

# The History of OBM: Behavior Analysis at Work

1950

1960

1970

1980

JOBM



McKaela O'Brien  
Western Michigan University





# The Historical Roots of Organizational Behavior Management in the Private Sector: The 1950s-1980s

Dr. Alyce M. Dickinson (2000)

Journal of Organizational Behavior Management (JOBM)

# The main influences that led up to OBM



# OBM Articles and Books in the 1950's

1953 Skinner, B. F. *Science and human behavior* (Chapter XXV, Economic Control). New York: Free Press.

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1958 Skinner, B. F. Teaching Machines. *Science*, 128, 969-977.

1959 Ayllon, T. & Michael, J. The psychiatric nurse as a behavioral engineer. *Journal of the Experimental Analysis of Behavior*, 2, 323-334



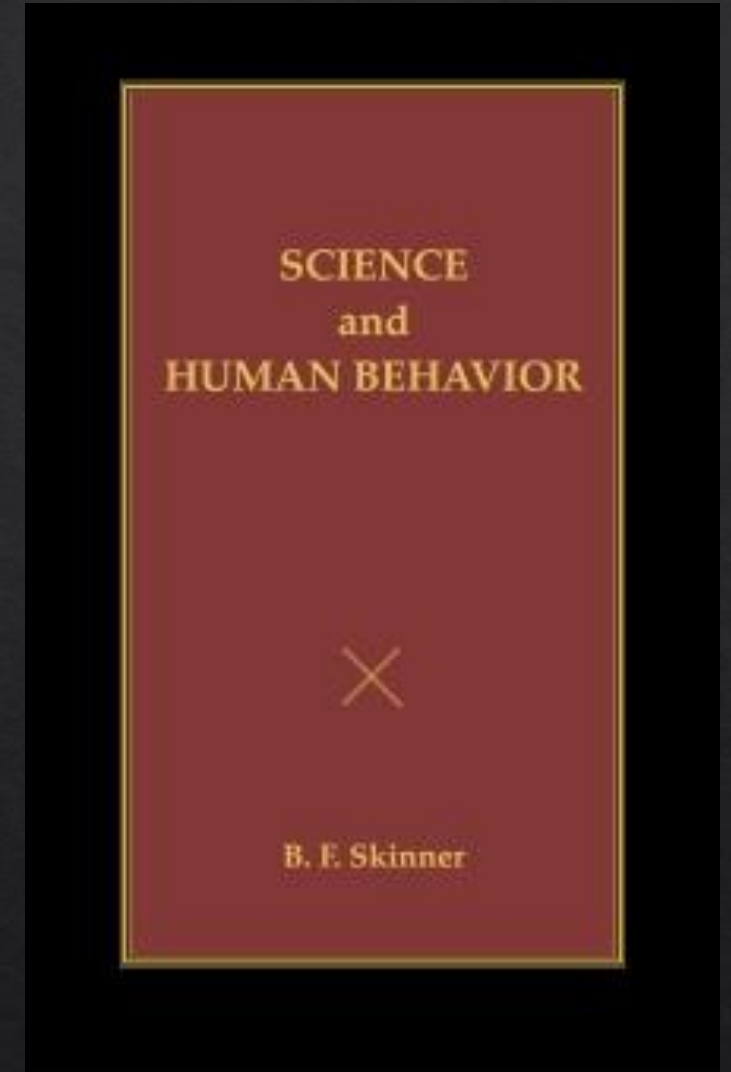
Where it all began...

