

How to Replicate Performance?

GIHRE (Group Interaction in High Risk Environments)-Aviation: Behavioural Markers in Analyzing Team Performance of Cockpit Crews, Ashgate 2004

**äusler,
Klampfer,
Amacher,
Naef;**

process communication model can be utilised in so many different areas of life. in motivation, in conflict resolution, in learning how second by second, interaction by interaction an employee, colleague, family member or friend can be motivated to be the very best they can possibly be.
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How to replicate Performance?

Sandy Pentland, director at Boston MIT's Human Dynamics Laboratory and his team looked into reasons for varying team performance. We all know high performing individuals and teams means higher revenue, more successfully completed projects, motivated staff, lower failure/accident rates, less sick days or staff turnover etc.

He says: "If you just look at patterns of communications – together with the body language – you can account for 50% of the variation between poorly performing teams and highly performing groups. 50% might not sound like much but what that means is that it accounts for more than everything else put together - and companies don't measure it today!"

Research also shows that the most important, complex, delicate interactions happen face to face or sometimes over the phone.

Most organisations don't know how to measure the effectiveness of these interactions, which means they have no understanding of why some of their teams achieve excellent results, while others struggle to perform.

It is a well-known fact that up to 70% of all mishaps, errors and accidents occur due to human error and are not due to the lack of technical skills or failing equipment. This is the reason why high-risk industries, such as aviation and medicine, have developed standardised sets of non-technical skills¹ that are intended to provide a good platform for successful teamwork. They focus on dimensions such as 'Situation Awareness', 'Decision Making', 'Teamwork' or 'Leadership' and define skills that can be observed, documented and assessed.

A recent study however showed that the level of demonstrated non-technical skills does not necessarily correlate

with the performance of a team and the outcome².

These findings reinforce the myth that 'non-technical skills' are somewhat fuzzy, and certainly not measurable.

The opposite is actually true. Why?

Methodologies such as behavioural marker systems mentioned above and other procedural approaches don't take the individuality of different people into account. These systems determine exactly 'what' has to be done under the category of 'Decision Making' for example but are silent on the 'how'. They focus on the content and not on patterns of communication and motivation.

In our private life, we readily acknowledge that we are all different, that we are all individuals with our very own characteristics, ways to communicate and needs. Interestingly, in our professional lives, we expect everyone to react in the same way. Training reinforces this by assuming the same rules and procedures are applying to all, while completely ignoring individuality.



Actually people have very different ways to perceive their environment and how they communicate with others and what motivates them. When ten teams correctly follow the steps of 'Decision Making' according to one of the established non-technical skills sets, we can see each team goes about it differently and consequently outcomes may vary significantly.

¹ Aviation: 'NOTECHS', surgery: 'NOTSS', anaesthesia: 'ANTS'

² Häusler, Klampfer, Amacher, Naef; GIHRE (Group Interaction in High Risk Environments)-Aviation: Behavioural Markers in Analyzing Team Performance of Cockpit Crews, Ashgate 2004, ISBN 0 7546 40116, p.25

One person might just have had an argument with somebody else and another person is having a fantastic day. One person's mindset might be primarily focussed on facts, figures and analysing the task at hand, while another person's mindset might be primarily focussed on the other team members and the functioning of their relationship. Diverse conditions and differing communication styles result in varying outcomes.

It's assumed that focusing on 'what' content needs to be communicated ensures effective transfer of information. That's not always the case. The 'how' is as important as the 'what'. To be a successful leader, people not only have to hear us, but also have to listen and understand what we are saying.

For this, they need to be motivated to listen. If the 'how' comes across the wrong way, the motivation to actively listen quickly vanishes. Very often the outcome is misunderstanding and conflicts.

Aren't we familiar with reading a name on a list of an upcoming meeting and inwardly groaning 'oh, no, not him again!', whilst in another context our might think 'wow, that's going to be cool!'. Both our reactions will eventually have an impact on how we are motivated to cooperate with that person, and as a consequence the teamwork will also be influenced.

MIT's Human Dynamics Laboratory proved that behaviours of high-performing teams are observable, quantifiable and measurable.

This is where the Process Communication Model® (PCM) makes the difference. PCM is an evidence based, valid and reliable method that teaches us to observe, analyse and adapt verbal and non-verbal behaviour. Using these skills, our communication and behaviours are predictable and measureable. Positive outcomes become replicable.

What can be done?

By using PCM skills we quickly recognise how we need to communicate with others in order to win their motivation. Motivated staff achieve cooperation and actively contribute on a daily basis.

Using the identical approach to everyone, we inevitably feed the wrong needs of some people. We will experience that our message does not reach these people and they will show it with disruptive behaviour or lack of performance.

PCM helps us to keep ourselves and others in a good and productive space. We'll be aware of what motivates both ourselves and others and what recharges everybody's batteries.

How does it work?

PCM is a technique to individualise communication and motivation based on skills, not on rules.

PCM is evidence based, valid and reliable.

PCM is the enabler that allows rule and knowledge based training to be much more effective when used by a broad range of individuals, especially when under a high workload.



We all know that oil is crucial for the efficient, smooth and reliable operation of an engine. We could compare your skill sets to the pistons and other engine parts, while PCM is the oil. It's the catalyst to motivate people, and improve performance.

PCM provides the change agent that supports the move away from disruptive miscommunication back to unconditional mutual support.

What's the outcome?

- Enhanced team performance, efficiency and risk management, aligned team mental models;
- Strong staff loyalty, positive work climate & relationships enabling cooperation & collaboration across boundaries;
- Leading change by winning and maintaining commitment of key stakeholders, navigating through ambiguity and uncertainty;
- People reaching their potential, to make most of their time at the workplace and leave work in a good space.

Who is Using PCM?

- Management of various industries;
- Law enforcement agencies, legal professionals;
- High risk sectors such as healthcare, public transport, banking industry;
- Education institutions.

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