

**Workplace Paper**  
*Number 3*

**USING BEHAVIOURAL  
SCIENCE IN THE WOKPLACE**



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## USING BEHAVIOURAL SCIENCE IN THE WORKPLACE

**Keenan Research Limited**  
**Experts in putting research to work**

*"Helping organisations to help themselves"*

### WHY IS UNDERSTANDING BEHAVIOUR GOOD FOR ORGANISATIONS?



Because organisations depend on people.

And for businesses and organisations to get the best from their people, it is essential to understand human behaviour.

The study of human behaviour embodies two aspects:

- ❑ Research into the motives and attitudes which underlie people's reasons for doing things
- ❑ The application of this information to solve and resolve various people issues which are so often interwoven in the running of an enterprise.

And by understanding human behaviour, personnel systems can be developed which ensure that people are managed successfully and productively and that they are happy in their work.

### HOW DOES UNDERSTANDING BEHAVIOUR IMPROVE EFFECTIVENESS?



For most organisations, the cost of employing staff is the major expenditure. If performance is not optimal, this inevitably will hit the bottom line. Often reduced output can occur if changes in behaviour, which can arise because of personal or work problems, are neither recognised nor addressed.

Being aware that there may be various individual debilitating problems, which can sometimes arise in organisations, forms the first stage in solving them.

And implementing suitable personnel management systems increases performance and, consequently, profitability and effectiveness.

## WHAT DO WE DO AT KEENAN RESEARCH LIMITED?



As behavioural scientists, our expertise and experience, coupled with our observational and analytic skills, enable us to diagnose an organisation's state of health accurately.

We help organisations to...

- ❑ **Analyse objectively how the business works**, from a behavioural point of view.

Understanding the current situation is not always easy, especially when managers are in the midst of it.

As independent researchers, we ask probing questions to establish how the organisation is run, what communication issues there may be and how the staff view their jobs.

- ❑ **Assess the quality of the people**, both in terms of aptitude and disposition.

Developing existing staff into new roles is a good way to expand business.

We have the professional expertise to assess people's capabilities to take on new challenges. We can assist in assessing the potential of people applying for new positions or who need further development in the current role.

- ❑ **Develop and implement action plans**, by taking a practical and consultative approach.

Analysing and interpreting information requires a robust framework and a systematic approach in order to arrive at sound conclusions.

Through our methods of personnel assessment, potential for growth is defined. Appropriate personnel systems can then be devised which are suitable for the organisation. These may take the form of developing or revising current personnel practices, training staff or assisting people to reach their potential.

## HOW WILL IT WORK FOR YOU?

We offer a practical easily understandable service which ensures that...

- ❑ **Situations are accurately identified and understood.**

Having the precise current situation professionally analysed also prevents problems which do not exist from being resolved and subsequently allows relevant areas to be identified for future action. This saves not only time but also reduces unnecessary expenditure

- ❑ **People are motivated to perform better.**

By getting to the heart of the matter, through research carried out with close involvement of staff and management, solutions are easier to implement. Because people have been listened to, they feel involved, so they are more likely to be motivated to implement new procedures, take on new responsibilities or simply just work harder.

- ❑ **Benefits are obtained through increased output.**

Organisations are only as good as their people. Without them, there is no enterprise... only machines, equipment and the paper mountain. Working to help people work better is just common sense. And it is a form of common sense that can be visibly translated into improved profits and long-term success.

We have been instrumental in helping organisations identify and solve the right problems, often preventing them in the process from trying to tackle problems which do not actually exist.

## HOW DO WE GET STARTED?

If there is a problem which you feel you need to mull over in confidence with an outside, neutral party, please get in touch. We can listen and ask some probing questions, which may be all that you require to resolve the situation. Or you may decide that you need more formal help in defining the issues and developing appropriate solutions.



### Helping people work better

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