

Leadership Lessons from Psychological Science:

How to bring the best out of yourself and others

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E. Scott Geller, Ph.D. is an Alumni Distinguished Professor in the Department of Psychology at Virginia Tech. For more than four decades, Professor Geller has taught and conducted research as a faculty member and director of the Center for Applied Behavior Systems in the Department of Psychology. He has authored, edited or co-authored 36 books, 82 book chapters, 39 training programs, 259 magazine articles, and more than 300 research articles addressing the development and evaluation of behavior change interventions to improve quality of life on a large-scale. His most recent book: *Applied Psychology: Actively Caring for People*, defines Dr. Geller's entire research, teaching, and scholarship career at Virginia Tech, which epitomizes the VT logo: *Ut Prosim*--"That I May Serve".

His popular books in applied psychology include: *The Psychology of Safety: Improving behaviors and attitudes on the job*; *Working Safe*; *Understanding Behavior-Based Safety*; *Building Successful Safety Teams*; *Beyond Safety Accountability: How to increase personal responsibility*; *The Psychology of Safety Handbook*; *Keys to Behavior-Based Safety from Safety Performance Solutions*; *The Participation Factor*; *People-Based Safety: The Source*; *People-Based Patient Safety: Enriching your culture to prevent medical error*, coauthored by Dave Johnson. *Leading People-Based Safety: Enriching your culture*, *The Courage Factor: Leading people-based people change*, *When No One's Watching: Living and leading self-motivation*; *Actively Caring for People: Cultivating a culture of compassion*; and *Actively Caring at Your School: How to make it happen*.

Handbook; *Keys to Behavior-Based Safety from Safety Performance Solutions*; *The Participation Factor*; *People-Based Safety: The Source*; *People-Based Patient Safety: Enriching your culture to prevent medical error*, coauthored by Dave Johnson. *Leading People-Based Safety: Enriching your culture*, *The Courage Factor: Leading people-based people change*, *When No One's Watching: Living and leading self-motivation*; *Actively Caring for People: Cultivating a culture of compassion*; and *Actively Caring at Your School: How to make it happen*.

Dr. Geller is a Fellow of the American Psychological Society, the Association for Psychological Science, the International Association of Behavior Analysis, and the World Academy of Productivity and Quality Sciences. He is past Editor of the *Journal of Applied Behavior Analysis* (1989-1992), current Associate Editor of *Environment and Behavior* (since 1982), and current Consulting Editor for *Behavior and Social Issues*, the *Behavior Analyst Digest*, the *Journal of Organizational Behavior Management*, and the *Journal of Safety Research*.

Dr. Geller has written more than 200 articles for *Industrial Safety and Hygiene News*, a trade magazine disseminated to more than 75,000 companies. He has collaborated with Tel-A-Train Inc. and J.J. Keller and Associates to develop various training series, which include videotapes, workbooks, and facilitators' guides. For these innovative and creative works, beginning with a 1995 nationally renowned seminar series -- Actively Caring for Safety--the Society for the Advancement of Behavior Analysis honored Dr. Geller with an award for Effective Presentation of Behavior Analysis in the Mass Media.

