

OBM NETWORK

EXPERTS IN ORGANIZATIONAL CHANGE

BUILDING FOR THE FUTURE

**VOL 34
NO 2
2023**

CONFERENCE

OBM Network
@ TxABA in April

RESOURCES

Curated Article List
Expert Interviews

RESEARCH

OBM Doctoral
Dissertations

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Join OBM Network
Today





GRACE BARTLE

Grace Bartle is a graduate student in the Performance Management Laboratory at the University of Kansas. While completing her bachelor's degree in Applied Behavioral Science, she completed the Organizational Behavior Management Research and Practice specialty area under the supervision of Dr. Florence D. DiGennaro Reed. As part of her degree requirements, she worked as a student consultant helping a nonprofit company improve aspects of its performance management systems. While pursuing doctoral studies at KU, she has supervised teachers in an inclusive preschool classroom, managed an online RBT training and certification course, and worked as a behavioral consultant for two human service agencies. Grace presently serves as the Director of Outreach for the the OBM Network.



ELIZA GOBLEN

Eliza is a doctoral student in the Performance Management Laboratory at the University of Kansas. Previously, she earned a Master of Science in Organizational Behavior Management at the Florida Institute of Technology and a Bachelor of Science in Psychology: Behavior Analysis from Northern Michigan University. Eliza is a Board Certified Behavior Analyst. Eliza has interned with multiple human service organizations and aided in assessing and intervening on concerns in the workplace. During her time at KU, she has worked as a behavioral consultant for a human service organization and provided supervision to undergraduate practicum students.



NATASHA W. MILLER

Natasha W. Miller is a doctoral student in the Industrial Organizational Behavior Management program at Western Michigan University studying under Dr. Sharlet Rafacz. She holds a Master of Arts in Psychology, a graduate certificate in Applied Behavior Analysis from Arizona State University, and a Bachelor of Arts in Business Administration. Her goal is to apply behavioral science to positively influence, empower, and unite communities. She plans to use the principles of behavior analytics to create a platform for promoting health and wellness, accountability and positive influences within various community hubs such as small businesses, schools, churches, and other essential components of neighborhoods. Ultimately, she hopes to build healthy, more cohesive and resilient communities.



DANIEL CYMBAL

Daniel lives in the Orlando area with his wife and two young children. He enjoys spending time outdoors, travel, and ice hockey. In his spare time, he works as a postdoctoral research fellow at the University of Central Florida. In the future, he'd like to continue a career in academia, as he enjoys teaching and research. He hopes work on the OBMN Newsletter will help direct folks to the variety of resources and networking opportunities afforded by membership.



ALLIE VO

Allie Vo is a senior undergraduate student at the University of Kansas. She is a student consultant in the Performance Management Center through the Organizational Behavior Management Research and Practice specialty area under the direct supervision of Grace Bartle. Allie's long-term goals encompass pursuing a doctoral degree in Organizational Behavior Management, with a keen interest in a career in academia. She aims to contribute to the field of behavior analytics to her home country, Vietnam.

***Want to join the team?
Contact: outreach@obmnetwork.com***

Executive Director Message

LORI LUDWIG



Greetings OBM Network Members!

I am delighted to update you on the initiatives that our network has achieved in recent months, driven by our collective passion for advancing the field of Organizational Behavior Management. First, I want to share how honored I am to work with a such a high-caliber group of OBM experts who deeply care about the quality growth of the field and graciously volunteer their time and expertise to advance the goals of the network.

My deep gratitude goes to Anna McCalpin (Past-President), Doug Johnson (President), Kelly Therrien (President-Elect), Andressa Sleiman (Director of Operations), Grace Bartle (Director of Outreach), Adam Warman (Director of Finance), Mary Lewis (Awards Coordinator), and Sharlet Rafacz (Research and Education Committee Chair).

Executive Director Message

LORI LUDWIG

By-Laws:

Our network's sustainability efforts have reached a significant milestone. After meticulous planning and collaboration, the updated bylaws, a cornerstone of our organization's sustainability, have been approved. These bylaws reinforce our commitment to transparency, fairness, and inclusivity, ensuring the enduring success of the Organizational Behavior Management Network.

