




# Bullard Consulting

*Discreet Professionals in Education and Training*

 United States



*Specializing in the education, training, and instrumented learning of people that work or compete in high risk endeavors.*



*Consider us an extension of your own organization.*

# Tenet:

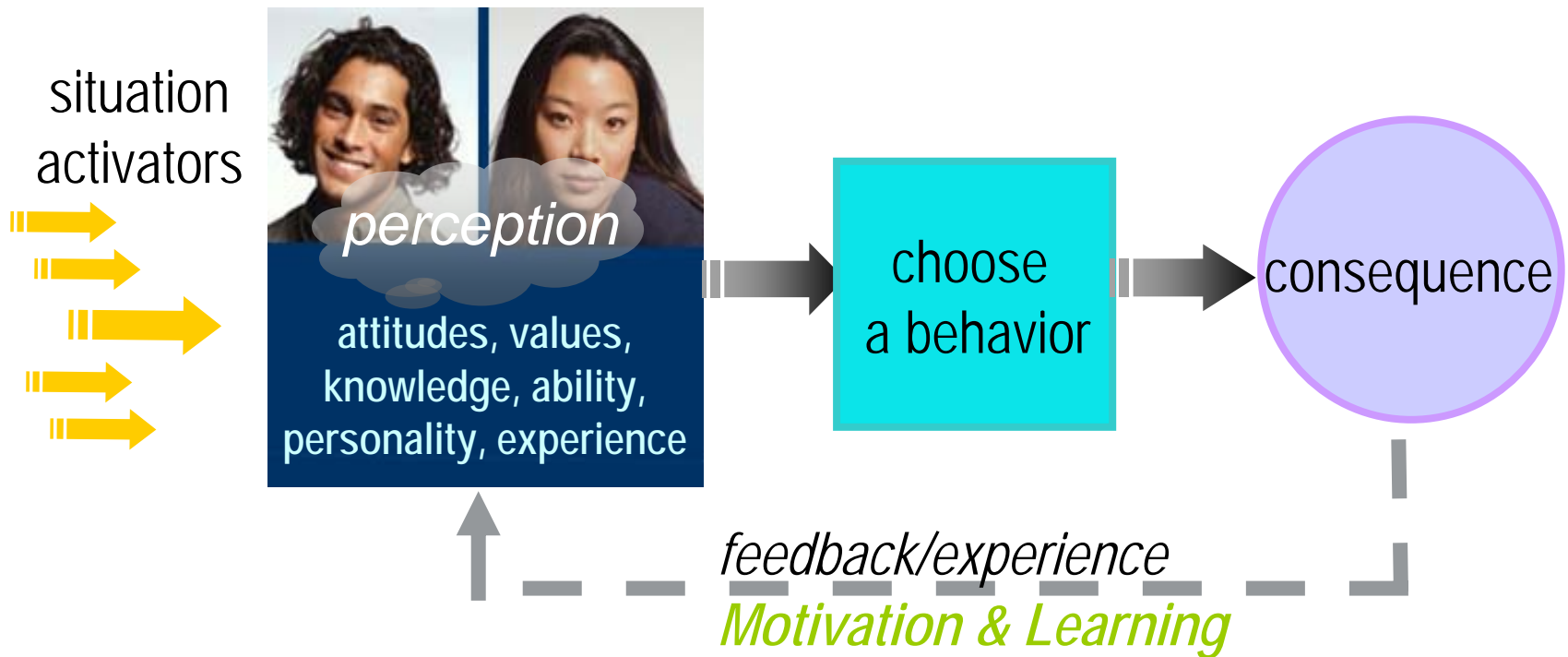
It is impossible NOT to influence.

The only question then is -

***“Are we positively or negatively influencing?”***

# Why do people choose at risk behaviors?

Why do well-trained people choose to disregard the Standards?



