



C933.2  
B814  
E.2

教育部高校国外  
赠书转运站赠书

# Unlock Behavior, Unleash Profits

---

Developing Leadership Behavior  
That Drives Profitability  
in Your Organization

---

LESLIE WILK BRAKSICK, PH.D.

*Second Edition*

**McGraw-Hill**

New York Chicago San Francisco Lisbon London

Madrid Mexico City Milan New Delhi San Juan

Seoul Singapore Sidney Toronto



E2010000545

*The McGraw-Hill Companies*

Copyright © 2007 by The McGraw-Hill Companies, Inc. All rights reserved. Printed in the United States of America. Except as permitted under the United States Copyright Act of 1976, no part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written permission of the publisher. Please see continuation of copyright page on "Intellectual Property" page at end of book.

1 2 3 4 5 6 7 8 9 0 DOC/DOC 0 9 8 7

ISBN-13: 978-0-07-149067-2

ISBN-10: 0-07-149067-1

Text set in Sabon and Univers by Janet Coen, CLG Creative Services. Graphics, cover, and book design by Scattaregia Design.

McGraw-Hill books are available at special quantity discounts to use as premiums and sales promotions, or for use in corporate training programs. For more information, please write to the Director of Special Sales, McGraw-Hill, Two Penn Plaza, New York, NY 10121-2298, or contact your bookstore.

Dr. Braksick has assigned all royalties from this book to  
the Sydney Leigh Braksick Heart Fund  
at Children's Hospital of Pittsburgh Foundation.



**Children's**  
Hospital of Pittsburgh  
**Foundation**

More information:

412-586-6310 • [www.givetochildrens.org](http://www.givetochildrens.org)

This book is printed on acid-free paper.

## **Praise for "Unlock Behavior, Unleash Profits" . . .**

*"Dr. Braksick's behavioral leadership model applies equally well to all business situations. It requires top management to focus on and value taking action, not just intentions or words. Whether you are in a turnaround situation or keeping a well-oiled machine rolling forward, the emphasis on behavior is what puts points on the board, builds credibility with employees and customers, and leads to sustainability. Read **Unlock Behavior, Unleash Profits**, and it will forever change your leadership approach—as it did mine."*

—David Moran, President & CEO,  
Heinz North America

*"I'm convinced that, to drive sustainable strong results in any competitive environment, you must have the best leaders. Their behavior drives "A" players to join the company and "A" players to stay with the company. The best leaders will help people grow and set the pace for the culture. Culture is driven by leaders' behavior. These are the differentiators that distinguish the truly great companies, where people are energized and accomplish extraordinary things. Dr. Leslie Braksick shows you how to transform the behaviors and the culture of a company with practical and useful information and tools that can help any leader elevate to the next level. This is a remarkable book."*

—Tom DiDonato, Executive Vice President—  
Human Resources, American Eagle Outfitters, Inc.

*"Our most important asset is our people. From my personal experience, using these behavioral tools has proven to be highly successful in engaging the hearts and minds of our leaders. The outcome enabled the environment for a positive cultural change, which substantially raised the bar of expectations for what is attainable, thereby leading to superior business results."*

—Roland Kell, General Manager,  
Chevron Pascagoula Refinery

*“The models for applying Behavioral Science that Dr. Braksick shares are both real and practical to our everyday business. By simply understanding ‘why people do the things they do,’ leadership can create an environment where tapping discretionary performance is the key to achieving business results and creating a workforce that is motivated to achieve their goals. It gets to the heart of what we should be doing as leaders.”*

—Delores L. Conway, Leadership Development Manager,  
CIGNA HealthCare

*“In our business unit, we had a very good execution focus, but we were falling short of the excellence we desire. Our work on behaviors, using the methodologies, tools, and processes in this book, has helped us to progress and sustain performance—and we have been one of the corporation’s top performers relative to safety, environment, and financials for the past three years.”*

—Warner Williams, Vice President, Chevron North  
America Exploration & Production Company,  
San Joaquin Valley Business Unit

