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Changing an organizational culture with behavioral strategies in order to deliver the expected results

Nirvana Pistoljevic

Teachers College, Columbia University

EDUS- Education for All, CABAS®

ABSTRACT (FROM 700 TO 1000 CHARACTERS)

Changing a culture, a set of rules that guide behavior of a group is no easy task even for people that specialize in behavior change. Organizations are complex systems, and as we have our science and principles of it, complexity has its own.

I will try to share with you my experiences as a behavior analyst and a team leader who has for the past four years worked on creating a new cybernetic system with new set of values in order to change a culture in an outdated teaching environment. I will share with you a set of evidence-based practices that helped me achieve a cultural change or at least to start one in hope that once I am gone, the system implemented will self-evolve and self-manage, therefore be self-sustainable.

To transform a culture to a new and advance system, takes many steps, which I will try to discuss with you in detail. Behavior analytic techniques are applied at all levels of a system, but I will try to focus on the organizational solutions and management aspect of it. Whether we are instilling values and creating culture to help an organization that works with children or is a manufacturing organization, the guiding principles of science are the same. Talking about education as an organized system with a clear set of measurable goals and objectives, with clear antecedents and consequences, values and principles, provides a good insight into a behavior-based system analysis of this field as well. ABA in education has been present for decades, but only on the molecular level, there is a lack of a systems approach, which is a great contribution our science can make to the field of education as well. This exact approach was my goal for a pilot project in Bosnia and Herzegovina. My staff needs not to increase helmet wearing or on job safety, but has to increase number of learn units provided to children, they also have to increase productivity, accuracy, and fluency which are basic needs of any organization. Our outcomes are not necessarily permanent products, but rather

measurable behavioral and observable gains our students, parents and teachers make.

An ABA cybernetic systems approach provides a modern, effective, evidence-based, and research-driven opportunity to achieve a long-term goal of effectively helping more children. Behavioral science provided the evidence-based pedagogy as a systematic solution to the education crisis in B&H, country with an outdated communist-past heavy set of values that still drive education of children and teachers. CABAS® system provided a good example of a 30-year old culture to analyze and try to learn from. This is a cybernetic system of mutually interdependent components, yet it is a self-evolving and self-reinforcing system with clear set of values. My CABAS® instilled values and the culture I have brought across the ocean have guided a creation of a new model in Bosnia and Herzegovina. The environment in a new location has shaped my behavior and in turn shaped the whole system set by step.

The model implemented in Bosnia has been based on the foundational values of Organizational Behavioral Management: a) constant measurement of observable behaviors not psychological constructs; b) demonstrating behavioral change over time; and c) behavioral interventions are designed based on systematic manipulation of antecedents and consequences. We have set forth a new set of rules and contingencies that are continually reinforced and therefore behavior change is continual, creating a new culture, new system with reinforcing outcomes for the whole society. Isn't this the main point of our science? Socially significant behavioral change at all levels, our ultimate goal!

Keywords: Behavioral System Analysis, Organizational Change, Organizational Behavior Management in Education, Values and Culture

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