The Science Behind CLG

There are few opportunities in business where you can rely on scientifically proven methods to achieve results. But Applied Behavioral Science (ABS) provides just that opportunity. Using ABS, business leaders can:

- Improve their organizations by identifying and influencing their own **High-Impact Behaviors℠** that lead to success
- Manage or change their own behaviors that do not lead to success

What Is Applied Behavioral Science?

ABS gives us the power to understand what affects every behavior and to improve the behavior of individuals and entire organizations. It provides a reliable, replicable technology that CLG uses to help leaders and organizations manage behavior and implement change.

An ABC Analysis is the basic model/tool we use to understand behavior.

A → **B** ↔ **C**

Antecedents **Behavior** **Consequences**
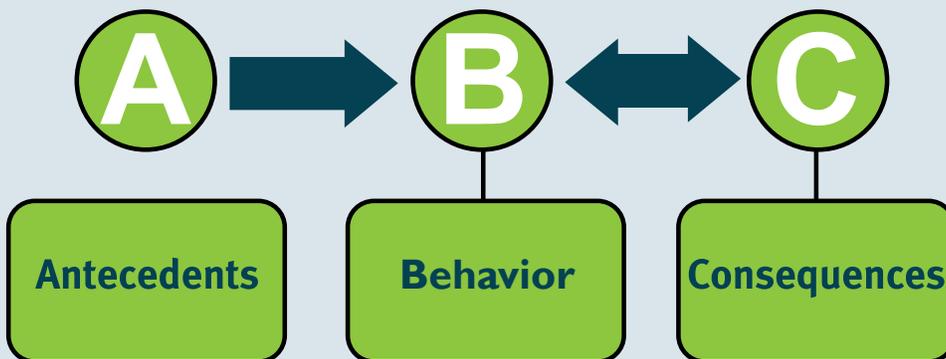
- **Antecedents** occur before a behavior and prompt it to happen (e.g., goals, work procedures, training, communications)
- **Behavior** is anything a person says or does (e.g., using safety equipment, learning new software, writing a report, following work procedures)—a behavior also can be when a person fails to do these things
- **Consequences** follow the behavior and powerfully control whether the behavior happens again (e.g., feedback and coaching, personal satisfaction of a job well done, procedures that are easy to follow)

Why is behavior such a critical factor in improving performance?

To change results, there must be a change in behavior. There's nearly a half-century of research to prove it.

A remarkable 80% of behavior change results from what people experience as part of their performance.

Providing experiences that positively influence people's behavior can have a significant—and lasting—positive effect on results.

Improving Performance with ABS

Most companies and leaders emphasize antecedents in the form of instructions, policies, directives, rules, and training—but these have only about a 20% impact on behavior. The secret is to manage consequences, which have a remarkable 80% impact on behavior, as proven in studies and in CLG's work with clients. Further, to optimize performance, a 4:1 ratio of positive to constructive consequences works best. By creating the right balance of consequences, both leadership and work performance can dramatically improve, leading to improved business results.

CLG coaches leaders to use an ABC Analysis to change how people do things. First, we help them analyze current behavior and its consequences. Second, we help them analyze desired new behavior and its consequences. Then we help them deliver consequences that will reinforce the desired new behavior. This leads people to give their own **Discretionary Performance℠**. We call this "getting results the right way."

ABS reliably helps companies achieve measurable improvements in the triple bottom line: culture change, leadership development, and business results.

About CLG

CLG is a worldwide leader of behavior-based strategy execution, performance improvement, and leader-led change consulting that enables companies to achieve lasting results consistently, with speed, precision, and control.

Whether your goal is increased growth, reduced costs, better asset utilization, higher customer satisfaction, better use of technology, or overall culture change, CLG can customize a solution based on your specific requirements. We'll then transfer our behavior-based tools and methodologies to you, so you can continue using them to improve performance long after our engagement is completed.

"The science of behavior relies on honest, direct, useful communication, based on objective observation. Part of the rigor of behavioral science is that it gives you an early indicator of whether you are on target . . .

When you select the right behaviors to measure, you gain the ability to predict—early—whether you will achieve results, and if not, behavioral science helps you correct the course."

—Leslie Braksick,
Unlock Behavior, Unleash Profits,
2007