*Check for soon, certain, and positive consequences*

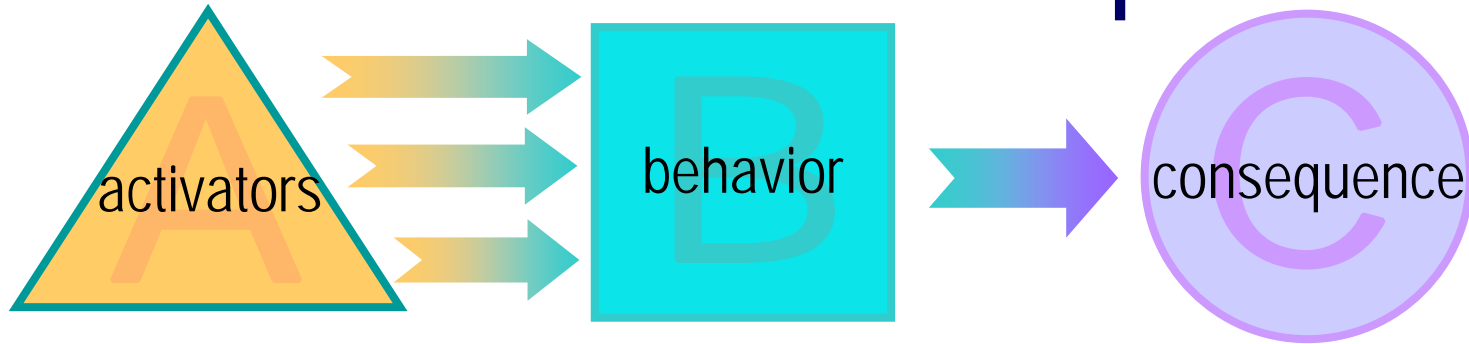
# Motivation Management

## Intervening with Consequences

Consequences motivate according to their Strength:

<b>STRONGEST</b>	<b>soon</b>	<b>certain</b>	<b>positive</b>
STRONGER	not soon	certain	positive
	soon	not certain	positive
	soon	certain	not positive
WEAKER	not soon	not certain	positive
	soon	not certain	not positive
	not soon	certain	not positive
<b>WEAKEST</b>	<b>not soon</b>	<b>not certain</b>	<b>not positive</b>

# Motivation Examples



Time Pressure → Hurry Up → Get done early!

Hot/Humid Weather → Remove PPE → Feel cooler!

"...the way we've always done it." → Neglect Performance Standards → Fit in with peer group!

# Motivation Examples



*What is the Activator  
to start?*

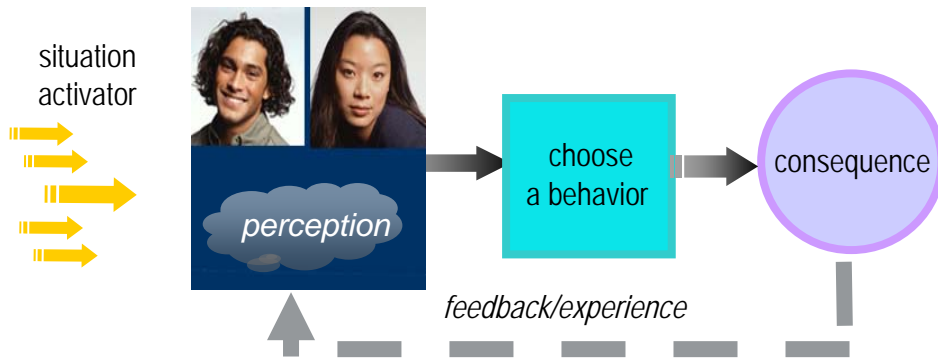


*Is the Consequence  
Soon, Certain &  
Positive?*

*What is the Activator  
to not Start  
Smoking?*

*Is the Consequence  
Soon, Certain &  
Positive?*

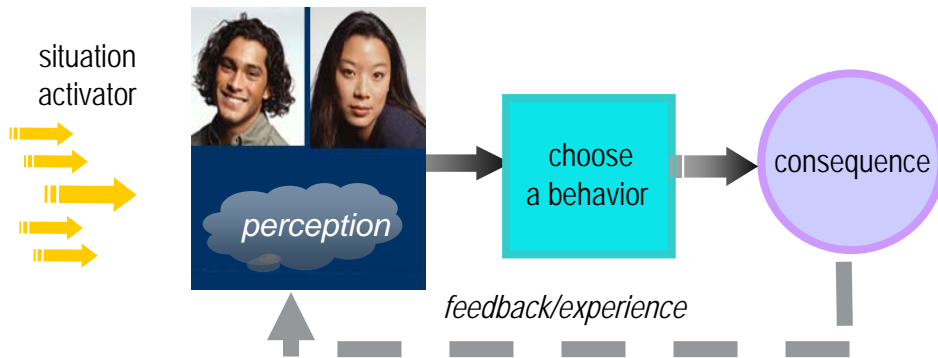
# Motivation Summary



There are 2 ways to Manage Behavior:  
Activators and Consequences.