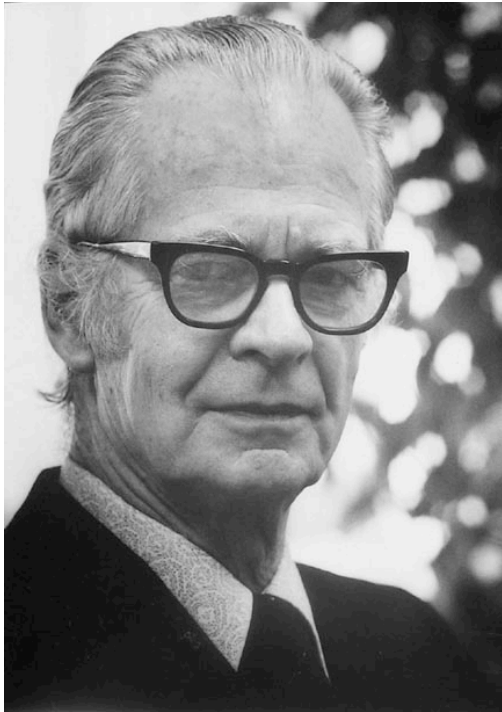
Dr. Geller and his colleagues at Safety Performance Solutions, Inc. (SPS) have worked with numerous organizations, both public and private, to tailor training and implementation efforts related to the psychology of safety. Past customers include both small and large organizations representing manufacturing, chemical processing, transportation, and service industries, including: Allied Signal, American Standard, ARCO Chemical, AT&T, Bayer, Bechtel, BF Goodrich, BHP Cooper, Cargill, Coca-Cola, Champion International, Chevron, Corning, ExxonMobil, Eli Lilly, Ford, General Motors, Georgia-Pacific, Hercules, Hewlett-Packard, Koch Refining, Leprino Foods, Lockheed, Lucent Technologies, Monsanto, Pacificorp, Power Bar, Rohm and Haas, Solutia, Textron, 3M, Toyota, Union Pacific Railroad, Wal-Mart, Westinghouse, Westvaco, and Weyerhaeuser.

Dr. Geller has been the Principal Investigator for more than 75 research grants involving the application of behavioral science for the benefit of corporations, institutions, government agencies, or communities in general. Both government agencies and corporations have funded his research including: the National Science Foundation; the National Institute for Occupational Safety and Health; the U.S. Department of Health, Education, and Welfare; the U.S. Department of Energy; the U.S. Department of Transportation; the U.S. Department of Justice; the National Highway Traffic Safety Administration; the National Institute on Alcohol Abuse and Alcoholism; the Centers for Disease Control and Prevention; Ford Motor Company, General Motors Research Laboratories; the Alcoholic Beverage Medical Research Foundation; and the Virginia Departments of Energy, Transportation, Litter Control, Agriculture and Commerce, and Welfare and Institutions.

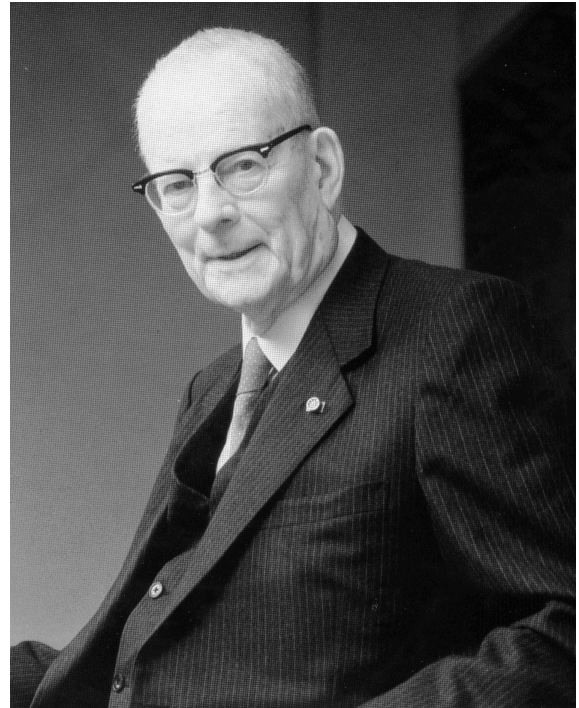
Scott Geller's dedication, talent, and energy have helped him earn a teaching award in 1982 from the American Psychological Association and every university teaching award offered at Virginia Tech. Moreover, in 2001 Virginia Tech awarded Dr. Geller the University Alumni Award for Excellence in Research. In 2002, the University honored him with the Alumni Outreach Award for his exemplary real-world applications of behavioral science, and in 2003 he received the University Alumni Award for Graduate Student Advising. In 2005, he was awarded the statewide Virginia Outstanding Faculty Award by the State Council of Higher Education, and Virginia Tech conferred the title of Alumni Distinguished Professor on him.