*“Execution is all about delivering on the commitment to achieve operational excellence and profitable growth. Execution requires leaders who know how to influence the right behaviors and foster discretionary performance to get results. We feel so strongly about the behavioral approach to strategy execution, taught in Dr. Braksick’s book, that we embedded it into our cornerstone leadership development experience for our most senior managers, and our leaders responded by calling it ‘the best leadership development experience of their careers.’ They are incorporating the behavioral approach into talent planning, into their conversations about strategy, and into their day-to-day conversations that shape the direction and success of the company.”*

—Harvette Dixon, Director, Learning & Development,  
PPG Industries, Inc.

*"Ten years ago, Canadian National Railway started a massive culture change that took us from government-owned corporation to the highest-performing major North American railroad. On virtually every industry success measure—customer satisfaction, operating ratio, asset utilization—CN today is best-in-class, typically by a wide margin. The Market has rewarded this performance with a tenfold-plus increase in stock market price and total market capitalization. At the center of our culture-change lies the 'ABCs' of leadership and organizational change in this book. In the five years CLG has worked with us, every member of management—from my team through front-line supervisors—has been trained/coached to learn and apply these tools. The results speak for themselves."*

—Hunter Harrison, President & CEO,  
Canadian National Railway

*"Unlock Behavior, Unleash Profits is written with the CEO and top organizational leaders in mind. Behavioral science is a technology they can use to change the performance of individuals, entire organizations, and the organizational culture."*

—Ward Sproat, Director of Strategic Programs,  
PECO Nuclear

*"Unlock Behavior, Unleash Profits presents the missing link—behavior—for success in business initiatives, performance concerns, and needed change. It still takes an above-average leader to make these models and concepts come to life, but there is no doubt about it—if you want to be a results-focused leader, here is the missing link to make it happen."*

—Jay M. Duffy, Corporate Human Resources,  
Center of Excellence, People Development  
Training—North America, Bayer AG

*"I truly believe this is the key to the high levels of performance we are looking for."*

—Mary Ann Zigler, HR Business Partner,  
Blair Corporation

*“Using the approach and tools outlined in this book, we made dramatic improvements in the performance of our business. In addition, these tools make managing a much more satisfying and rewarding experience for managers themselves.”*

—Peter McCrea, Vice President, Lubricants & Specialty Products, Chevron Products Company

*“An excellent reminder for seasoned executives of the importance of feedback and understanding their impact on people . . . an ideal handbook for new managers on understanding relationships and the impact of their leadership.”*

—Fran Dramis, Executive Vice President & CIO,  
BellSouth Corp.

*“We learned of the expertise of CLG through one of our board members. Our board was very pleased with the outcomes of your consultation services, particularly with your in-depth report of the strengths and opportunities for growth in our organizational systems, your sensitivity to our mission and values, and the respect with which you professionally interacted with the members of our board and management team in bringing about positive systemic change that continues to benefit our staff and, most importantly, the residents and families that we serve.”*

—Sister Judith Maroni, CSJ, President, Board of Directors,  
Villa St. Joseph Residential Care Facility

*“I’ve worked where behavioral management principles were widely applied, and I saw the results first-hand, including in my own management practices . . . behavioral management had more impact than any other intervention . . .”*

—Jennifer Powell, HR Manager,  
Aetna U.S. Healthcare

*"Dr. Braksick's book does the nearly impossible! It explains behavior in a way that is technically and psychologically accurate, but also useful and actionable."*

—George Krock, Retired Director, HR Planning & Development, PPG Industries, Inc.

*"The principles and tools of Behavioral Science that Dr. Braksick describes so clearly and comprehensively in this book have helped us improve behaviors—especially leadership behaviors—for better performance throughout the company."*

—Jim Tighe, Former Manager, Corporate Quality, Chevron Corporation

*"Dr. Braksick's articulate, proven prescriptions for analyzing, shaping, and measuring one's behavior and for coaching colleagues and family are vital elements for achieving stretch objectives in our meritocratic society."*

—Phillip W. Heston, Retired VP, Citibank, N.A.