- Both work, both are necessary.
- Activator Management is easier.
- Consequence Management is better.

# Motivation Summary



There are 2 ways to Manage Behavior: Activators and Consequences.

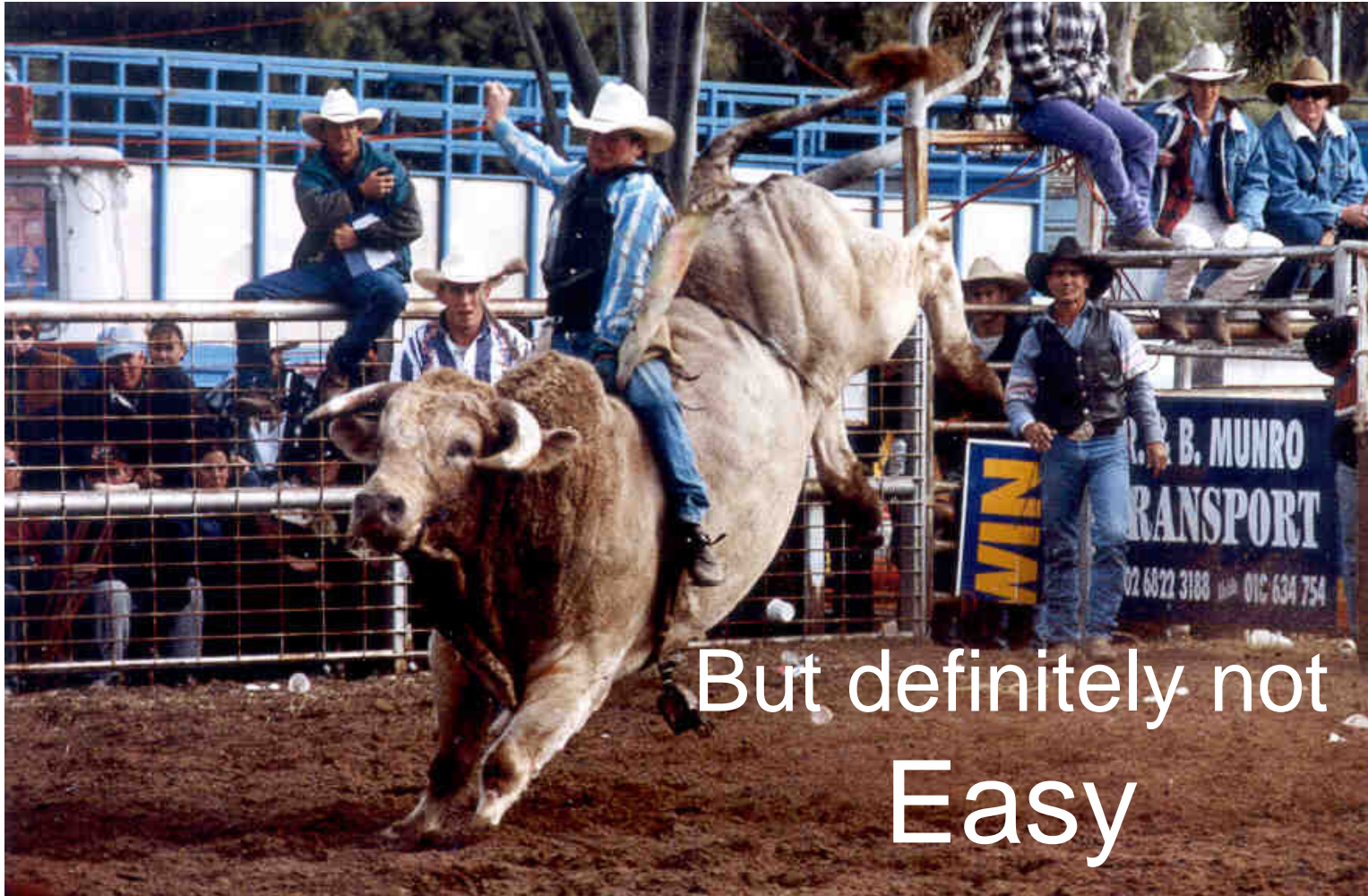
- At-Risk Behaviors carry their own soon/certain/positive Consequences.
- Command must take away soon/certain/positive consequences for At-Risk Behaviors.
- Command must assure soon/certain/positive consequences for Safe Behaviors.