He has received lifetime achievement awards from the International Organizational Behavior Management Network (in 2008) and the American Psychological Foundation (in 2009). And in 2010 he was honored with the Outstanding Applied Research Award from the American Psychological Association's Division of Applied Behavior Analysis. In 2011, the College of Wooster awarded Dr. Geller the Honorary Degree: Doctor of Humane letters.

B. F. Skinner & W. Edwards Deming



B. F. Skinner



W. Edwards Deming

“Immediate consequences outweigh delayed consequences.”
-B.F. Skinner

“Consequences for the individual usually outweigh consequences for others.”
-B.F. Skinner

“Don’t blame people for problems created by the system.”

— W. Edwards Deming

“You can’t measure everything. Sometimes you just do it because it’s the right thing to do.”

— W. Edwards Deming

“A numerical goal without a method is nonsense.”

— W. Edwards Deming

“Ranking people, teams or divisions induces conflict, destroys morale, and prevents optimization.”

— W. Edwards Deming

1. Employ the Power of Positive Consequences.

- The most effective way to improve both behavior and attitude simultaneously.
- Positive consequences should be soon, frequent, and behavior-based.
- Positive consequences promote success seeking.
- Negative consequences promote failure avoiding.
- Reward effort over ability.

		Do You Seek Success?	
		No	Yes
Do You Avoid Failure?	No	Failure Acceptor	Success Seeker
	Yes	Failure Avoider	Overstriver

2. Apply Observational Learning.

- If you want to be better at what you do, observe someone who's better than you.

3. Give and Receive Behavioral Feedback.

- Make feedback sincere, specific, soon, & significant.
- Specify the desirable behavior.
- Give more supportive than corrective feedback.
- Maintain humility to accept corrective feedback.
- Become a behavior-focused feedback coach.
- **HELP** implies an effective communication style--**H**umor, **E**steem, **L**isten, & **P**raise.
- Adopt a mindset of **Humanistic Behaviorism**

Be a Behavior-Focused Feedback Coach.