*"Unlock Behavior, Unleash Profits was an epiphany for me. I have worked for years in Human Resources and Training, yet I was never exposed to the Behavioral Science underlying why people perform or choose not to act. Now I understand how consequences drive everything we do. These principles have been very useful in both my professional and personal life."*

—Phil Sprick, Strategy Execution Coach, Stewart Enterprises

*"Count me among those who hounded Dr. Braksick to write this book! It is clearly needed to unleash each company's potential by explicitly addressing behavioral issues. It is a thorough, practical guide on applying Behavioral Science to achieve important business results."*

—Jack C. Beers, Retired Managing Consultant, Chevron Chemical Company



*"The process you guided us through helped our organization grow. The biggest benefit was the development of our managers, who learned behavior analysis, giving them a new problem-solving structure to follow. They also learned ways of coaching, the value of positive encouragement, and acquired key tools for positively impacting employees' behavior."*

—Mary Murray, Executive Director,  
Villa St. Joseph Residential Care Facility

*"The skill-building guidelines in the art of giving feedback, integrated with Behavioral Science, increase my understanding of people. Dr. Braksick's book helps me make my personal and job worlds better places."*

—David Tarnowski, Senior Electrical Engineer,  
Whirlpool Corporation

*"Having a common set of tools and language in our corporation sets the foundation for productivity. Our leaders are developing the skills to focus on behaviors that drive results—those which have a direct impact on the bottom line. Behavioral-based coaching introduced an invigorating and revitalizing method for training our leaders to be the best in the business!"*

—Rhonda J. Hollabaugh, Fulfillment Training Manager,  
Blair Corporation

# Foreword to the Second Edition

**W**HEN I FIRST MET LESLIE IN 1998, I was corporate officer and President of the technology company of a Fortune 10 corporation. I was immediately struck by her intense interest in the details of our business—after all, we were getting together to talk about creating behavioral change. And it is this marriage between her deep understanding of Behavioral Science, and her knowledge of the business world, that characterizes her work, and this book.

Behavioral Science can be as complex as the human condition itself, but like any complex system, human behavior is driven by a few simple principles. This book is about that simplicity, and how to harness it for greater productivity. It is about doing, and the practical implications in a business context.

Behavior is probably the most powerful, and yet least understood aspect of leadership—the pivotal link between strategy and results. In retrospect, it is sobering to reflect that for most of my own career, I had assumed that with clear objectives and thoughtful strategy, the behaviors required for effective execution would follow automatically.

It was only when faced with the challenge of fundamentally refocusing a large technology organization that I started to look for answers to questions about the changes in behavior that would be required, and how they could be effectively sustained.

CLG's approach, which is the subject of this book, uses simple analytical techniques to pinpoint critical behaviors, and identify the antecedents and consequences that cause these behaviors to be sustained. The emphasis on coaching and

feedback, and the techniques this book employs to encourage specific behaviors, have huge collateral benefits in creating a positive, feedback-driven culture across the whole organization.

The book draws on practical examples from CLG's experience with its blue-ribbon roster of clients. These enliven and transform what would otherwise be a dry behavioral text into an experience the reader can share. Most importantly, the process starts and ends with business purpose.

I have worked with Leslie over a period of several years and have experienced first-hand the transformation of a large organization using these concepts. Their impact is profound, and the business results impressive. It is now refreshing to find a book that deals with this subject in such simple and practical terms. The reader will discover that the essence of creating fundamental organizational change is as simple as "ABC"!

Let me add my thanks to Leslie for her insights, which have had such a positive influence on the working lives of so many like me.

Grand Cayman,  
Cayman Islands  
February, 2007

W.R.K. Innes, D. Eng.

---

*Dr. Innes dedicated nearly four decades to a Fortune 10 company, performing international, executive, and leadership roles.*

*CLG (The Continuous Learning Group), co-founded by the author of this book, is a consultancy that specializes in strategy execution through the application of Behavioral Science.*

# Preface to the Second Edition

THIS BOOK IS FOR LEADERS: business managers and executives, parents, clergy, coaches, administrators, HR professionals, teachers—anyone who has influence over the actions of others—anyone who wants to make a difference in their lifetime—anyone who is blessed with the responsibility of leading others.