# Motivating Principle

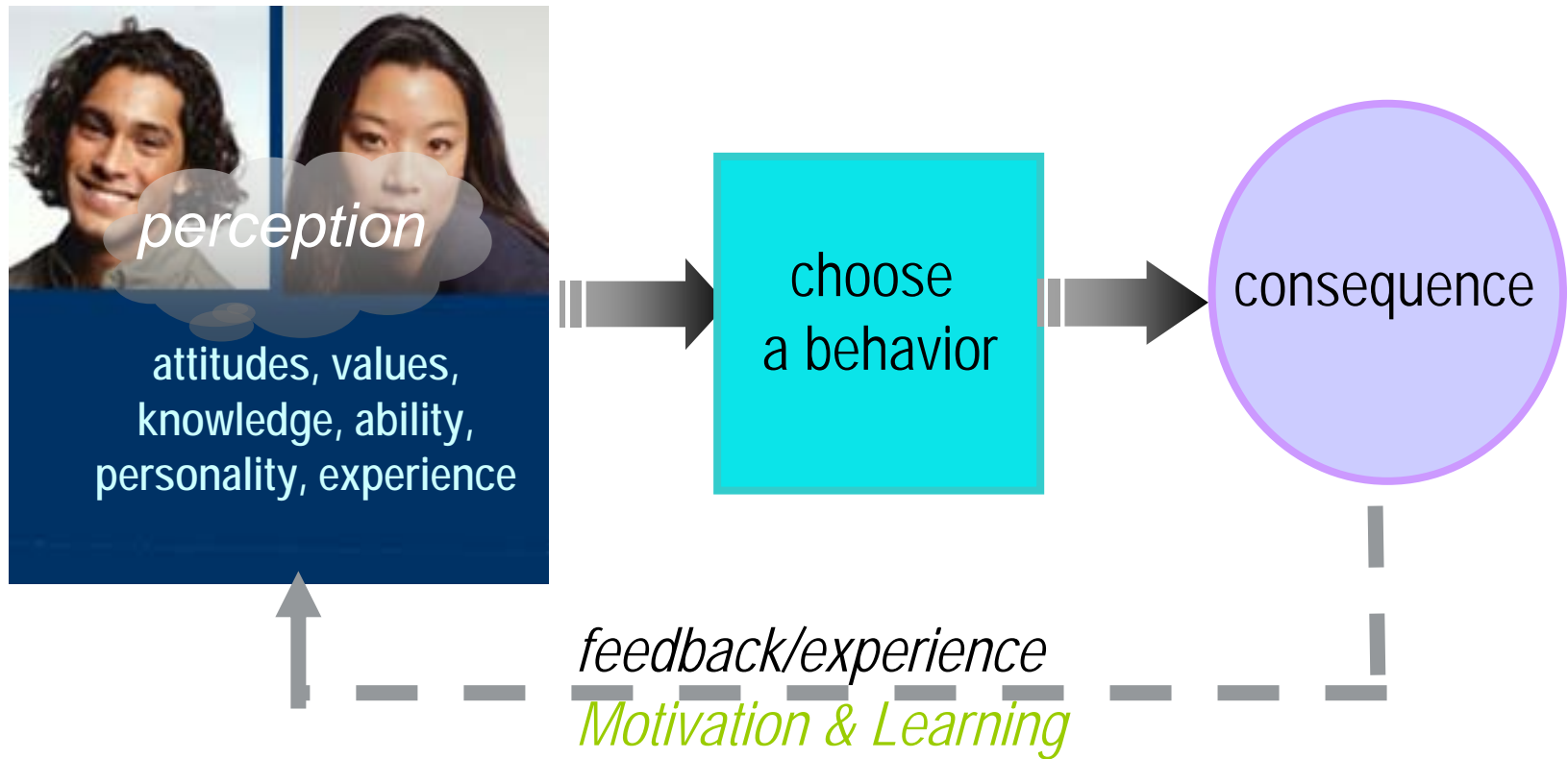
People are motivated to  
behave in a way they  
believe is in their best  
interest.

