

UNDERSTANDING BEHAVIOUR

WORKSHOP GUIDE



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LEARNING OBJECTIVES

This course will help you use your behaviour to influence the behaviour of other people.

You will also gain an understanding of the key behaviours to look out for in others when reacting to change.

This guide is designed for a manager or a facilitator to deliver a short workshop featuring videos from the Video Arts Workplace Essentials Series. Each video comes with a series of activities around the following structure:

LOOK - watch the video and reflect on the content and message.

THINK - activities and questions linking the video to their own experience and workplace.

REMEMBER - a summary of the key learning points.

Each section relating to the video will last around 15 minutes.

ACTION PLAN - At the end of the series of videos and activities delegates should be encouraged to share the most important actions they will take and record actions on their Personal Action Plan sheet.

FEATURED VIDEOS

- The power of behaviour
- You can choose how to behave
- Use behaviour to help an interaction
- The four stages of change

VIDEO 1 – THE POWER OF BEHAVIOUR

LOOK (play video, 3 minutes)

Generally, people mirror the good and bad behaviours of others. If you're friendly and cooperative with people, they'll be friendly and cooperative in return. Behaviour breeds behaviour.

THINK (10 minutes discussion)

We're all human beings and there are times at work where we might worry about losing our temper. How do you control your emotions during heated debates with colleagues?

Losing your temper at work or in any situation can have serious consequences. Professionally, you risk losing your credibility and respect from colleagues. On a personal level, you risk losing relationships. Responses could include:

- You always have a choice how to behave in any situation. Adjust your behaviour to the situation or person you're dealing with.
- To avoid losing your temper, use empathy and show you're listening and care about what they have to say.
- Although it can be difficult at times, be helpful instead of angry - you'll find you'll get a positive response.
- Remember, people generally mirror and respond to behaviour so making adjustments in your behaviour will have a positive outcome. Most importantly, you have a choice and there is power in that choice.

REMEMBER (recap, 2 minutes)

- Behaviour breeds behaviour.
- Being helpful gets a positive response.

VIDEO 2 – YOU CAN CHOOSE HOW TO BEHAVE

LOOK (play video, 3 minutes)

Most people dread dealing with angry or emotional people, especially in a professional context. That's why many of us cope so badly. But, we can take control of our emotions. Your behaviour is a choice you make.

THINK (10 minutes discussion)

Ask the group to think of the most difficult customer they've ever had to deal with. How could they have dealt with them more effectively?

How you chose to behave impacts every relationship you have – professionally and personally. You can either hinder these relationships or demonstrate helpful behaviours. Responses could include;

Hindering behaviours

- Leaning away with hands clenched, arms and legs crossed.
- Looking at the other person for less than 50% of the time.
- Listening silently, with no continuity noises.
- Interrupting.
- Not using the other person's name.
- Not asking questions.
- Sticking rigidly to saying things that are routine or standard.
- Refusing to acknowledge the other person's point of view or ever agreeing with them.
- Picking holes in the other person's ideas.
- Being defensive and never admitting that you got something wrong.
- Demonstrating visual and verbal behaviours that contradict each other.

Helpful behaviours

- Leaning forward with hands open, arms and legs uncrossed.
- Looking at the other person for approximately 60% of the time.
- When listening, smile, nod and make 'I'm listening' noises such as 'um', 'yes' and 'really'.
- Using the other person's name early on in the conversation.
- Asking the other person open questions.
- Showing empathy by saying that you understand how the other person feels and can see things from their point of view.
- When in agreement with the other person, openly saying so and explaining why.
- Building on the other person's ideas.
- Being non-judgemental towards the other person.

REMEMBER (recap, 2 minutes)

- You can choose your behaviour.
- How you choose will affect every transaction.

VIDEO 3 – USE BEHAVIOUR TO HELP AN INTERACTION

LOOK (play, video 3 minutes)

Your behaviour is something you can choose to change. Acknowledging people by using simple, polite and positive gestures can quickly turn a situation around and get people on board.

THINK (10 minutes discussion)

We've all experienced that sinking feeling when conversations with colleagues go very wrong. How can you adjust your behaviour to help a situation get back on track or get off to a good start?

Responses could include;

- To get the best out of people and ensure cooperation, now and in the future, acknowledge them.
- Use the human touch. We all respond well when people are friendly, interested, and warm toward us. Show them that what they've said matters to you.
- Smile, nod and make 'I'm listening' noises such as 'um', 'yes' and 'really'
- Using the other person's name early on in the conversation - show them you know who they are.

REMEMBER (recap, 2 minutes)

- Verbally - greet people / use their names.
- Visually - attentive looks / gestures.

VIDEO 4 – THE FOUR STAGES OF CHANGE

LOOK (play video, 3 minutes)

This clip will help you understand the different reactions to change.

THINK (10 minutes discussion)

Ask the group to think about a time when they've faced a big change, at work or at home. What was their initial reaction?

Remind the group that there are four classic stages of change:

- **Reject it.** 'This isn't happening', 'I can't do that', 'It will never work'
- **Resist it.** This is a more rational stage, but it's still very negative. We look for reasons to justify our initial, knee-jerk denial. "It'll cost too much. We haven't got the skills. We don't have the equipment."
- **Accept it.** We begin to see that the situation is not as black and white as we had originally thought. Interesting possibilities start to appear. We are able to take a more realistic view of the benefits, as well as the drawbacks, of the change. "This might work. I suppose that would be better than we've got now."
- **Embrace it.** The bright side of change comes to dominate. We see the problems change creates as challenges rather than obstacles. We stop thinking about what we have lost as a result of the change and focus on what we have gained, and will continue to gain in the future. The good old days and the good old ways are seen for what they are – old and not so good after all.

Remember, when your team is faced with the challenges change brings with it, remember that it's your job to help them:

- Believe in their own abilities and in the importance of their work.
- Believe that they can influence what happens when they are faced with change.
- Help them see that where others see problems, they can see opportunities.

REMEMBER (recap, 2 minutes)

- Reject.
- Resist.
- Accept.
- Embrace.

UNDERSTANDING BEHAVIOUR – ACTION PLAN

Remind the group of the key learning points from this session.

Divide the group into pairs. Ask each member of the group to identify one specific action they will take to apply what they have learned when they return to work.

Ask for two or three examples. Bring the session to a close.