Care

Observe

Analyze

Communicate

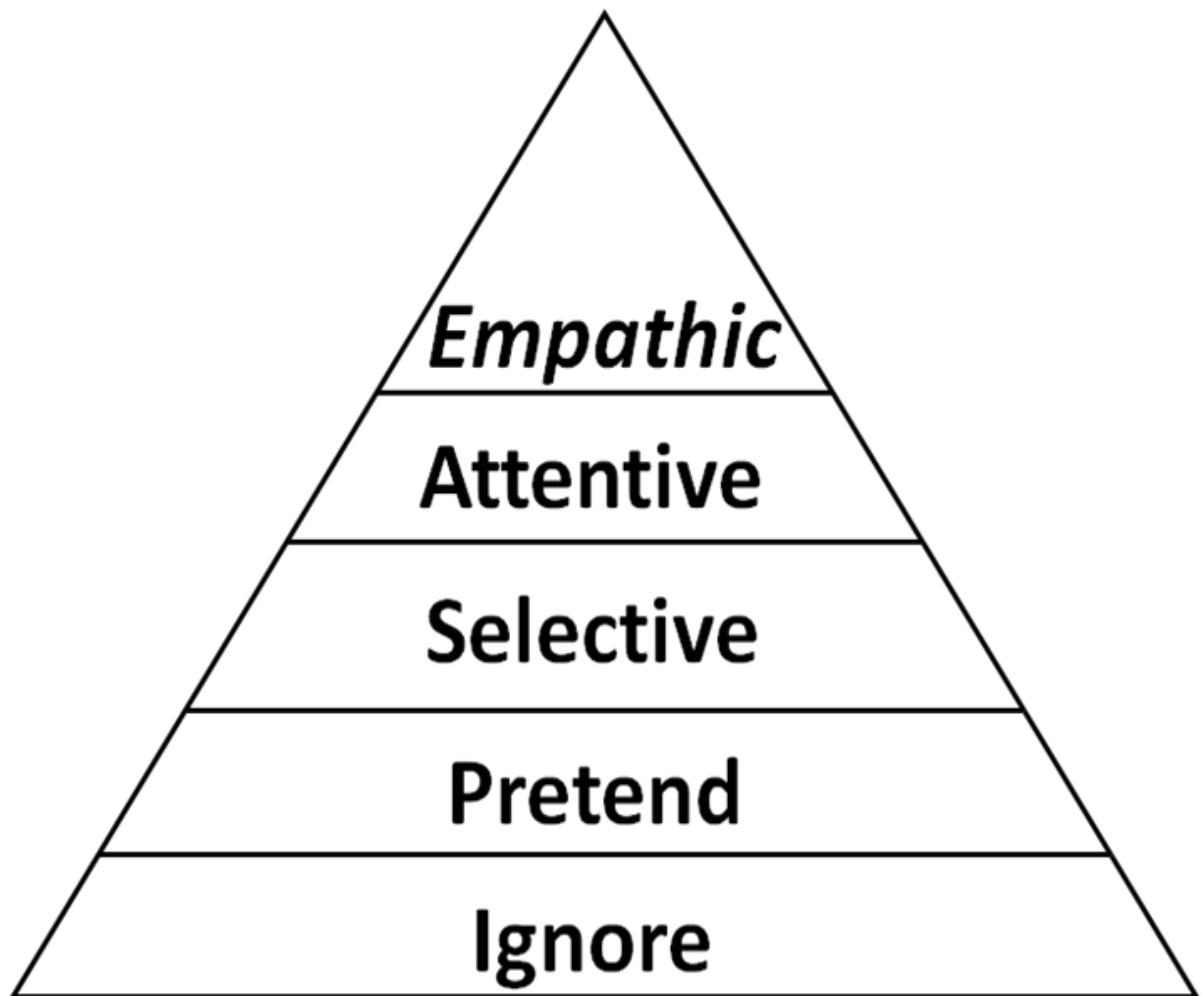
Help

4. Replace the Golden Rule with the Platinum Rule.

- Treat people like ***they*** want to be treated.
- But there are exceptions: Sometimes people don't know what's good for them.

5. Embrace and Practice Empathy.

Listening Has Five Levels.