Bi-annual Conference:

The OBM Network will hold its bi-annual conference in partnership with TxABA this coming April in Houston, Texas. This is our flagship event where scholars, practitioners, and experts from diverse areas of OBM converge to explore the latest trends and innovations in Organizational Behavior Management. The conference will be power-packed day with insightful keynote presentations, workshops, and networking. It will take place on April 11th followed by an all-day OBM invited presenter track of the TxABA conference on April 12th. I hope you will join us, live or virtually for this special event that will leave you inspired and equipped with new OBM tools, techniques, and connections.

OBM instructor resources:

The Research & Education (R&E) Committee has been diligently working to elevate the quality of instruction in OBM as the demand for the OBM increases. One notable achievement is the committee's recent publication in the Journal of Organizational Behavior Management, Guidance and Recommendations When Developing an Introductory Graduate-Level OBM Course. The R&E Committee has also launched an instructor group on the member portal with the purpose of facilitating the collaboration between OBM instructors to help ensure the quality growth of our field. This group page will evolve with supports for instructors of OBM classes, including a course material repository and professional development opportunities. A new resource available via the member portal is a curated list of OBM articles to guide instructors and students in OBM toward the latest research and seminal articles in OBM by topic area.

The OBM Experience:

The OBM Experience is a series of exclusive interviews with prominent figures in the field, offering valuable insights and perspectives. Watch for announcements when we post new interviews to get your dose of OBM inspiration.

As always, thank you for supporting the OBM Network through your membership. I encourage you to actively participate in our upcoming conference and in the membership portal. Your involvement enriches the tapestry of our network!

President Elect Message

KELLY THERRIEN

On May 26, 2023, I became President-Elect of the OBM Network. Thank you for the opportunity to serve in this critical leadership role for the organization. I am incredibly honored to contribute and help shape the network.

I am most excited to have a strong strategy in place to support the work we'll advance together. As reported in the Fall and Spring newsletters, the OBM Network held a strategy meeting at the FAB/OBM Conference in September 2022. Additionally, the Board is establishing institutional memory to ensure that our organization has the core components in place to achieve its goal and sustain a structure and focus for the future.

One of our strategic objectives is for our organization to become the go-to hub for all things OBM. We can trust that this objective is achievable because we are all so uniquely capable. When I think of the OBM Network today, I think of our collective group of professionals and our passion for OBM. We are a mix of researchers, academics, and practitioners applying OBM, and our different experiences and interests make our community stronger.

Plus, how cool it is that our very own path for achieving this objective entails using OBM practices to steer our organization?! That's right -- with an Executive Director specializing in Systems Analysis, a past president who has a career in instructional design, a current president who developed instructional designers as a professor and is currently working continuous improvement for an organization, and my own experience working for an OBM consulting firm -- we truly are committed to using OBM to fulfill the mission and goals that emerged from our strategy session.

Utilizing and sharing our OBM expertise will remain an important theme for me. In fact, my presentation at the TxABA/OBM Conference in April 2024 will focus on a systematic approach to intentional professional development that's made possible through our science. I hope to see you there! Likewise, my presidential project is rooted in the promise of greater collaboration between us and our professional organizations. As a board member of the Florida Association for Behavior Analysis (FABA) and the local Brevard Chapter of FABA, I believe I can add value to the OBM Network by fostering such collaboration to make our expertise more recognizable and accessible.



President Elect Message

KELLY THERRIEN

I would like my OBM Presidential project to center on the establishment of a curation service, wherein the Network can assist in matching relevant OBM presenters, tracks, and/or topics to professional organizations wanting to feature insights from our field. The goal of this service is to ensure that our broad array of talent has access to more opportunities for sharing their work. Likewise, this service will help organizations spotlight underrepresented groups, connect emerging OBM professionals, and provide current OBM content to their audience.

Initiating this service will rely on great collaboration between all of us as we do the following:

- Engage with at least seven professional organizations to understand their interests and needs for providing OBM content
- Create a mechanism for processing curation requests (currently piloting a form and assessing interest)
- Compile a list of presenters and topics by:
 - Developing a process that allows interested individuals to opt-in to the presentation 'pool'
 - Collecting contact information for those with recent publications in JOBM
 - Recommending a cadence for updating the list
- Designating a digital space that lists recent OBM presentations so that a historical record of topics and presenters helps us identify opportunities to increase novel presenters
- Prepare a test package that can be sent out to organizations that request assistance, and make recommendations for updating it.