As leaders, our behavior profoundly influences those around us. Thus, it is our responsibility to equip ourselves to fulfill our leadership role well. Leadership is something you cannot delegate.

I wrote *Unlock Behavior, Unleash Profits* for leaders who are interested in understanding why people do what they do—and who want to make the workplace and the organizations to which they belong positive, productive, and profitable for all involved.

I chose to update the original book (2000) with this revised edition because I saw such dramatic changes in the world and in the workplace over the past seven years—with many more changes right around the corner.

For the first time in our lifetimes, our workforce will soon be dominated by a generation of people who are not committed first and foremost to the companies for which they work. They are a workforce that will work, on average, for six different companies in their lifetime. They will move company-to-company for a promotion or something more that they want, regardless of their satisfaction levels with their current

employer. However, they will not relocate their family for a promotion, unless it is desired by the entire family.

This is a generation that is seeking reciprocity in their employee-employer relationship—and they expect to be well-led and developed during their tenure with a company. They are well-educated, well-traveled, and will have their pick of where they'd like to work. *For the first time in our lifetimes, there will be greater need for managers/leaders than there will be people available to fill those positions.*

All of these things, on top of the amazing pace of change and technology advances, and the ever-increasing competition and pressure from Wall Street, put tremendous pressure on companies to be more thoughtful in how they select, lead, manage, and retain talent. Leaders in these organizations have to be much more thoughtful about the role of people and behavior.

This book is all about leadership—and about behavior—and the science that underlies what great leaders need to engage fully: the behaviors of the organizations they lead. In this edition, the case studies and stories are plentiful—and the honesty of leaders interviewed is humbling and educational.

Choose to maximize your effectiveness as a leader, manager, parent, spouse, partner, colleague, and friend. Read this book—and put the concepts into practice in your own life. There is no greater personal reward than knowing you have *unlocked behavior and unleashed profits*—in your life, or in the lives of others. Go for it. It will change your life.

# Acknowledgments

**T**HERE ARE MANY who have played a role in supporting me and the writing of this book. I am so grateful to you all!

The behavioral scientists who have influenced my thinking and work include Drs. B.F. Skinner, Tom Gilbert, Geary Rummeler, Dale Brethower, Bill Redmon, Bill Hopkins, Paul Brown, Julie Smith, Alyce Dickinson, and Aubrey Daniels. In particular, I recognize Bill Redmon for his friendship, wisdom, support, and companionship on this long journey. Paul Brown, better than any other, role-modeled the simplifying and teaching of the tools in a way that was fun and engaging to the learners. Paul's work influenced how I approached this second edition. Julie Smith continues her invaluable role in the field of behavior analysis by codifying the less-talked-about aspects of implementing change and of being change-resilient. She also continues her invaluable role as my friend and fellow journeywoman, for which I feel blessed.

I am grateful—always—for the thinking and work of my colleagues at CLG. Their work and advancement of CLG's offerings are featured in this second edition. In different ways, each member of the firm has contributed to this book coming into being. In particular, I recognize Galen for the cold water when needed—and Ned, Julie, Tracy, and Galen for the helpful unsticking when I was stuck.

Specifically, I would like to thank and recognize those consultants who reviewed all or part of the manuscript and provided helpful input: Carolina Aguilera, Amy Armitage, John Burden, Karen Bush, Paula Butte, Kathy Callahan, Charles Carnes, Brenda Chartrand, Laura Cochran, Brian Cole, John Dale, Francisco Gomez, Jim Hillgren, Steve Jacobs, Judy Johnson, Laura Methot, Annemarie Michaud, Ned Morse,

Hilary Potts, Galen Reese, Manny Rodríguez, Richard Sandrock, Julie Smith, Denny Sullivan, and Tracy Thurkow.

