**\* Taken from: R&D Management, K.B. Akhilesh, Springer India 2014, Ch 12.12.**

**Behavior Modification Techniques**

The other way of understanding the process of influence is to examine the different

techniques used by the R&D manager. Some of them are as follows:

Reinforcement: Managers can “shape” or modify inappropriate behavior. This technique is based on the view that behavior is purposeful, and by controlling the purpose or reward, one can influence and generate the required behavior.

Modeling: Modeling involves providing an acceptable behavior mode and allowing people to practice the same. This technique is based on social learning theories. The behavior of one individual is largely influenced by the behavior models around him. It could be the parent, teacher, friends, different groups, and so on.

The manager helps the researcher to identify the model and encourages the required behavior. The effectiveness of this method of influence depends on the strength of the identification with the “model.” Sometimes, managers may also act as a model and may encourage people to model his behavior.

Persuasion: The process of persuasion involves influencing the individual through changing. It is comparable to friendly use of force. In the process, an individual may adopt a new behavior. The effectiveness of persuasion depends on the “estimation or opinion of the individual about the manager.” If the manager is seen as benevolent, the parental persuasion method may be an effective method.

Coercion and manipulation: Coercion and manipulation involves the use of force and suppression and taking advantage of certain conditions. If a manager indulges in this method of influence, then the results are likely to be short term. In due course, scientists and engineers may resist the influence attempt secretly as well as in open. They may act negatively in the achievement of the task. Often, it triggers the feelings of hostility, insecurity, and resentment.

**Lewinian Approach: Three-Stage Change Process**

The conceptualization of Lewin of the process of change is particularly useful at the group level. Lewin suggests three stages in the change process:

• Unfreezing, creating motivation to change: The creation of motivation to change involves the following:

Present behavior or attitudes must actually be disconfirmed or must fail to be confirmed over a period of time. In other words, the individual discovers that his/ her assumptions about the world are not validated or that some behavior does not lead to expected outcomes and may even lead to undesirable outcomes. Such disconfirmation can arise from any of a wide variety of sources, and it is a primary source of pain or discomfort that initiates a change process. The disconfirmation must set up sufficient guilt or anxiety to motivate change.

• Changing, Developing New Responses: Changing and developing new attitudes and behaviors on the basis of new information and cognitive redefinition is the next stage. The effect of creating a motivation to change is to open the person up to new sources of information and new concepts or new ways of looking at old information (cognitive redefinition). Identification with a rare model, mentor, friends, or some other persons and learning to see things from that other person’s point of view would facilitate this process. Scanning the environment for information specifically relevant to one’s particular problem and the selection of information from multiple sources is more difficult but produces more valid change. If motivation to change is not present, the change program must move to the more difficult emotional level of attempting to create circumstances which will induce motivation.

• Refreezing, stabilizing, and integrating the change: Stabilizing the changes is the third stage. It has been found that programs designed to induce attitudinal changes do have observable effects during the training period but do not last once the person is back in normal routine. The person should have an opportunity to test whether the new attitudes or behaviors really fi t his self-concept, are congruent with other parts of the personality, and can be integrated comfortably. The person should have an opportunity to test whether “significant others” will accept and confirm the new attitudes and behavior patterns. Alternatively, the change program should be targeted at sets of people or groups who will be able to reinforce the new behaviors in each other.

Within this framework, the manager has to employ various tactics to ensure that each stage and/or mechanism will be properly negotiated.