic
- – *Made short and concise, two sentences at most*
- – *Use present tense*
- – *Use clear language, withhold jargon*
- ■ Functional
- – *Who are my consumers?*
- – *What is the impact I want my company or endeavor to have in 5, 10, 20 years?*
- – *What is the purpose of the service we are offering?*
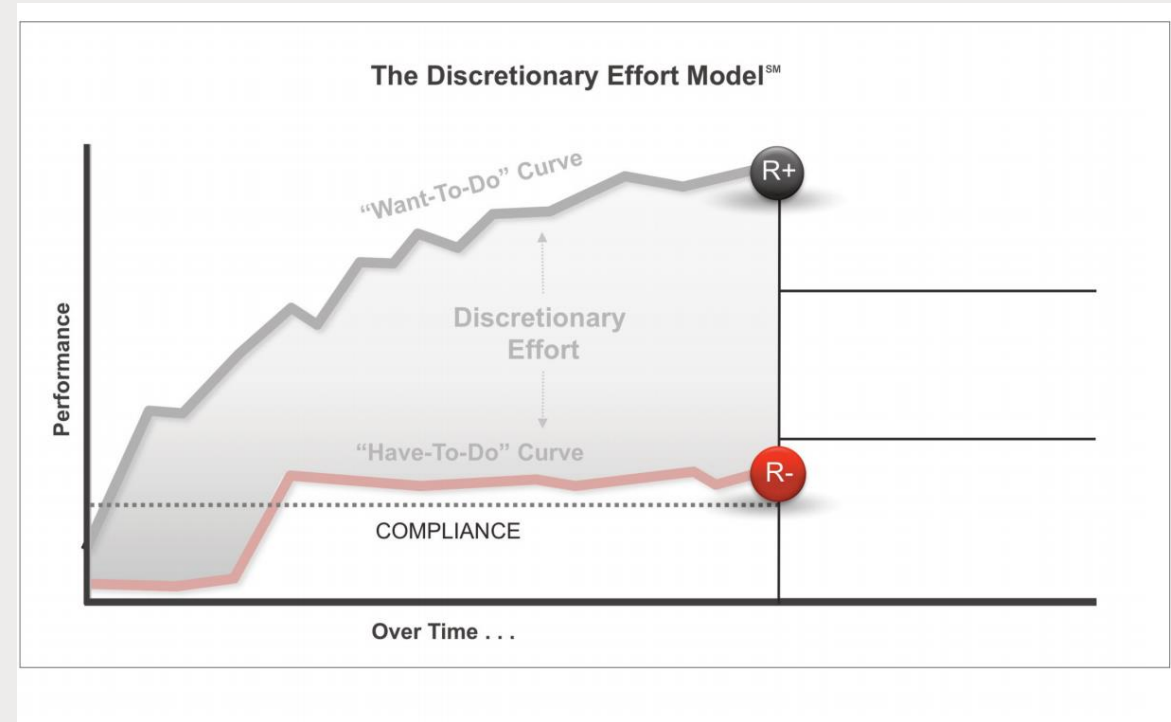- – *What does success look like?*

The measure of a leader…

- The **behavior** of the follower
- The **performance** of the follower
- Discretionary effort
- Great leadership

Discretionary Effort

- "That behavior which a person could do if they choose, but for which they would not be punished if they didn't" (Aubrey Daniels, Measure of a Leader)

- Going above and beyond

GREAT LEADERSHIP

The difference between good and great can mean all the difference in any activity.

- ■ Frequency
  - – *# of followers*
  - – *# of leaders*
- ■ Magnitude
  - – *# of major life decisions based on leader philosophy*
- ■ Duration
  - – *How does the leader's message impact a significant # of follower behaviors*

HOW CAN I BE A BETTER LEADER?

Leadership is all about self improvement, first.

Leading = Applied Behavior Analysis

- **APPLIED BEHAVIOR ANALYSIS**
  - Train to become a BCBA
  - Identify **client outcomes**
  - Conduct an assessment
  - Pair yourself as a conditioned reinforcer
  - Use antecedent and consequence based strategies to change behavior
  - Evaluate and analyze behavior change

- **LEADERSHIP**
  - Prepare/Train yourself to lead
  - Identify **a vision**
  - Identify preferences and reinforcers
  - Pair yourself as a conditioned reinforcer
  - Use antecedent and consequence based strategies to change behavior
  - Evaluate and analyze behavior change

- **THE MEASURE OF A LEADER (Daniels & Daniels, 2007)**
  - Create Momentum
  - Build Commitment
  - Increase Initiative
  - Reciprocity

- **LEADERSHIP TO OVERCOME RESISTANCE TO CHANGE (E. Scott Geller, 2003)**
  - Build responsibility
  - Focus on process
  - Focus on intrinsic consequences
  - Give more supportive feedback
  - Educate first
  - Use conditional directives
  - Listen first, then speak
  - Ask questions
  - Promote ownership
  - Facilitate mindful choice
  - Set expectations
  - Treat people as individuals
  - Direct, support, coach, or delegate