In addition, I would like to thank other members of the CLG Team whose tireless dedication to our clients continues to benefit them and advance the application of Behavioral Science applied to business: Amy Ayers, Frank Berardi, Lee Berti, Heinz Buschang, Marcia Corbett, Frank DeVine, Jane DeVries, Paul Fjelsta, Bob Gargani, Elizabeth Gibson, Gail Goodrich-Harwood, Karen Gorman, Nancy Grable, George Greanias, Vicki Hathorn, Jack Hinzman, Susan Hoberecht, Lois Hogan, Jennifer Howard, Vince Johnson, Will Jones, Pat Keith, Susan Kilgore, Ann Linn, Jean-Yves Lord, Pam Magoon, Travis McNeal, Jacques Michaud, Courtney Mills, Tim Nolan, Steve Quesnelle, Jerry Remillard, Bob Riskin, Bridget Russell, Susan Shaw, Richard Sleece, Gloria Vick, and Tom Zwicker.

I will always feel that one of my greatest fortunes has been the clients who have entrusted me with their organizations and their leadership success. Brian Baker, Darry Callahan, Rob Canizares, Tom DiDonato, Bill Innes, Bill Johnson, Alan Kelly, Jerry Kohlenberger, Mark Kutner, Brian McNeill, Dave Moran, LeAnn Nealz, John Peppercorn, Steve Simon, and others—enabled me to practice my craft where it made a difference.

I extend much thanks to the CLG clients who were excited to have their stories told in this book and in other CLG publications: Paul Allinson, Brian Baker, Tom DiDonato, Hunter Harrison, Don Hamm, Roland Kell, Dave Moran, Mary Murray, Bill Redmon, Gordon Trafton, Scott Storrer, and Warner Williams.

Client feedback is always valuable, and Don Hamm, Matt Knight, and Phil Sprick provided early reads and feedback that were most helpful.

The hands which helped to produce this book were many and invaluable. My development editor, Fred Schroyer, was once again my partner in crime from start to finish. I hope never to have to write a book without Fred on the other end of my email. His talents are many; his focus and encouragement were

tireless; and his friendship and support meant the most. Special thanks to Jim Scattaregia for the beautiful cover design and upgraded graphics throughout the book. And thanks to Jamie Berdine, who kept things organized and moving forward throughout the writing process—her support of my work continues to be invaluable.

The talents of Janet Coen in composition and layout, Martin Verna in design, Daryl Clemmens in capturing our client stories, Nancy Gover in copy editing, Leah McAllister in research, and Donna Kullman and Elisha Dew in proofreading were terrifically helpful and deeply appreciated.

My special thanks go to my publisher, Mary Glenn, for her support, enthusiasm, and continuing guidance, and to the expert production staff of McGraw-Hill.

The love and support from my family and friends was endless. Matt is my soulmate and partner in everything I do well. Our daughter Madeleine is my source of empathy and encouragement, and our son Austin is the cheerleader we all need in life. My parents Herb and Connie Wilk and Norm and Carol Braksick were always there with a supportive comment and hug. Nicole and David, Michele and Donald, Karen and Jared, Barry, Amy, and Marv reminded me of the extended family support that was never far from reach.

The Grapes (Maribeth, Liz, Beth, Michele, Liz, Corinne, Terri, and always Kathy) are in my heart and soul. Gail, Beth, Elyse, Court, Kate, Renee, Mary, and Beth are the A-team most people only dream about ever having in their lives.

And finally, I recognize and thank the Children's Hospital of Pittsburgh, which is the sole recipient of all royalties from the sale of this book. The physicians and nurses at Children's perform miracles every single day. It is a very special place—a place you pray you never find yourself—but a place for which you give thanks when the events of life put you there. I will always be indebted for the skillful hands, brilliant minds, and warm hearts that comprise the team at Children's Hospital of Pittsburgh.



# Dedication

TO MOM AND DAD for my beginnings . . .

TO Matt, Austin, and Madeleine for my every day and every night . . .

AND to the CLG Team, for making a difference for so many, by all you do and are . . .

Cheers!