I am looking forward to serving the network and would like to hear from you! Let me know what you think, and please be on the lookout for additional information as we kick-off this project.

TO WATCH AN EXCLUSIVE INTERVIEW WITH KELLY THERRIEN [CLICK HERE!](#)



APRIL 11-12 | HOUSTON, TX

2024

OBM NETWORK CONFERENCE

IN PARTNERSHIP WITH TxABA

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OBM NETWORK
EXPERTS IN ORGANIZATIONAL CHANGE



TxABA
Texas Association
for Behavior Analysis

MEET THE SPEAKERS!



Dr. Leslie Braksick



Dr. Denys Brand



Dr. Daniel Cymbal



Dr. Florence D.
DiGennaro Reed



Matthew Laske



Dr. Lori Ludwig



Dr. Laura Methot



Dr. Andressa
Sleiman



Dr. Julie Smith



Kelly Therrien


“
*Creating a positive
work environment
through OBM*
”

OBM NETWORK

EXPERTS IN ORGANIZATIONAL CHANGE

OBM NETWORK CONFERENCE 2024 SPONSORSHIP LEVELS


To learn more about how to become a sponsor:
 [CLICK HERE](#)



- Logo on promotional materials
- Company logo on the OBM Network conference website that links to company details
- Banner ad on the live stream for virtual attendees
- Ads in between presentations (for live and virtual attendees)
- Animated logo at the bottom of presentation screen for virtual attendees
- Recognition on OBM Network website, social media, and newsletter
- 1 dedicated social media post
- 1 dedicated e-blast to OBM Network members
- Complimentary registration for 2 attendees
- Company promotional material distributed to conference attendees

PLATINUM LEVEL

\$5,000



- Company logo on the OBM Network conference website that links to company details
- Ads in between presentations (for live and virtual attendees)
- Recognition on OBM Network website, social media, and newsletter
- 1 dedicated social media post
- 1 dedicated e-blast to OBM Network members
- Complimentary registration for 1 attendee
- Company promotional material of choice to be distributed to conference attendees

GOLD LEVEL

\$3,000



- Company logo on the OBM Network conference website that links to company details
- Recognition on OBM Network website, social media, and newsletter
- 1 dedicated social media post
- 1 dedicated e-blast to OBM Network members
- Company promotional material of choice to be distributed to conference attendees

SILVER LEVEL

\$2,000



- Thank you mention on the OBM Network website, social media, and newsletter
- Sponsor a student to attend the OBM Network conference

STUDENT TRAVEL

\$100+

CURATED LIST OF OBM ARTICLES

The OBM Network Research Education Committee has curated a list of OBM articles to help guide instructors and students in OBM toward the latest research and seminal articles in OBM by topic area.

TOPIC AREAS INCLUDE:

Introduction & History of OBM

Pinpointing

Measurement

Behavioral Systems Analysis & Process Level Assessment

Performance Diagnostics/Assessment

Antecedent Based Interventions

Consequence Based Interventions

Turnover

Research Methods

Professional Development

Feedback

Monetary Compensation

Safety

Consulting

Diversity, Equity, Inclusion, & Accessibility Ethics (DEIA)

Rule Governance

Self Management

Check out the articles in each topic area on our website!

[**CLICK HERE**](#)



JOBM ARTICLE FOR OBM INSTRUCTORS

Guidance and Recommendations When Developing an Introductory Graduate-Level OBM Course

Sharlet D. Rafacz,
Nicole E. Gravina,
Florence D. DiGennaro Reed,
Lori H. Ludwig,
Andressa A. Sleiman,
Douglas A. Johnson
Denys Brand

NEW!