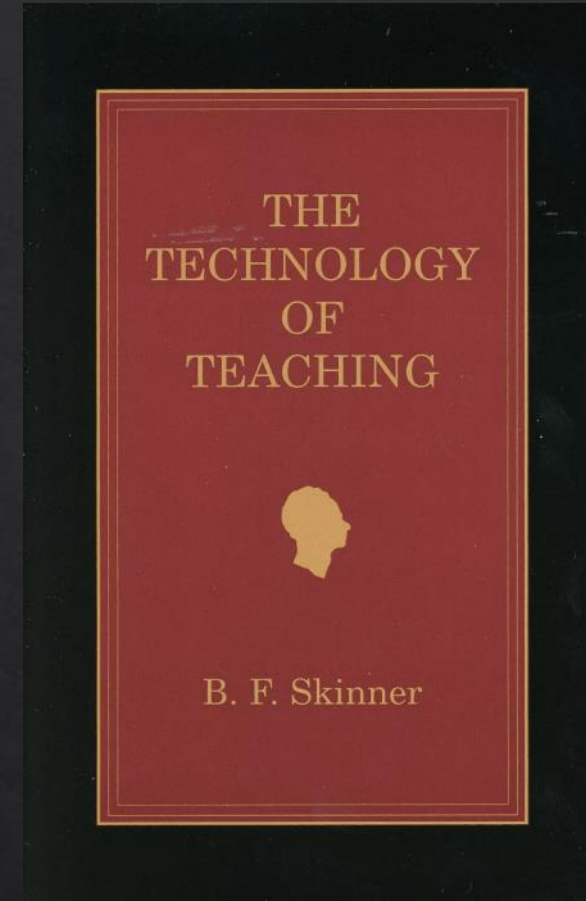
OBM in the 1950's

# Science and Human Behavior (1953)

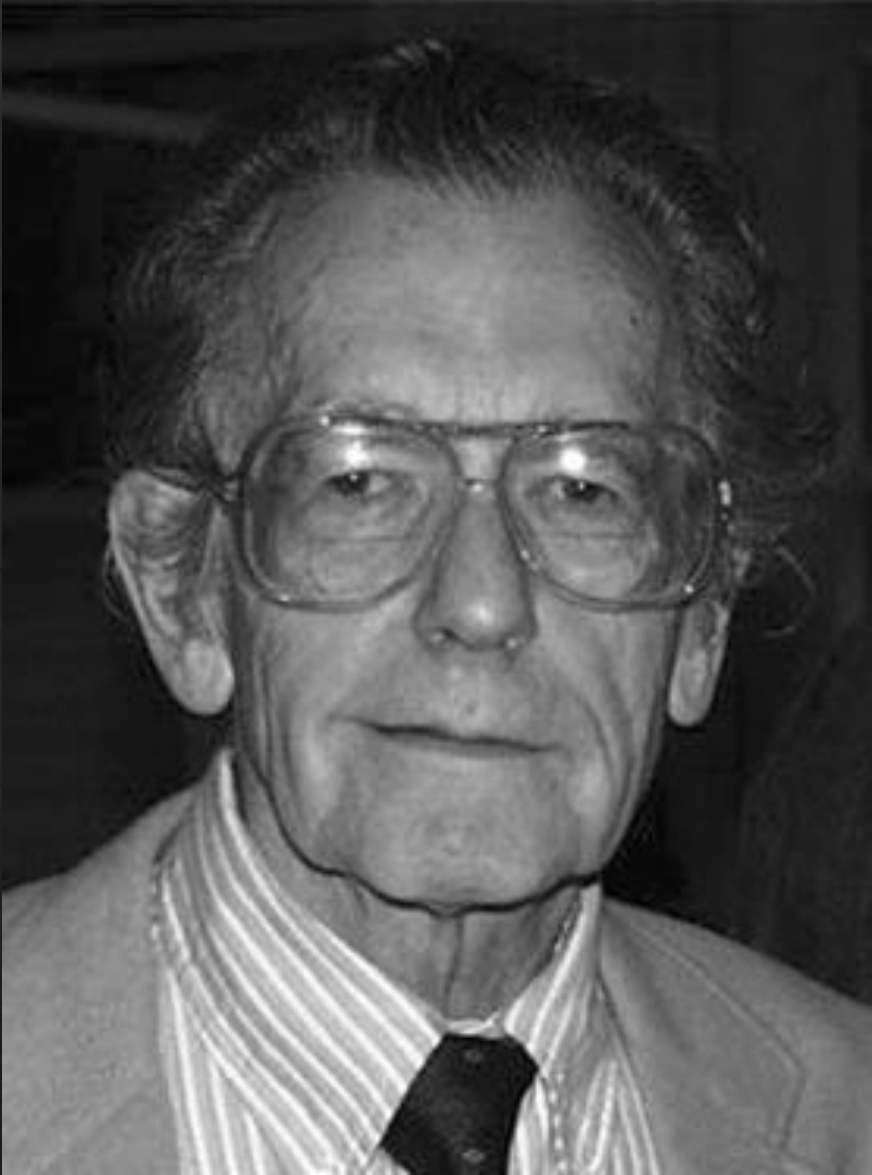
## Chapter 25: Economic Control

- ◇ “Reinforcing Behavior with Money”
- ◇ “Wage Schedules”
- ◇ “Economic Value of Labor”





