

OBM Training Program

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Version: 1.1

Version Date: 20210306

Subject: In this document you will learn all about the OBM Training Program and what to expect as a participant.

Introduction

Thanks for your interest in receiving OBM training. OBM is a great approach for getting measurable improvements in performance by **bringing out the best in people!** Apart from being a very practical approach it also has a very respectable track record as a scientifically validated method.

An OBM Training Program consists of 3 phases, in which participants are trained and coached by a Certified OBM Instructor from Neotopia. Participants are guided towards application of OBM principles in practice, in order to **improve organizational performance**:

Phase 1: The OBM Foundation Level Training: Learning the *basic theory* of OBM and behavioral change. With optional exam and globally recognized certification by APMG International.

Phase 2: The OBM Stakeholder Management program: Practicing in providing the OBM Leadership Bootcamp / Masterclass to the leadership of your own site to *create ambassadors* and supporters.

Phase 3: Personal OBM project with Individual coaching: Applying OBM in practice in a personal project with the help of your ambassadors and supporters. Measurably improve performance.

Typically, Phase 1 and 2 total a lead time of 12 sessions in 12 weeks. Phase 3 may differ in total lead time, depending on the scope and complexity of the project. Usually, it takes about 3 to 6 months to attain measurable performance improvements.

Neotopia offers 3 options to get training and certification in OBM:

1. **The OBM Program Package Deal**: A training program in which Phase 1, 2 and 3 are combined. Investment: € 3,250.00 per participant, including all materials and Foundation Level Exam, excluding sales tax.
2. **The OBM Foundation+ Program**: A training program that consists of Phase 1 and 2. The personal project of Phase 3 is optional and can be bought later. Investment: € 1,925.00 per participant, including all materials and Foundation Level Exam, excluding sales tax.
3. **Personal Project with individual coaching (Phase 3)**: A voucher can be bought to obtain 8 hours' worth of coaching by a Certified OBM Instructor from Neotopia, with a validity of 6 months. This is used to aid the trainee in applying the OBM theory in practice. Investment: € 1,360.00 per participant, excluding sales tax.

Trainings can be ordered directly from Neotopia on this page: <https://neotopia.nl/rfc-training-signup/>

Please refer to the following Whitepaper for more background information on OBM:

<https://obmdynamics.nl/wp-content/uploads/2021/02/OBM-White-Paper-20210106.pdf>

For more information and details about all the phases, examination and certification, please refer to the next pages.

Phase 1: OBM Foundation Level Training

A good starting point for learning OBM is getting familiar with basic theory and definitions. The OBM Foundation will create a common language and help generate a better understanding of concepts such as 'Performance' and 'Behavior'. Lessons focus on how to best influence the behavior of others in order to get the best organizational performance.

Normally this training is delivered in classroom settings and it consists of 6 sessions of 1 daypart each. Due to Covid-19, travelling restrictions and calendar challenges, this training now consists of 7 'live' online sessions of 3 hours each. It lays a very solid foundation around the principles and concepts of OBM. With the help of practical exercises and a special app with learning questions (quizzes), the material comes to the participants in a lively manner. The training can also be concluded with an officially recognized exam from APMG International (see <https://apmg-international.com/product/organizational-behavior-management-obm>). Successful candidates are awarded with an electronic certificate and a "digital badge". The latter is a modern form of being able to show that you as a person are in a register with which you can actually demonstrate that you have passed this exam. You can use this badge on LinkedIn, for example, so that others can check it immediately.

Content of the training:

Below you will find a breakdown of the topics that will be discussed. The exact distribution in time cannot be given precisely because there will also be a lot of attention and space for questions, so that a specific topic may be discussed sooner or later in the program.

Topics taught by trainer:

- Introduction to OBM and Behavioral Management: Behavioral Science and Business Administration combined.
- Performance: What is performance?
- Behavior: What is behavior?
- ABC model and functions of behavior: What makes us do what we do?
- ABC analysis to explain behavior
- Antecedents: What incites to act?
- Consequences: What happens to you when you show a behavior?
- Dealing with unwanted behavior: strategies for decreasing unwanted behaviors
- The OBM Protocol: How to set up a Performance Improvement Plan to turn behaviors into good habits and measurably improve business performances.
- Reinforcement: Celebrate what you want to see more of!

