Forward Faster by Design
BREAKFAST SERIES
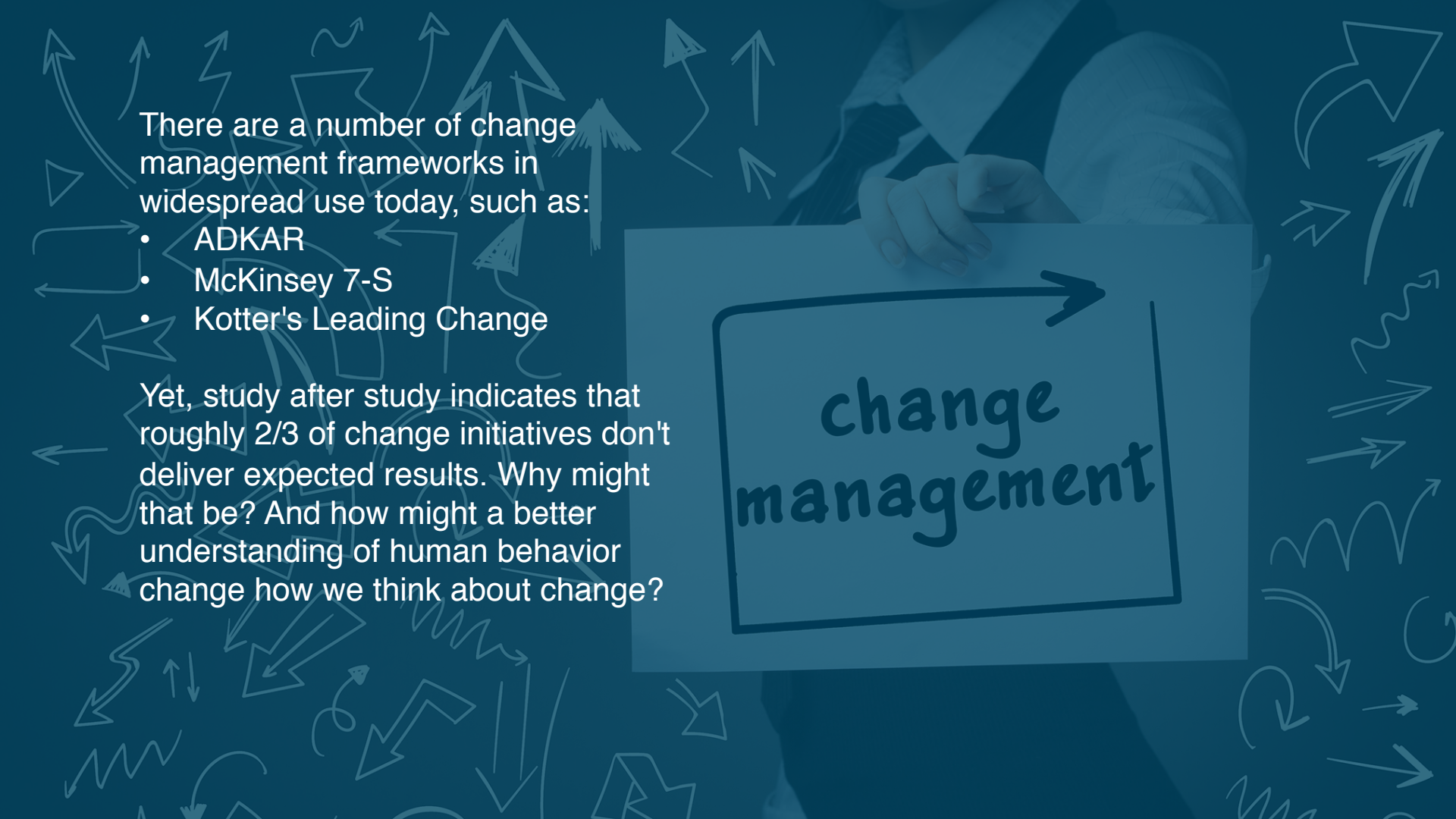