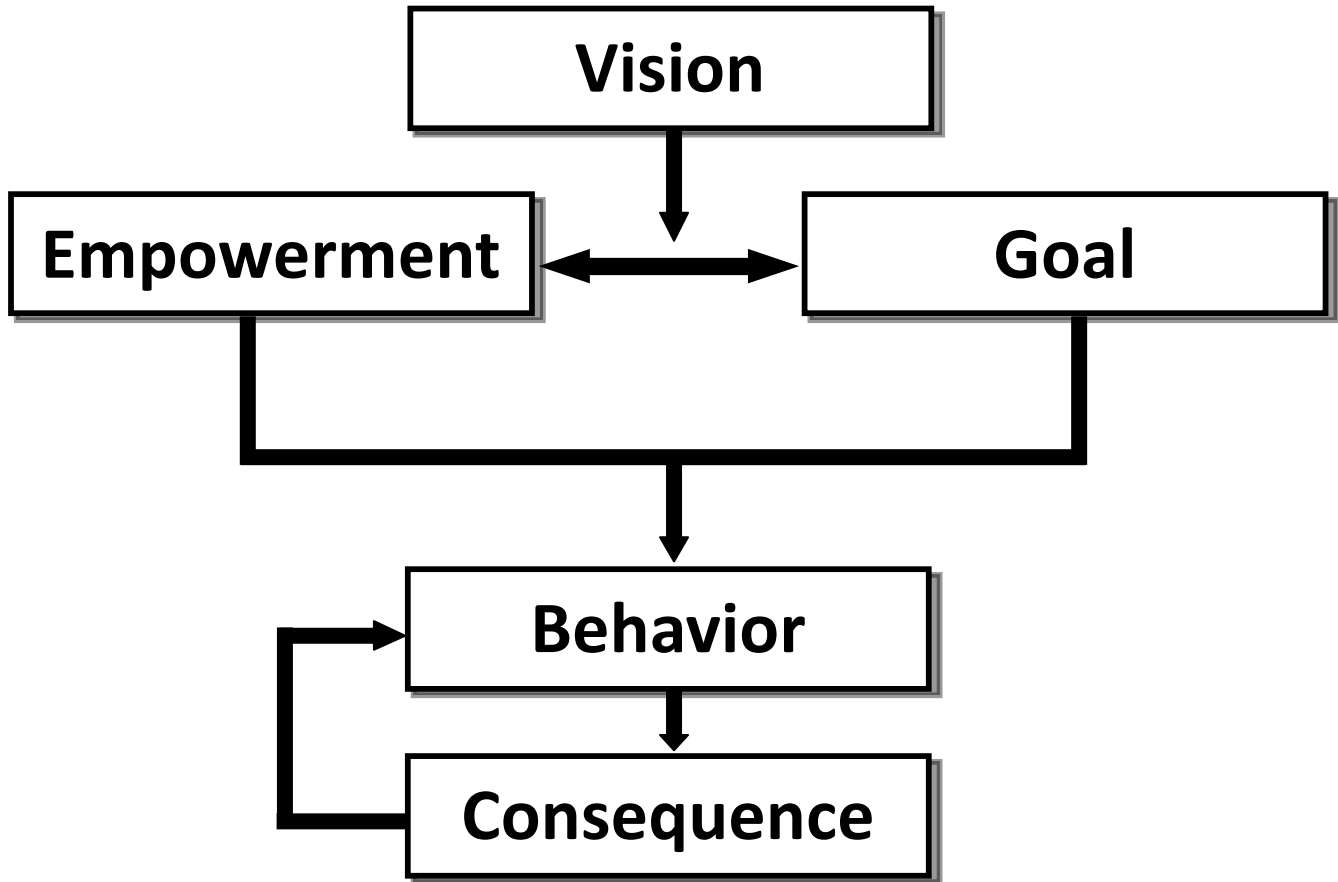
Five types of conversation:
*Relationship, Possibility, Action,
Opportunity, & Follow-Up.*

6. Customize Consequences for Self-Motivation and Sustainability.

- Activate behavior with empowerment.
- Empowerment activates goal commitment.
- SMARTS goals are empowering.
- Behavior is fueled by consequences.
- Some consequences inspire self-direction and self-motivation.
- Some consequences activate & support perceptions of choice, competence, and community.