Exercises:

- Exam training: preparing for the official OBM Foundation Level exam from APMG International
- Providing a Bootcamp training to others: practice delivering OBM Essentials to others
- ABC-analysis
- Shaping game
- Tutorial for OBM Optimizer; getting familiar with the online case management tool for creating a Performance Improvement Plan based on the OBM protocol.

License:

For the training, Neotopia must purchase *a license per participant* from license holder OBM Dynamics. The license consists of a textbook, courseware, practice exam and the special app with learning questions. Based on artificial intelligence, each participant will be offered his own personal learning route. Participants can use this app for a year. It is a useful tool to learn the material and prepare for the exam. And also, to continue practicing afterwards to make the concepts and

concepts part of your daily vocabulary. Completion of the modules is not an obligation for participants in the OBM Foundation Level Training. Yet it is highly recommended since we see a big correlation between playing the quizzes in the app and the scores on the exam!

Study load:

Outside of the three days of training, using the app takes about 5 hours to lay a foundation for the exam. In addition, the participant studies the textbook and slides. It is also advised to contact each other in the meantime to discuss practical examples and to practice with the ABC analysis. On balance, in terms of exam preparation, this amounts to a total of 5 to 6 days of study during a period of about 3 months.

Exam:

The exam, which is available in both Dutch and English, consists of a test with 40 multiple-choice questions, 28 of which must be answered correctly to pass the exam.

The exam takes 60 minutes. If English is chosen and this is not the native language, the candidate will receive 25% extra time (in this case 15 minutes).

The exam can be taken online and is scheduled as part of the sessions that are planned for the whole course.

Certification:

Passing the exam leads to obtaining the e-Certificate from APMG International, as well as the aforementioned "digital badge".

**Target Audience**

This training is intended and designed for anyone who is faced with the challenge of achieving certain (organizational) goals and needs the help of others and is wondering how to get the cooperation of these colleagues, customers or subordinates. There are no formal entry standards for the course and exam in terms of diplomas or previous education. Thinking and working level at Secondary Vocational Level Education (MBO in Dutch) or higher is recommended.

Group size

Minimum size is 6, Maximum size is 12 participants.

Phase 2: Stakeholder management: Delivering OBM Leadership trainings

In addition to the formal training and certification in OBM, we also take the time to prepare the participants through an additional 4 sessions of 3 hours each to learn and practice how to provide the OBM Leadership Bootcamp and the OBM Sr. Leadership Masterclass.

These courses have been specially developed by Neotopia in collaboration with FC to ensure optimal dissemination of ideas within the organization. Target group is stakeholders, and mainly site management teams or senior leadership.

It does require some guidance and preparation to be able to provide these training courses.

The aim will be to have a group, each supervised by the teacher of Neotopia, practice with:

- a. delivering the presentations and exercises (each participant presents a part of the Bootcamp).
- b. performing an ABC analysis

Phase 3: Personal project with Individual Coaching

The best way to learn something is to put it into practice. And in case of OBM, the best way to do it is to have each participant build his/her own Performance Improvement Plan (PIP) and apply OBM principles to a real live situation. For this phase, individual coaching is available. This is mainly intended to guide the participants in their own practice case. Step by step the design of an intervention is started using the protocol taught in the OBM Foundation Level Training. Participants can tackle their case via the special OBM Performance Management software tool called OBM Optimizer. They then get to work with a handy tool for setting up and designing the plan, the collection and analysis of the data and graphical feedback thereof in graphs.

We assume a minimum coaching requirement of a total of 8 sessions of a maximum of 1 hour each. For this purpose, a voucher with a validity of 6 months can be purchased in advance (terms and conditions apply). The voucher contains a unique personal code that can be used to book an online coaching session. Bookings can be placed at: <https://neotopia.nl/coaching/> by clicking on the button with the name of your trainer/coach and selecting a timeslot of your preference.

