

## Applying Behavior Analysis in Organizations: Organizational Behavior Management

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Organizational behavior management (OBM) is the application of behavioral principles to individuals and groups in business, industry, government, and human service settings. OBM has its roots in the field of applied behavior analysis, which involves the application of operant and respondent procedures to produce socially significant change in human behavior. Modern OBM includes a number of subdisciplines such as performance management, systems analysis, and behavior-based safety. Its focus is on organizational problems such as lack of knowledge and skills, occupational injuries, productivity improvement, and quality deficits. This review provides a description of the theoretical and conceptual background of OBM, a brief history of the discipline, and a description of common topics and areas of applications. An example of a typical OBM application in a human service setting is also included.

**Keywords:** applied behavior analysis, organizational behavior management, performance management

Organizational behavior management (OBM) is the application of behavioral principles to individuals and groups in business, industry, government, and human service settings. OBM has its roots in the field of applied behavior analysis (ABA), which involves the application of operant and, to a lesser extent, respondent procedures to produce socially significant change in human behavior. The purpose of this article is to introduce the discipline of OBM. First, we describe the theoretical and conceptual background of OBM. Next, we provide a brief history of OBM and its principal journal, the *Journal of Organizational Behavior Management (JOBM)*. We then delineate common topics and areas of application in OBM, and we provide a case study describing an OBM

consult. Finally, an Appendix provides a list of suggested readings in OBM.

### Theoretical and Conceptual Background

OBM is a subdiscipline of ABA, which is in turn the applied wing of the discipline of behavior analysis, or the science of behavior. Two other branches of behavior analysis are the experimental analysis of behavior, which focuses on the study of basic principles of behavior with both human and nonhuman animals, and behaviorism, which is the branch of behavior analysis that focuses on the conceptual and philosophical underpinnings of the science of behavior. ABA emphasizes the use of operant and, to a lesser extent, respondent procedures to produce socially significant change in behavior (i.e., changes that are meaningful to someone). In contrast to much of mainstream psychology, ABA does not use the hypothetico-deductive model of research. That is, theory testing is not the focus of ABA. Instead, the field has adopted an inductive model of research in which procedures are evaluated for their utility irrespective of theoretical significance. Of course, the discipline

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