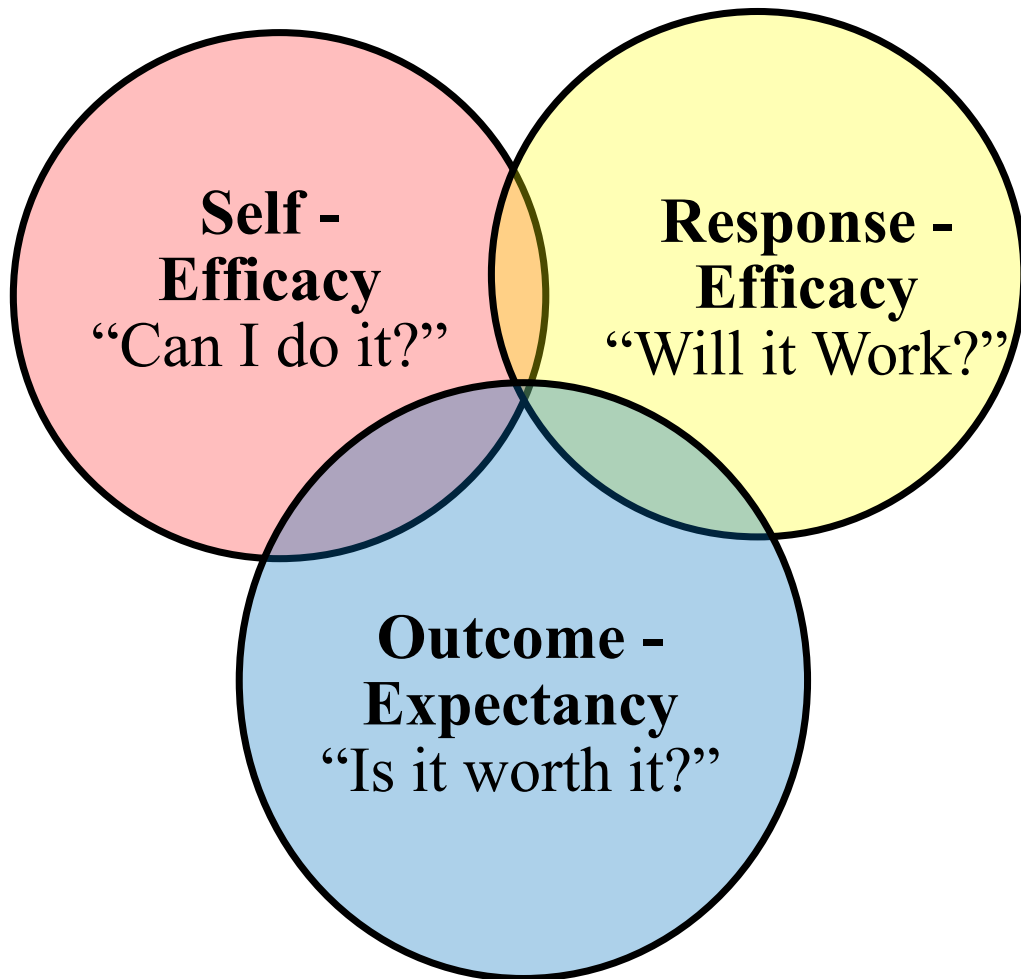
Google search “Scott Geller TEDx” for his 15-minute presentation on Self-Motivation.

Activators Direct;
Consequences Motivate.



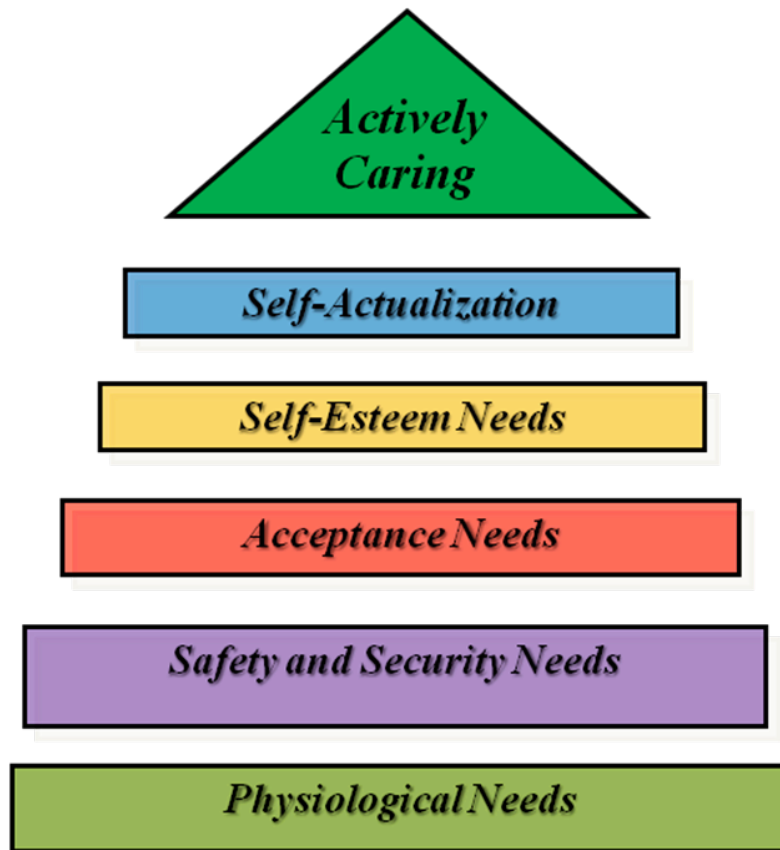
Specific
Motivational
Achievable
Relevant
Trackable
Shared

Three Beliefs Determine Empowerment.



