

# PIC/NIC

## analysis

Daniels, A. C. (1985). Performance management: The behavioral approach to productivity improvement. *National Productivity Review*, 4(3), 225-236.

P/N

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Is the consequence  
positive or  
negative?

Does the consequence  
occur immediately or in  
the future?

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I/F

C/U

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Is the consequence  
certain or  
uncertain?



# PIC CONSEQUENCES

## CONSEQUENCES THAT STRENGTHEN BEHAVIOR

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Consequences that are positive, immediate, and certain strengthen behavior more than consequences that are negative, occur in the future, and are uncertain.



## SUSTAINED BEHAVIOR

Behavior persists when consequences are positive, immediate and certain. Evaluate consequences to determine why behavior continues.



### Directions

1. Identify problem behavior/performance
2. Identify antecedents for problem performance
3. Identify all consequences, good or bad, for behavior/performance
4. Indicate with notation whether consequence is positive/negative, immediate/future, or certain/uncertain.
5. Repeat for desired performance.
6. Add PIC consequences for desired performance. Remove PIC/NIC consequences for undesired performance.

<i><b>Antecedents</b></i>	<i><b>Behavior/Performance</b></i>	<i><b>Consequences</b></i>	<i><b>P/N</b></i>	<i><b>I/F</b></i>	<i><b>C/U</b></i>

## THE PIC/NIC ANALYSIS IN PRACTICE

Ensure consequences for desired behavior are positive, immediate, and certain. When attempting to reinforce behavior, avoid consequences that are negative, in the future, or uncertain.

## CLIENTS, STAFF, AND YOURSELF

Use the PIC/NIC analysis to understand the consequences that cause behaviors to persist. Often the individual knows that another behavior is better, but the consequences of the problem behavior overcomes the willpower of the individual. This is why staff scroll through Facebook when they should work or why many diets fail.





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