Abstract:

Recent developments in the field of behavior analysis have resulted in Board Certified Behavior Analysts® who typically deliver services in clinical settings engaging in activities that require training and experience in organizational behavior management (OBM). The Behavior Analyst Certification Board recognizes the need for credentialed professionals to receive OBM-specific training and currently requires 30 hours of graduate coursework in personnel supervision and management. However, the growth of faculty qualified to teach OBM courses does not match the growth in interest in OBM, which could result in instructors teaching topics outside their scope of competence. To provide OBM instructors with guidance on appropriate content when creating and teaching graduate-level OBM courses, the OBM Network Board of Directors created the Research and Education Committee. The committee was tasked with supporting quality education and research in OBM. This paper presents the committee's initial recommendations for developing a graduate-level OBM course. Specifically, we provide information regarding core and supplemental content, and sourcing the materials needed for teaching these courses. We also outline several other variables that must be considered before finalizing an OBM course.

Keywords:

Graduate-level OBM courses; OBM network; organizational behavior management

CLICK HERE TO ACCESS



STATE OF OBM RESEARCH

DOCTORAL DISSERTATIONS

The Value of Taking Breaks at Work

Jessica Nastasi, PhD, BCBA
Advised by Dr. Nicole Gravina
University of Florida



Abstract:

The Fair Labor Standards Act suggests that short rest periods of 5 to 20 min may improve employee productivity, and previous research indicates that breaks can impact employees' health and wellness at work. Study 1 compared productivity when breaks were not required (i.e., control session) compared to when breaks were programmed by the experimenter (i.e., experimental session). Sixteen undergraduate students completed two, 2-hr sessions of a simulated check processing task. Half of the participants were randomly assigned to receive the experimental session (5 min breaks every 20 min) first with the control session second, and the other half received the control first and the experimental session second. Results showed that 75% of participants completed more checks during the experimental session compared to the control session and the difference was statistically significant. Most participants took more unprogrammed break time during control sessions compared to experimental sessions. Implications for future research and the value of work breaks are discussed. For Study 2, we interviewed registered behavior technicians (n = 15) to understand their perspectives on breaks and existing break conditions at work. Major themes included perspectives on breaks, existing break conditions, and support for breaks at work. The importance of breaks for RBTs at work and recommendations for improving break conditions are discussed.

Authors:

Study 1- Jessica Nastasi, Isabella Tassistro, & Nicole Gravina (published in JABA, <https://doi.org/10.1002/jaba.995>)

Study 2- Jessica Nastasi, Victoria Greene, Palani Te, & Nicole Gravina (under review)

Dr. Nastasi is now a postdoctoral research associate at the University of Florida and can be reached at jnastasi@ufl.edu

STATE OF OBM RESEARCH

DOCTORAL DISSERTATIONS

The Use of Functional Assessment to Promote Maintenance and Institutionalization of a Performance Management Intervention for Behavior Technicians

Daniel Cymbal, PhD, BCBA
Advised by Dr. David Wilder
Florida Institute of Technology



Abstract:

In Organizational Behavior Management (OBM), any intervention is judged by its immediate effects, the long-term impact on the targeted performance, and the likelihood that the organization and/or its constituents will adopt the intervention (Sigurdsson & Austin, 2006). A core tenet of behavior analysis is the role of environmental stimuli in maintaining behavior, but durability tactics are not examined in this fashion (e.g., Conard et al., 2016; Johnston, 1979). A logical, but under investigated, avenue is to examine the role of functional assessment in producing durable change. The current study examined the predictive ability of a common OBM functional assessment tool, the Performance Diagnostic Checklist- Human Services (PDC-HS; Carr et al., 2013; Carr et al., 2016) to influence maintenance and institutionalization of a prescribed intervention to increase learning opportunities provided to clients in session. Two multiple baseline designs across participants were utilized with six behavior technicians. One group received a PDC-HS indicated intervention: a refined process to provide accurate and readily available program stimuli. The other group received the same intervention, in addition to their supervisors receiving their own PDC-HS indicated intervention to support the behavior technician performance with performance feedback and a job aid/checklist. All behavior technicians increased their provided learning opportunities per hour following intervention in both single-case designs. A mixed repeated measures analysis of variance revealed that the multi-level intervention produced statistically significant change over baseline compared to the control group. Limitations and future research are discussed.