- *Training* for Self-Efficacy; *Education* for Response-Efficacy; *Motivation* for Outcome Expectancy.
- Leaders assess and promote empowerment.
- Leaders inspire self-accountability; Managers hold others accountable.
- Leaders promote perceptions of choice, competence, and community.
- Leaders exemplify and reward Actively Caring for People (AC4P) behavior.

7. Progress from Self-Actualization to Self-Transcendence.



Customize Consequences with a Hierarchy of Needs.

- Needs suggest which consequences are motivating.
- Higher needs reflect self-motivation.
- The highest need is beyond “self”.
- AC4P behavior is fueled by a win-win interdependent mindset.

The AC4P Movement is Fueled by AC4P Behavior.

Research Question: When is AC4P Reinforcing and thereby sustainable?



“In this era of social transition, the greatest tragedy is not the blaring noisiness of the so-called bad people, it's the appalling silence of the so-called good people.”

AC4P Movement: www.ac4p.org

Imagine a world full of compassion – nations without wars, communities without violence, organizations without interpersonal conflict, schools without bullying, and families without abuse. This is the vision of the Actively Caring for People (AC4P) Movement.



Actively Caring for People

Cultivating a Culture of Compassion



E. Scott Geller

Actively Caring at Your School

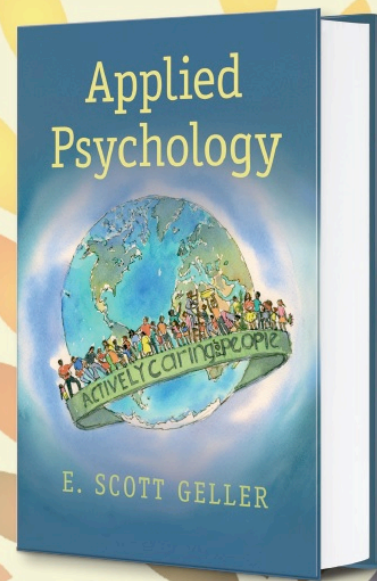
How to Make it Happen



E. Scott Geller

Applied Psychology

Actively Caring for People (AC4P)
E. Scott Geller, and Virginia Tech



“ Dr. Geller’s new book shows once again why he is one of the preeminent authors in our field. In this volume, he discusses major research findings from the science of human behavior in a way that is both compelling and accessible. ”

Rob Holdsambeck, Ed. D., LCP, BCBA-D

Executive Director, Cambridge Center for Behavioral Studies, Concord, MA

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This 700-page volume with chapters co-authored by 30 experts in applied psychology teaches readers how to become more effective parents, teachers, students, coaches, managers, or work supervisors, while also gaining practical skills to enhance their self-motivation, communication skills, and intervention acumen. Fundamentals from humanism are integrated strategically with applied behavioral science to make behavior-focused intervention more acceptable, influential, and sustainable. Evidence-based methods for optimizing performance in a variety of domains are detailed, including: occupational and transportation safety; organizational leadership; work quality, quantity and satisfaction; healthcare; athletic coaching; parenting; preschool and college education; environmental sustainability; and the control of obesity and alcohol abuse.

- **Showcases the global Actively Caring for People Movement, which benefits human welfare and quality of life on individual and cultural levels**
- **Demonstrates research-supported integration of humanism and behaviorism--humanistic behaviorism**
- **Applies a scholarship style and format suitable for readers with varied educational backgrounds, from high schoolers to graduate students**

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