# As Simple as Bull Riding.....



But definitely not  
Easy

# How does Culture influence Behavior?

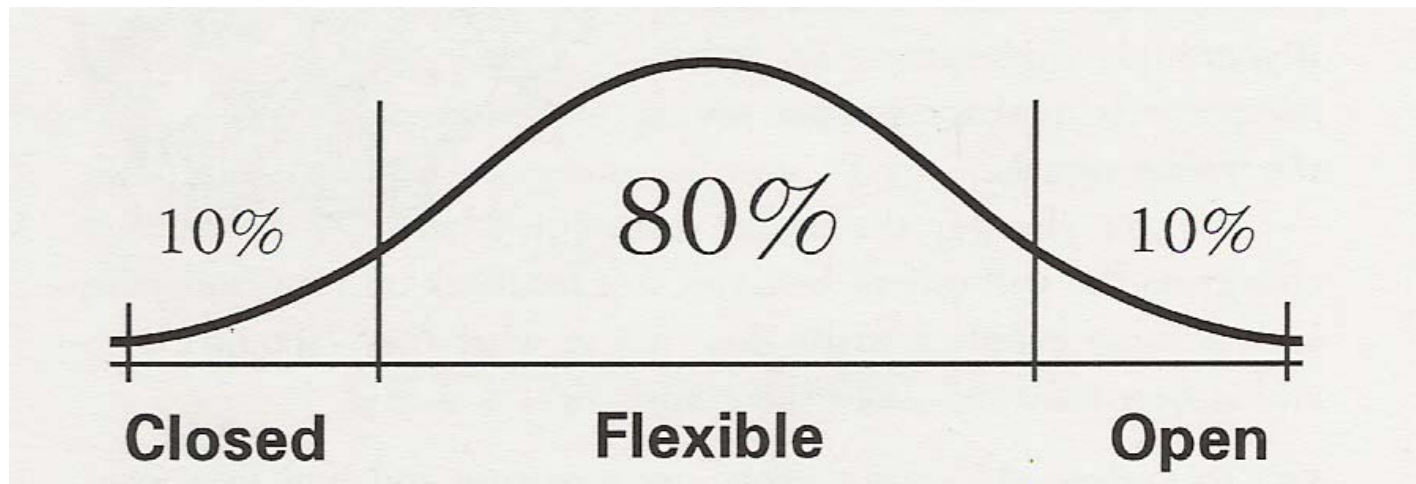


# Organizational Culture



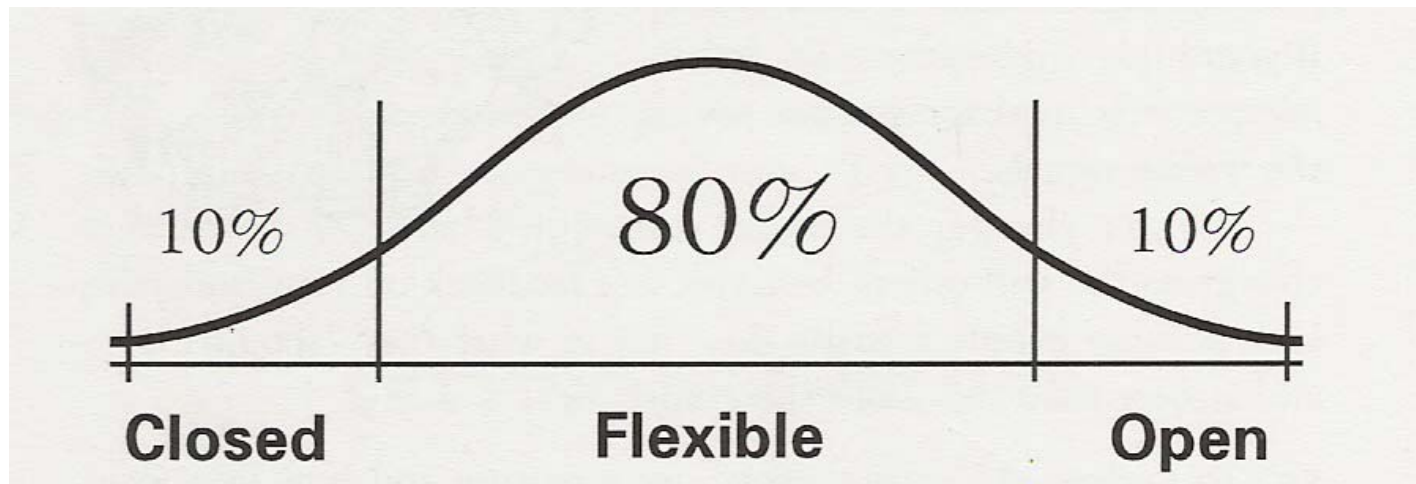
**Culture, a source of activators and consequences**