Authors:

Daniel Cymbal, David A. Wilder, R. J. Clark

Dr. Cymbal is now a postdoctoral research scholar at the University of Central Florida and can be reached at daniel.cymbal@ucf.edu



CHRIS ANDERSON STUDENT RESEARCH GRANT

\$700

The D. Chris Anderson Research Award program is intended to foster traditional research in the OBM area. Preference will be given to proposals that use behavior analytic methods, include specific behavioral targets as part of organizational change strategies, and present individual subject information or appropriate statistical tests to document group effects.

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DECEMBER 1ST, 2023**

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A CONVERSATION WITH DR. DJ MORAN

Who's the "real" Dr. Moran & what do you do?

It's just myself as context- I just exist, but you're talking about this from a professional point of view. I really resonated with behavior analysis as soon as I got taught it at a graduate level. And I have to say [...] that I'm a true believer, it runs through absolutely, positively everything that I do all the time. I think if you know the basic principles you can have a reasonably impactful influence on key performance indicators in lots of different types of environments, so that's why I feel like I was OK with going into certain areas, especially safety, clinical work, and leadership. I'm a leader of my own organizations. I put myself through Graduate School as an electrician, a roofer, and a driver, so that was already part of my repertoire right?

Behavior analysis seems to complement OBM. What's your advice regarding that for folks who want to enter OBM?

For a decade [or] two, I make this *holds up fist*, this is the evidence-based approach. [Now], if you want to do leadership, read up on transformational leadership, if you want to help people stay safe, these are the principles of process safety. And then I take my other hand and I wrap it around *wraps other hand around his clenched fist* and I say this is applied behavior analysis. Start operationally defining what behaviors from this first fist need to be done [...] and then figure out what kind of environmental contingencies can support the dedication to doing it to support higher impact regularity of doing those behaviors well.

How do you approach organizational consulting situations, & what is involved?

I think that where OBM might want to focus is [...] not just taking Behavior-Based Safety (BBS) to keep the individuals' behavior safe so that they don't get hurt, but [moving] into the area of serious incident prevention. And that's something that Terry McSween and I wrote up for the Journal of Organizational Behavior Management not too long ago. If you study severe incident prevention or serious incident prevention, you'll see that some of the major catastrophes that are household names- there are human behaviors that, if it was done differently, those things wouldn't have happened.



“Behavior analysis runs through *absolutely, positively, everything* that I do all the time.”

What do we do about things that don't have to be done immediately in order to maintain safety? We become complacent- which isn't a behavior analytic term.

How does contextual behavior science fit into OBM, behavioral safety and extending the scope of behavior analysis?

I would argue [...] behavior analysis has grown a great deal, and, in my opinion, it did a nice job being sophisticated and impactful without focusing too much on private events. It can be impactful just looking at environment-behavior relationships but there is another perspective on this. We need to be somewhat interdisciplinary and say there is room for examining private events. I might do it with Acceptance and Commitment Therapy (ACT), it doesn't mean it's wrong, and, in fact, I can show that it is effective. Maybe some behavior analysts disagree with me from a traditional point of view, but we're still going in the same direction. I'm not trying to win an academic argument; I'm trying to keep someone from dying. But I know that the stuff that I've been doing, and some of my colleagues for the last 20-something years is impactful.

What role does worker wellbeing play in OBM?

The primary objective was to have an impact on the clinically relevant behaviors of the people who came for help. The truth is- maybe this is going to make me a pariah in the OBM world- but the secondary objective is profitability: I need the company to make money. [Employee wellness], that's going to be a hard sell to the people who are making widgets in a small town in Oklahoma. As one of my favorite CEO's that I used to work for, Art Dykstra, said, "If you're not busy growing, you're busy dying." And I think that same phrase [is] applicable to the company and I would say the same thing for the worker. If they're not busy growing, they're going to say "I'm out. I don't want to do this anymore or I'm not going to work this hard. I'm just going to work this way I keep my job, my benefits." But it's not 1st and 2nd place, and as OBMers, you have to respect why we get hired and put that in 3rd place: in addition to me helping you do what your objective is as a company and to make sure you're profitable in an ethical way, one of the things that we're going to do is make sure people are psychologically flexible and dealing with good mental health.

I think there's a broader cultural movement towards the worker's experience and kind of enhancing that...