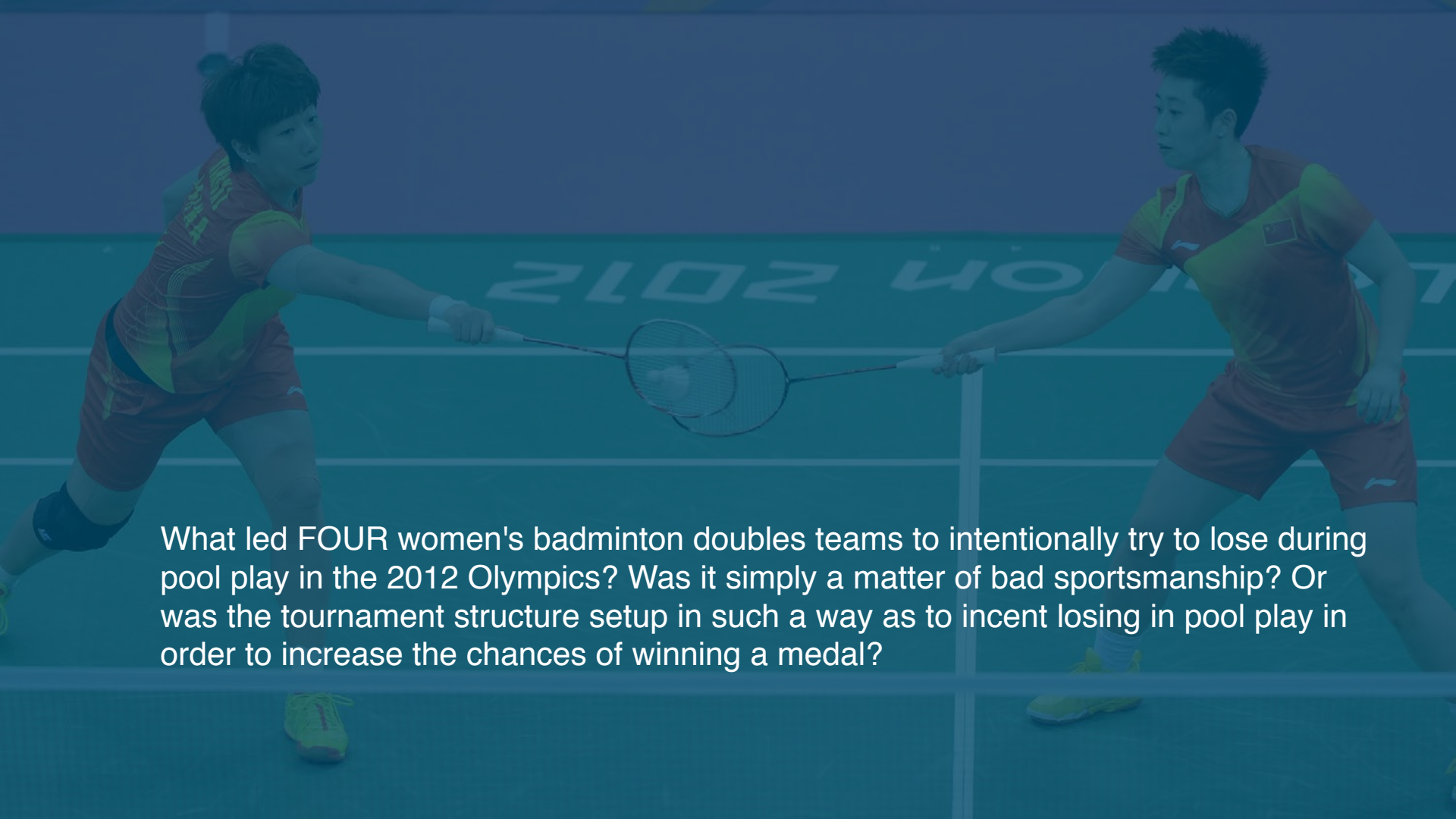
Tools for Change