# Programmed Instruction



# Grandfather of OBM

Jack Michael

# Applied Behavior Analysis



## THE PSYCHIATRIC NURSE AS A BEHAVIORAL ENGINEER

TEODORO AYLLON AND JACK MICHAEL  
UNIVERSITY OF HOUSTON



# Programmed Instruction/Training → Performance Management

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JOBM



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1965 Nathan, P. E., & Wallace, W. H. An operant measure of TV commercial effectiveness. *Journal of Advertising Research*, 5, 13-20.

1966 Brethower, D. M. & Rummel, G. A. (1966). For improved work performance: Accentuate the positive. *Personnel* 43, 40-49.

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1969 Nord, W. R. Beyond the teaching machine: The neglected area of operant conditioning in the theory and practice of management. *Organizational Behavior and Human Performance*, 4, 375-401.

Goals



Monitored

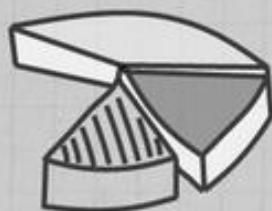


- Check List
- ☒ Scope
  - ☒ Improvement
  - ☒ Time

Research



PERFORMANCE  
MANAGEMENT



Efficiency

Priorities



Balanced  
Scorecard

# “Of Pigeons and Men” by Owen Aldis (1961)



# Formation of the National Society for Programmed Instruction

Now called...