I understood what happened in the Great Resignation. I understand why we want to be aware about how the culture is changing with respect to work, but I am going to say that it's idealistic right now to think that's going to take root, given the context that we have, in the economy the way it is right now, the way things are set up, the way our culture is set up. We're really seeing the change with that kind of approach that people don't need to break their tails all the time- I really don't want to work for the "man" that hard. But that was the way the culture was for a while- what's gonna take over to meet the objectives that were met in the past, to make up all the hours [of people] being worked that hard? I do think that how we can make up the difference is making sure those who are making trillions just make billions and those who make billions just make multi-millions. I'm not ignorant of it, but that's going to require a lot of time and we just can't expect things to happen overnight.

How do you apply psychological applications in your own life, your work in OBM or as a consultant?

Oh man, well 25 years and more than half my life of being interested in ACT, I just think that it's built to such fluency that it's just the way I think about things. And I do my best to have my own accountability partnership. My daughter, like, holds contingencies of behavioral contracts over me. I do contingency management of myself, I have an accountability partner, and make an attempt to meditate and do mindfulness exercises every day. And the thing that I've been working on for over a decade is something called the Mindful Action Plan. The Mindful Action Plan is part of a book called Finding Your Why and Finding Your Way. The Mindful Action Plan is looked at as an OBM executive coach. What I try to do is stay as psychologically flexible throughout the day- whether I'm training for a marathon, going surfing, writing books, doing my lectures, doing a webinar- I try to make mindful action, an important component to my daily life.

*"If you're not busy growing,
you're busy dying."*

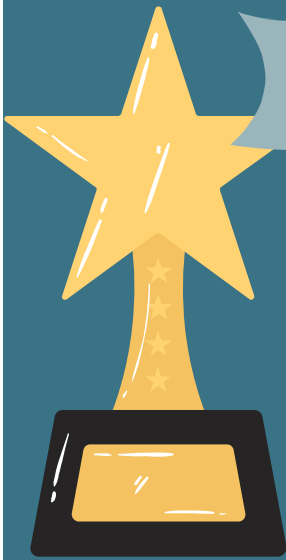
-Art Dykstra

What are some takeaway points you'd like to mention to the readers?

Behavior analysts and OBMers could really focus on judicious and functional work with diversity, equity, and inclusion. It's important for us to [ask] how are we having a functional, sustainable, measurable impact? I think that helping the culture, especially the work culture, maintain their willingness for high standards [is important], because it's been my observation that standards are falling. And then the other couple of things that I think are present day issues: I was thinking drugs in the workplace, the distraction of smartphones. I see people on the side of the road holding the "Stop" or the "Go" sign where the construction is happening on their phone. Their job is to be aware of what's going on around the motor vehicles, and they're looking at their phones. I see people walking at the workplace on their phone. It's terrifying. I don't know what's going to happen and I don't know what the data are, but it's got to have led to a significant impact on incidents and injuries in our lives.

2023 OBM NETWORK AWARDEES!

CONGRATULATIONS



**Outstanding Contribution Award
Dr. Florence D. DiGennaro Reed**



**Lifetime Achievement Award
Dr. Leslie Wilk Braksick**



**Outstanding Applied
OBM Intervention Award
Zendicoded**



**Innovative Research Award
Hanna Vance, Dr. Valdeep Saini,
Emily Guertin**



**Student Research Grant
Maddie Duke**



**TO WATCH EXCLUSIVE INTERVIEWS WITH DR. LESLIE W. BRAKSICK AND
DR. FLORENCE D. DIGENNARO REED [CLICK HERE!](#)**



NOT A MEMBER YET? JOIN THE OBM NETWORK TODAY!

Full Membership: \$79/yr

Full Members are current professionals in the field of OBM and other related practice areas.

Student Membership:

\$45/yr

Student members are currently enrolled in a formal academic program in higher education. The OBM Network reserves the right to audit these members by requesting transcripts, course schedules, or other documentation as evidence of student status.



Membership Benefits:

- Subscription to the **Journal of Organizational Behavior Management**
- Access to the **OBM Network Membership Portal** for an interactive membership experience
- **Reduced rates** and **additional perks** for select OBM Network events
- Eligibility to participate in grants, awards, and voting

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