There are a number of change management frameworks in widespread use today, such as:
- ADKAR
- McKinsey 7-S
- Kotter's Leading Change

Yet, study after study indicates that roughly 2/3 of change initiatives don't deliver expected results. Why might that be? And how might a better understanding of human behavior change how we think about change?

What led FOUR women's badminton doubles teams to intentionally try to lose during pool play in the 2012 Olympics? Was it simply a matter of bad sportsmanship? Or was the tournament structure setup in such a way as to incent losing in pool play in order to increase the chances of winning a medal?

Why did a training program aimed at increasing credit card "sales" by bank tellers provide little to no change in sales? Was the training poorly designed or delivered? Were the tellers "resistant to change?" Or were the behaviors required to increase credit card sales (spend more time with customers) at odds with their performance metrics focused on servicing customers quickly to minimize wait times?

Sometimes it's not the mice, it's the maze.

What looks like a people problem is often a problem with the environment or incentives. Which means we should look for ways to modify people's "mazes" when trying to influence behavior change.

How might we reduce pedestrian–vehicle collisions?

How might we reduce pedestrian–vehicle collisions?

Give pedestrians a head start so they are in the crosswalk before vehicular traffic is given green light.
(Leading Pedestrian Interval)

Human-Centered Approach to Change

1 Recognize that sometimes it's not the mice, it's the maze.

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2 Seek to understand the WHY behind someone's behavior.

Fundamental Attribution Error

The tendency to believe that what people do reflects who they are

- I'm driving aggressively because I'm late picking up my child from soccer practice.

- Other people are driving aggressively because they're inconsiderate jerks.

Behavior Excavation Guide

The **Behavior Excavation Guide** is a tool that prompts us to consider what internal or external factors might be influencing someone's behavior.

Behavior Excavation Guide

The purpose of this tool is to identify potential drivers of behavior and inspire ideas for influencing behavior change.

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Individual	**Persona** *Whose behavior are we exploring?*		
	Behavior *What is the behavior, activity, or decision we are exploring?*		
Internal	**Beliefs** *What beliefs might be influencing this behavior?*		
	Motivations *What intrinsic motivations might be influencing this behavior?*		
	Identity *How might identity, either existing or aspirational, be influencing this behavior?*		
External	**Incentives** *What extrinsic incentives might be influencing this behavior?*		
	Rules *What rules or policies might be influencing this behavior?*		
	Physical Environment *What aspects of the physical environment might be influencing this behavior?*		
	Influencers *Who might be influencing this behavior?*		
Ideas, Insights, and Opportunities			

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Exercise Scenarios

1 People who do not pick up their dog's poop in a public park

2 People who don't stop for pedestrians in a mid-street crosswalk

3 People who drive to work in a vehicle by themselves every day.

How might we influence behavior change?

Human-Centered Approach to Change

1   Recognize that sometimes it's not the mice, it's the maze.

2   Seek to understand the WHY behind someone's behavior.

3   Use behavioral insights to "nudge" behavior change.

4 Principles of "Nudging"

1. **E**asy

2. **A**ttractive

3. **S**ocial

4. **T**imely

Head EAST

The **Head EAST Guide** is a tool that prompts us to apply knowledge from behavioral economics to inspire ideas to influence behavior change.

Head EAST Guide

The purpose of this tool is to use behavioral insights to inspire ideas for influencing behavior change.

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Individual	**Persona** *Whose behavior are we exploring?*		
	Behavior *What is the behavior, activity, or decision we want to encourage or discourage?*		
Easy	*How might we reduce "friction" to make it easier to adopt a new behavior?* *How might we increase "friction" to discourage a certain behavior?*		
Attractive	*How might we might the desired behavior attractive?* *How might we make the desired outcome attractive?*		
Social	*How might we make use of the behavior of others to influence the target audience?* *How might we influence the perception of how others are behaving?*		
Timely	*How might we intervene early before a habit is established?* *What are some potential key moments to prompt or reshape established behavior?*		

*The EAST mnemonic was created by the UK Behavioral Insights Team

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