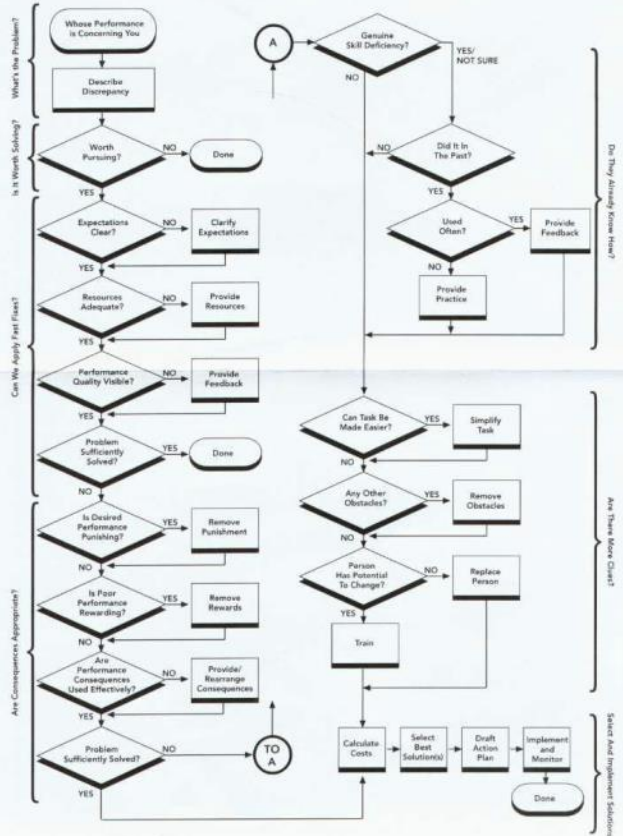


**International Society For  
Performance Improvement®**



# Robert Mager & Peter Pipe

Performance Analysis Flow Diagram



© 1997 The Center for Effective Performance

## Analyzing Performance Problems

or... You Really Oughta Wanna