For this phase, an exam is also scheduled to become available in 2021. As a follow-up certification, people who are already certified for the OBM Foundation Level exam, can also take the exam at APMG International at OBM Application Level. This means that they will send their project and PIP (using the OBM Optimizer) for review by the exam board. If all criteria are met, candidates will receive their certification.

As indicated above, an online application will also be used to execute the cases. This so-called OBM Optimizer is an online case management system based on the OBM principles, for which a separate license needs to be purchased at corporate level. In case of FC this user license is in place. This allows participants to use the FC account of this system to:

- Build the performance improvement plan, devise interventions, collect data and perform analyzes within their own case
- Collaborate with others
- Reporting on progress
- Be coached online

The organization, including the Global SHE Director, can also monitor the overall picture.

Should extra coaching or consulting be required, additional vouchers can be ordered, or individual sessions of 1 hour each can be booked.

What kind of subjects are relevant and realistic as cases for a PIP?

Nearly every performance issue can be a starting point for a PIP. The important part here is to agree on a business case (with a cost / benefit analysis) with your management and to pick a specific performance in domains such as Safety, Quality and Productivity. Think of e.g., the use of a specific PPE in a certain situation or the adherence to a procedure such as LOTOTO, or how improve many people perform their process confirmation rounds. OBM is introduced in FrieslandCampina to support safety, to prevent injuries by creating safe behaviors and turn these into safe habits. Advice: start with safety and keep it small and simple!

What are the criteria for me to start a PIP and when can I start?

There are no real restrictions or boundaries for starting a PIP and you can start as soon as you can. However, we strongly advise you to start once you have met the following criteria. You have:

- Taken the online OBM Foundation exam (no need to pass it the first time)
- Informed your management team through at least a Bootcamp training
- Defined a business case as a team, so you all have a good reason to start
- Made a concrete plan on how to proceed as a team (internal planning of regular meetings and communications to discuss (and celebrate!) progress and how to eliminate inhibitors).

How can I get the individual coaching?

You are definitely in the driver's seat to get firsthand experience. But you don't have to do it alone! You can order a voucher to receive a total of 8 hours of individual coaching throughout your journey. Please go to <https://neotopia.nl/rfc-coaching-signup/> for more info and to place your order. Please note that cost will be invoiced to Corporate FC and will be cross charged to your cost center, so be sure to get your manager's approval first. You can use the voucher for one-on-one discussions and reflections on your PIP's progress, but also for hands-on assistance in e.g. an online meeting with your management.

You can book a specific timeslot of your preference in an online scheduling tool on the Neotopia website. See: <https://neotopia.nl/coaching>. Each session means that the amount of time spent will be deducted from the 8 hours of credit on the voucher.

What are the timelines of Phase 3?

We invite you to start as soon as you can! and we kindly ask you to pick a business case that is small enough to have an expected result in 2021. For Safety projects, this means that you pick a performance behavior and turn it into a safe habit, meaning a 100% safe behavior of the performers for at least three consecutive weeks.

You can use your coach to assist you in every step of the way. The voucher is valid for 6 months after release.

Please note that:

- The voucher will be issued after Phase 2 is finished.
- The voucher is personal and cannot be transferred to other persons.
- Unused credit cannot be refunded.

Individual Coaching:

- **Throughout the process of applying the OBM Protocol and by executing a Performance Improvement Plan delegates can book coaching sessions with an individual coach to discuss questions or difficulties they encounter.**
- **Coaching sessions generally take about 30 to 40 minutes, but preparations by the coach (reading the updates of your PIP) also may take about 20 minutes.**
- **All in all, this adds up to 1 hour per session which means you can have up to 8 coaching sessions with one voucher, during the execution of Phase 3.**
- **If needed, coaching hours can also be combined e.g., for having your coach attend a Bootcamp session that the trainee wants to deliver and for which (s)he wants the coach to be present to assist and to provide performance feedback.**