The Dark Side of Being Boss

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About me

Brief bio
- BA Biology in 1984
About me

Brief bio

- 7 years as an Army officer
- HAWK missile Tactical Control Officer and Battalion Control Officer
About me

Brief bio
- 6 years in retail distribution with Target
  - Floor supervisor
    - Brown field experience
  - Opened new facility
About me

Brief bio

- Began working in libraries in 1999
  - Began as Circulation Manager/student supervisor
    - Mary Baldwin College
    - USMA
  - Completed MLS in 2005
    - UT Arlington
All this to say…

In the many career iterations that I have had, the common denominator has been that I have supervised, led and managed people in many different roles and a variety of environments.
Remember when
The model

A → B → C
(antecedent)  (behaviour)  (consequence)

What are the ABCs?

Common example
Common example

Behavior
Consequences

Positive
  ◦ Might not be what you think
Consequences

Positive
  ◦ Might not be what you think

Negative
  ◦ Aka Punishment
## ABC grid

<table>
<thead>
<tr>
<th>Antecedent (Before)</th>
<th>Behavior</th>
<th>Consequence (After)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who was there, what was happening, what was the environment?</td>
<td>What did the person do?</td>
<td>What happened? What did I do? What did others do?</td>
</tr>
</tbody>
</table>
A cautionary tale

Retail distribution experience

We had a two shift, seven day a week operation. Trailers have 3 days to be unloaded from the time the trailer is dropped on the lot.

Antecedent—LOS standard, m-a-n-y trailers on the lot

Planned behavior—increase cartons per hour productivity, get more trailers unloaded before their LOS date

Consequence--We used a reward system that gave teams an extra 15 minute break for exceeding 110% productivity on a per shift basis
Trailer 1

Retrieved from http://www.m-o.com/freightworks.html
Trailer 2

We rewarded productivity

What do you think happened?
Focus

» Remember that the whole process is about changing behaviors, not the people themselves.

» An attitude is not a behavior. An attitude can be demonstrated by behaviors, but the focus is on the behavior.
Watch out!
In the library

Much more complex
In the library

Much more complex
- Customer service is key in our environment
In the library

Much more complex

◦ Customer service is key in our environment
◦ The process works the same, but you may have simultaneous behaviors going on at the same time
In the library

Much more complex

- Customer service is key in our environment
- The process works the same, but you may have simultaneous behaviors going on at the same time
  - “Service with a smile”
In the library

Much more complex

- Customer service is key in our environment
- The process works the same, but you may have simultaneous behaviors going on at the same time
  - “Service with a smile”
  - But also with an answer
Courageous conversations
Courageous conversations

The Cowardly Lion as illustrated by William Wallace Denslow (1900)
Courageous conversations

What?
Courageous conversations

What?

◦ A courageous conversation is any conversation with another person that may be difficult to have.
Courageous conversations

What?

With whom?
Courageous conversations

What?
With whom?
How?
  • Four steps
Courageous conversations

First, ensure that both parties are operating from a shared perspective.
Courageous conversations

First, ensure that both parties are operating from a shared perspective

Seek context
Courageous conversations

First, ensure that both parties are operating from a shared perspective

Seek context

Focus
Courageous conversations

First, ensure that both parties are operating from a shared perspective

Seek context

Focus

Plan for future
Courageous conversations

What?
With whom?
How?
When?
Best response

Most Common response
All too often response

Lucy and Ethel on the candy assembly line at See's Candies. Photo credit: CBS Television.
Coaching Process

- Coach and modify (Conversation)
- Examine environment (antecedents)
- Identify behaviors
- Apply consequences
- Measure results
Questions??
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