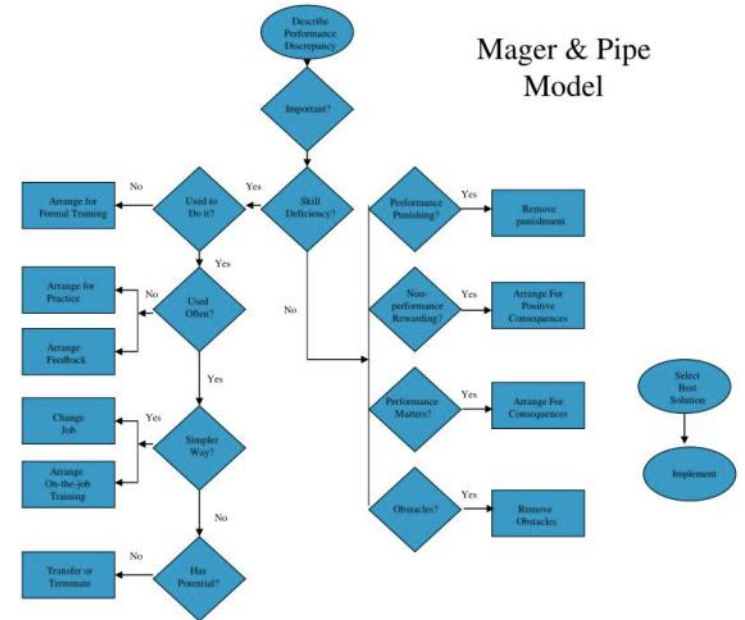
FIGURING OUT WHY PEOPLE  
AREN'T DOING WHAT THEY SHOULD BE,  
AND WHAT TO DO ABOUT IT



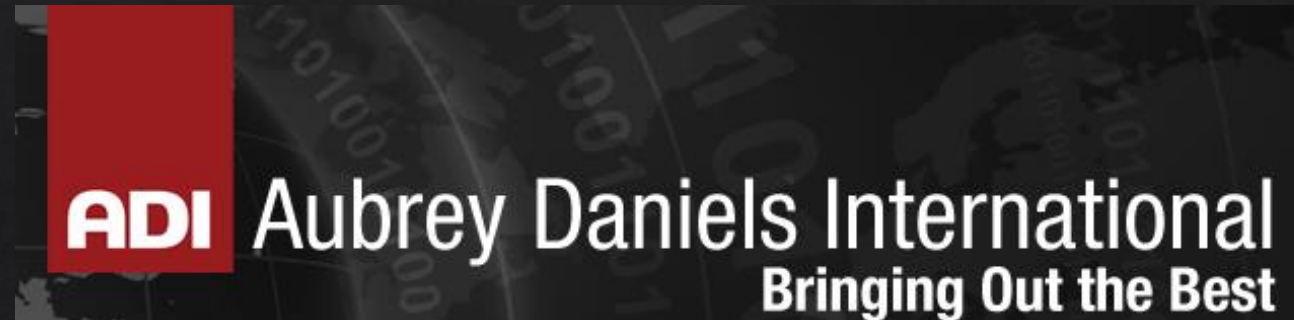
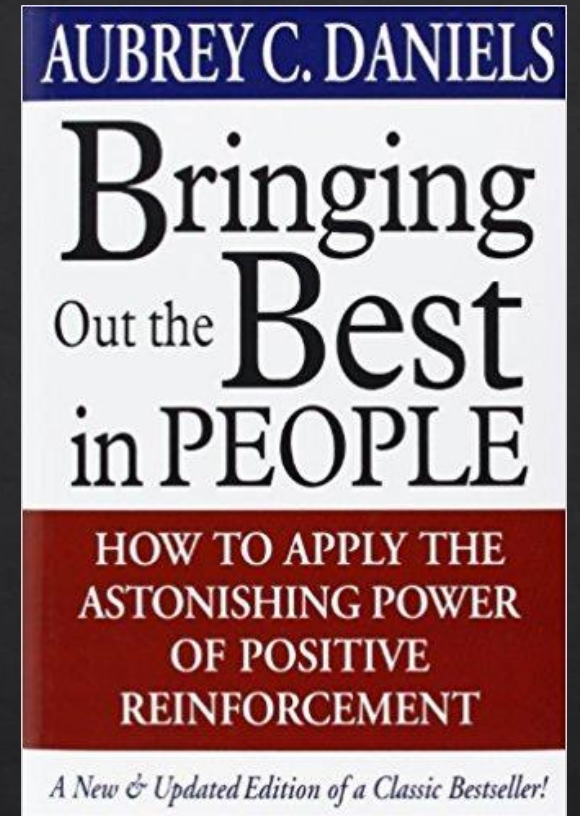
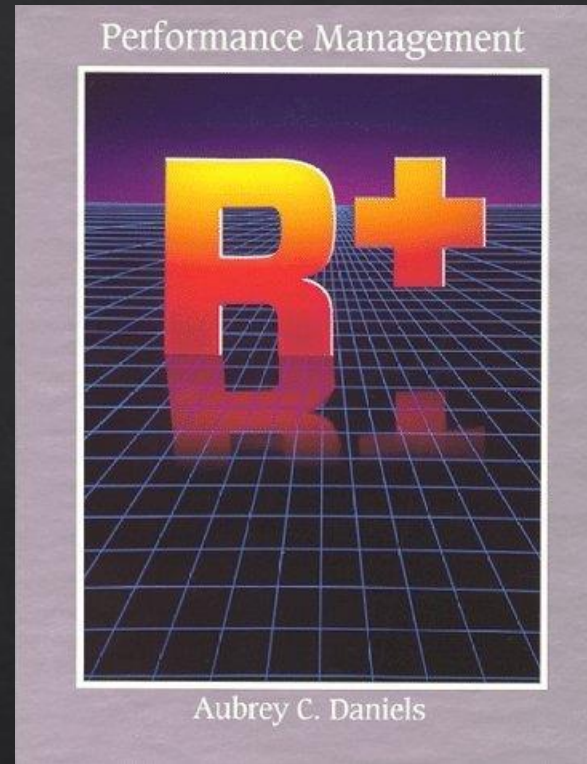
Robert F. Mager Peter Pipe