# Cultural Assimilation



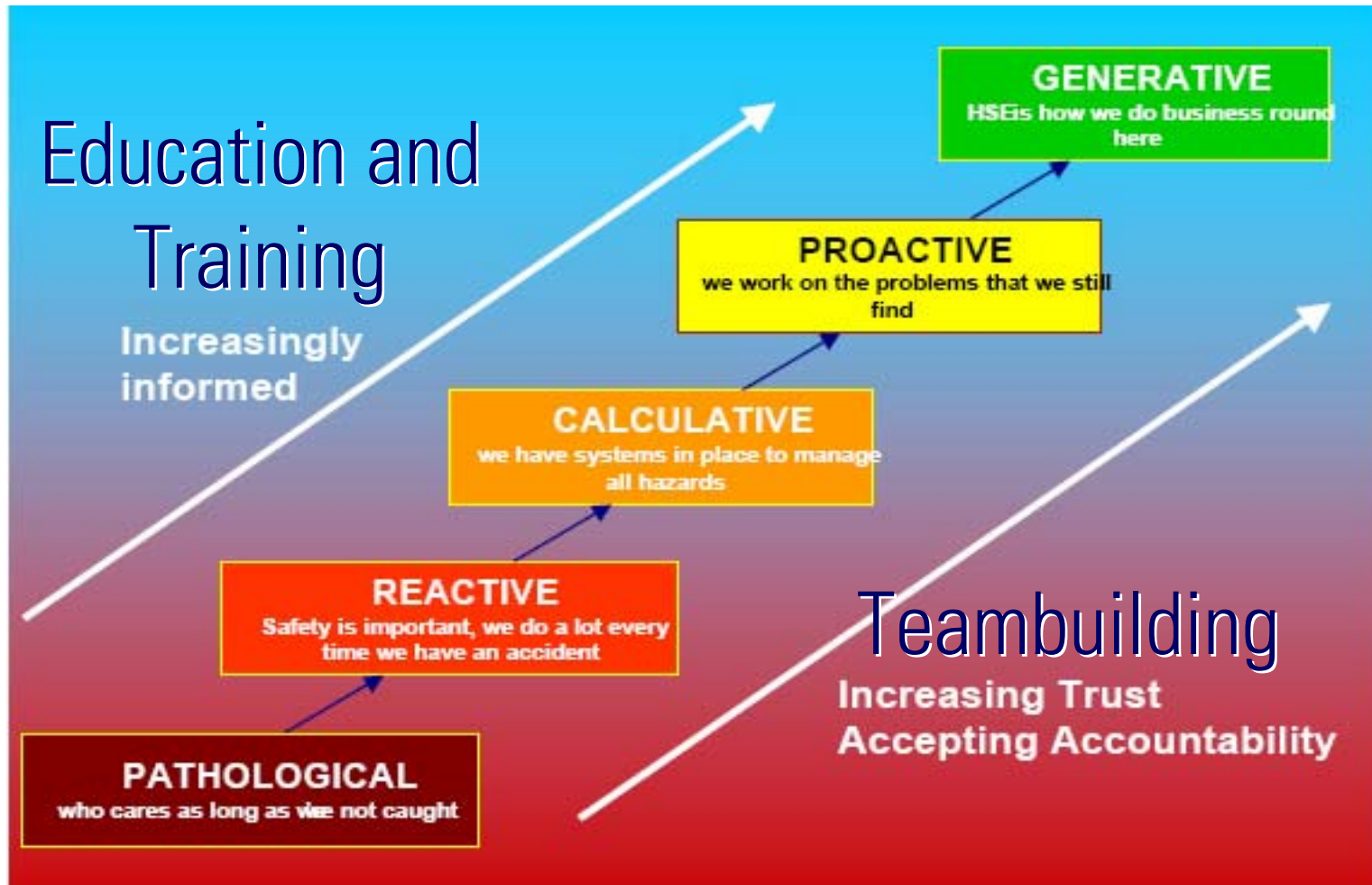
Many ....work cultures are formed by default rather than by design

# Cultural Assimilation



Culture can be managed as straightforwardly as output.

# Safety Culture Evolution



SPE 86595

Integrating Organisational Safety and Human Factors

Patrick Hudson, SPE, Leiden University, Gerard van der Graaf & Robin Bryden Shell Exploration and Production

Education and training does not by itself get to the issues but provides access to and mastery of methods for people to get to the issues.

*Nobody Ever Washes a Rental Car!*



# Contact Information

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