Unit 3 Discussion Board Lecture:

Greetings students, and welcome to our Unit 3 Discussion Board lecture! This week you will be learning about critical initial steps in the problem-solving process: pinpointing and measurement. You will learn about the keys to selecting appropriate pinpoints and how to accurately measure behavior.

Simply put, pinpointing is being clear and precise about behavior and results. This means that, when pinpointing, you must be specific regarding what people are doing and what you want them to do. The concept of pinpointing is much the same as creating operational definitions: they must be observable, clear, active behaviors. Anyone who reads the definition tied to a pinpoint should have a clear understanding of that pinpoint and be able to measure it accurately and reliably. There are two key types of pinpoints to identify when engaging in the problem-solving process for organizations: results and behaviors related to those results. An important point to understand here is that pinpointing results is not enough. Plenty of workers get results but do not necessarily engage in desirable behavior, and, on the flip side, many workers engage in behaviors that do not lead to results. Results are the outcomes or products of behavior. In many human service organizations, the result is some kind of improved quality of life for clients and can also be tied to things like client satisfaction. In other production-based organizations, results could be tied to the number of widgets produced or the number of dollars earned. Once results are clearly pinpointed, behaviors that are critical in producing the desired results are pinpointed and targeted. After all, it is the behaviors that occur every day that will lead to the results.

When pinpointing behaviors, it important to separate behaviors and non-behaviors — or the absence of behaviors. A good method for this is to consider the “dead man test.” If a dead man can do it, it’s not behavior. Focus on active behaviors instead of absenteeism; focus on arriving to work and staying all day, which is an active behavior. Another key is to keep it simple! There are so many behaviors that can be targeted. Select the behaviors that are critical to the desired results and operationally define them so anyone can understand the desired behaviors without going overboard.

Once you have pinpointed results and behaviors, as well as created clear operational definitions, it is time to focus on measurement. There are many measurement techniques that can be utilized in OBM. You will notice that many of them overlap the measurement techniques used in ABA, with some additions based on some different areas that are examined in an organization. Count is a type of objective measure that is used frequently to measure things such as suggestions offered and treatment integrity. The techniques for this type of measurement would be frequency, rate, percentage, and ratio. Timeliness is another important consideration in the workplace in which one might measure time spent working on task and items completed before a deadline. Techniques to measure timeliness include duration, timelines, and latency. One other important, but sometimes subjective, measure is qualitative. Despite the subjective nature of this measure, it is important when examining characteristics such as quality or customer satisfaction. Techniques for this may include quality and opinion/attitude surveys. The same “keep it simple” rule applies here; there are many things that can be measured, so select the measurements that provide the most accurate picture related to the critical pinpoints.

At first, the process of pinpointing and measuring can appear to be tedious and daunting, but imagine the time and money potentially wasted by targeting the wrong results or behaviors. Even worse, imagine randomly creating solutions with no means to determine whether they are working! Measurement allows leaders to see progress and make changes if progress is not occurring. It also provides added security that things will be more likely to get done, although the act of measuring, in and of itself, does not change behavior. The data will provide the information needed to proceed to the next steps of the problem-solving process and allow for an objective discussion and evaluation of the success of interventions and organizations as a whole.

Thank you for viewing to the Unit 3 Discussion lecture!