REVISED THIRD EDITION

Mager & Pipe Model



# Aubrey Daniels



# Fran Tarkenton



Aubrey Daniels



Industrial Education  
Development Corp.

Behavioral Systems, Inc.  
(BSI)

Fran Tarkenton



# Performance Management → Behavioral Systems Analysis

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1970s

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O

- 1976 Nichols, G. A model for supervisors' use of behavior modification techniques. *Occupational Hazards*, 38, 86-88.
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- 1982 Daniels, A. C., & Rosen, T. *Performance Management*. Tucker, GA: Performance Management Publications.
- 1982 Frederiksen, L. W. (Ed.). *Handbook of Organizational Behavior Management*. 1971 Adam, E. E., Jr. & Scott, W. E. The application of behavioral conditioning techniques to the problems of quality control. *Academy of Management Journal*, 14, 175-193.
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- 1970 Winters, L. C. & Wallace, W. H. On o 1975 Luthans, F., & Ottemann, R. Motivation vs. learning approaches to organizational behavior. *Business H* 16, 55-62.
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- 1978 Sulzer-Azaroff, B. Behavioral ecology and accident prevention. *Journal of Organizational Behavior Management*, 2 (1), 11-44.
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# Behavioral Systems Analysis



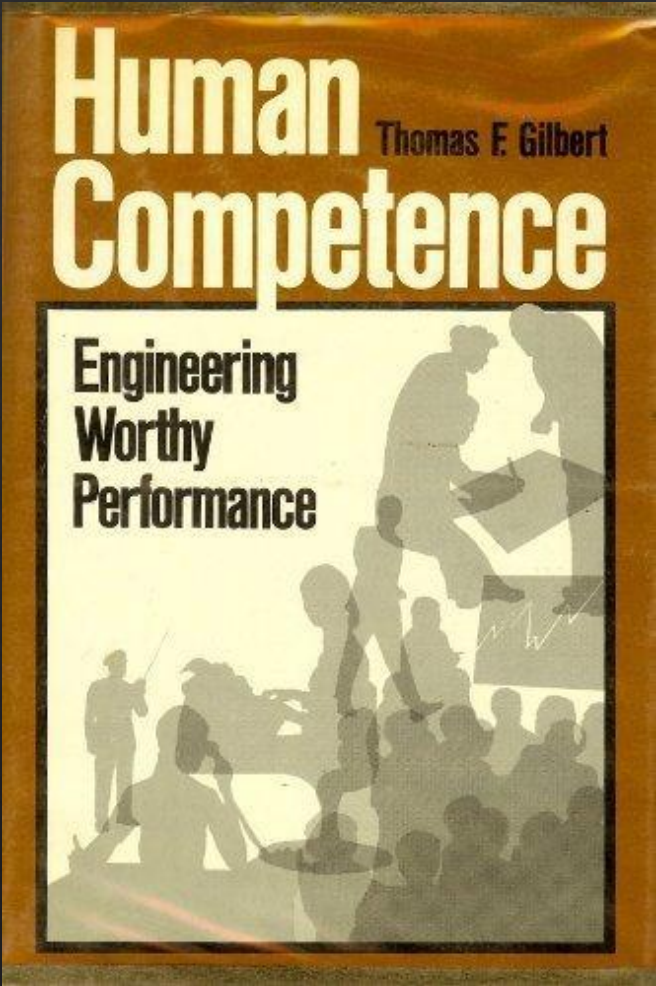
# Thomas Gilbert

Draft version submitted to *Performance Improvement* for publication. 2

Behavior Engineering Model

	Information	Instrumentation	Motivation
Environmental Supports	<i>Data</i> <ol style="list-style-type: none"><li>1. Relevant and frequent feedback about the adequacy of performance</li><li>2. Descriptions of what is expected of performance</li><li>3. Clear and relevant guides to adequate performance</li></ol>	<i>Resources</i> <ol style="list-style-type: none"><li>1. Tools and materials of work designed scientifically to match human factors</li></ol>	<i>Incentives</i> <ol style="list-style-type: none"><li>1. Adequate financial incentives made contingent upon performance</li><li>2. Non-monetary incentives made available</li><li>3. Career-development opportunities</li></ol>
Person's Repertory of Behavior	<i>Knowledge</i> <ol style="list-style-type: none"><li>1. Systematically designed training that matches the requirements of exemplary performance</li><li>2. Placement</li></ol>	<i>Capacity</i> <ol style="list-style-type: none"><li>1. Flexible scheduling of performance to match peak capacity</li><li>2. Prosthesis</li><li>3. Physical shaping</li><li>4. Adaptation</li><li>5. Selection</li></ol>	<i>Motives</i> <ol style="list-style-type: none"><li>1. Assessment of people's motives to work</li><li>2. Recruitment of people to match the realities of the situation</li></ol>

Figure 1: Behavior Engineering Model, *Human Competence: Engineering Worthy Performance*, 1978, p. 88.



$$PIP = \frac{W_{ex}}{W_{typ}}$$

$$\text{Potential to improve performance} = \frac{\text{Exemplar worth}}{\text{Typical worth}}$$

$$\text{Worth} = \frac{\text{value of accomplishment}}{\text{cost of behavior}}$$

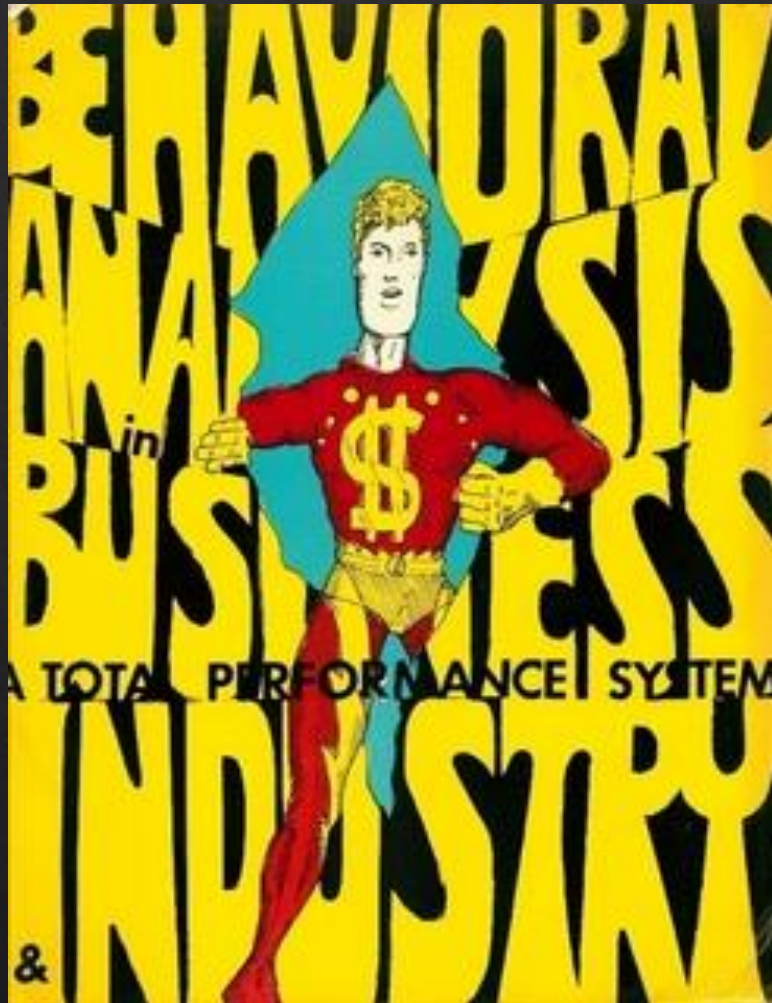
# Geary Rummler



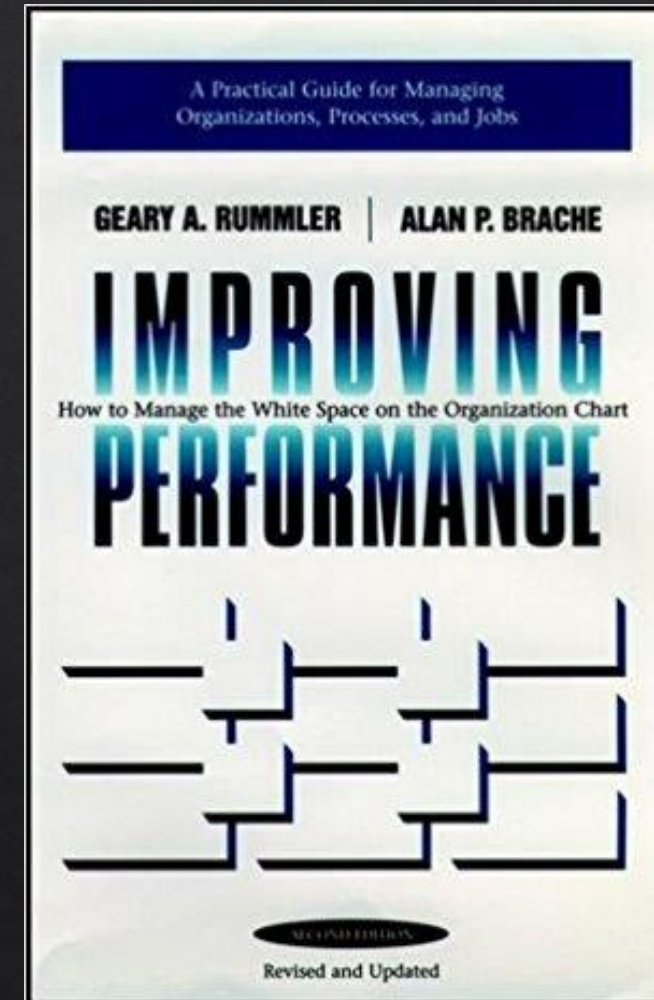
# Dale Brethower



# Behavioral Systems Analysis Books



By Dale Brethower



By Geary Rummler

1950s:  
Programmed  
Instruction/ Training

The diagram consists of three overlapping circles. The top circle is labeled '1950s: Programmed Instruction/ Training'. The bottom-left circle is labeled '1960s: Performance Management'. The bottom-right circle is labeled '1970s: Behavioral Systems Analysis'. A central white horizontal bar with red text 'COMBINING THE 3 TOGETHER' spans across the intersection of all three circles.

## COMBINING THE 3 TOGETHER

1960s:  
Performance  
Management

1970s:  
Behavioral  
Systems Analysis

1950

1960

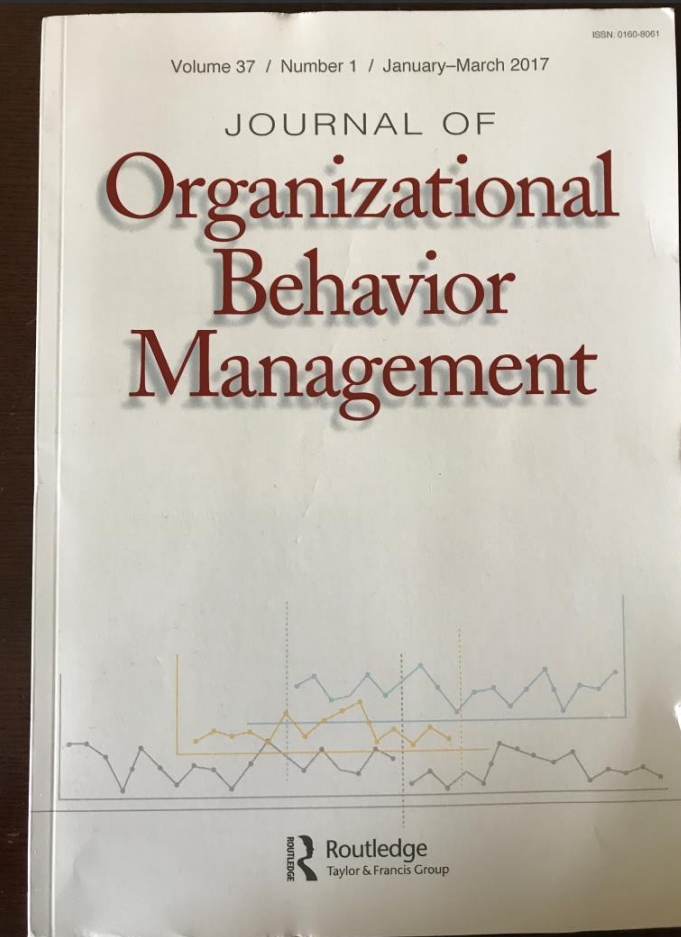
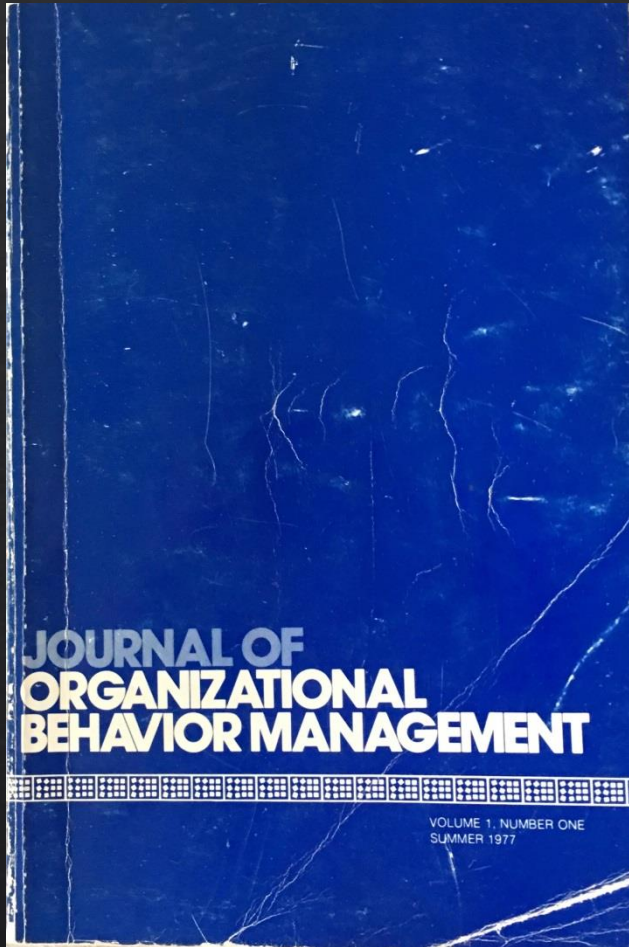
1970

1980-  
Present Day

JOBM



# Journal of Organizational Behavior Management (JOBM)



# Professional Organizations



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# THANK YOU!



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