

# Forward Faster by Design

## BREAKFAST SERIES



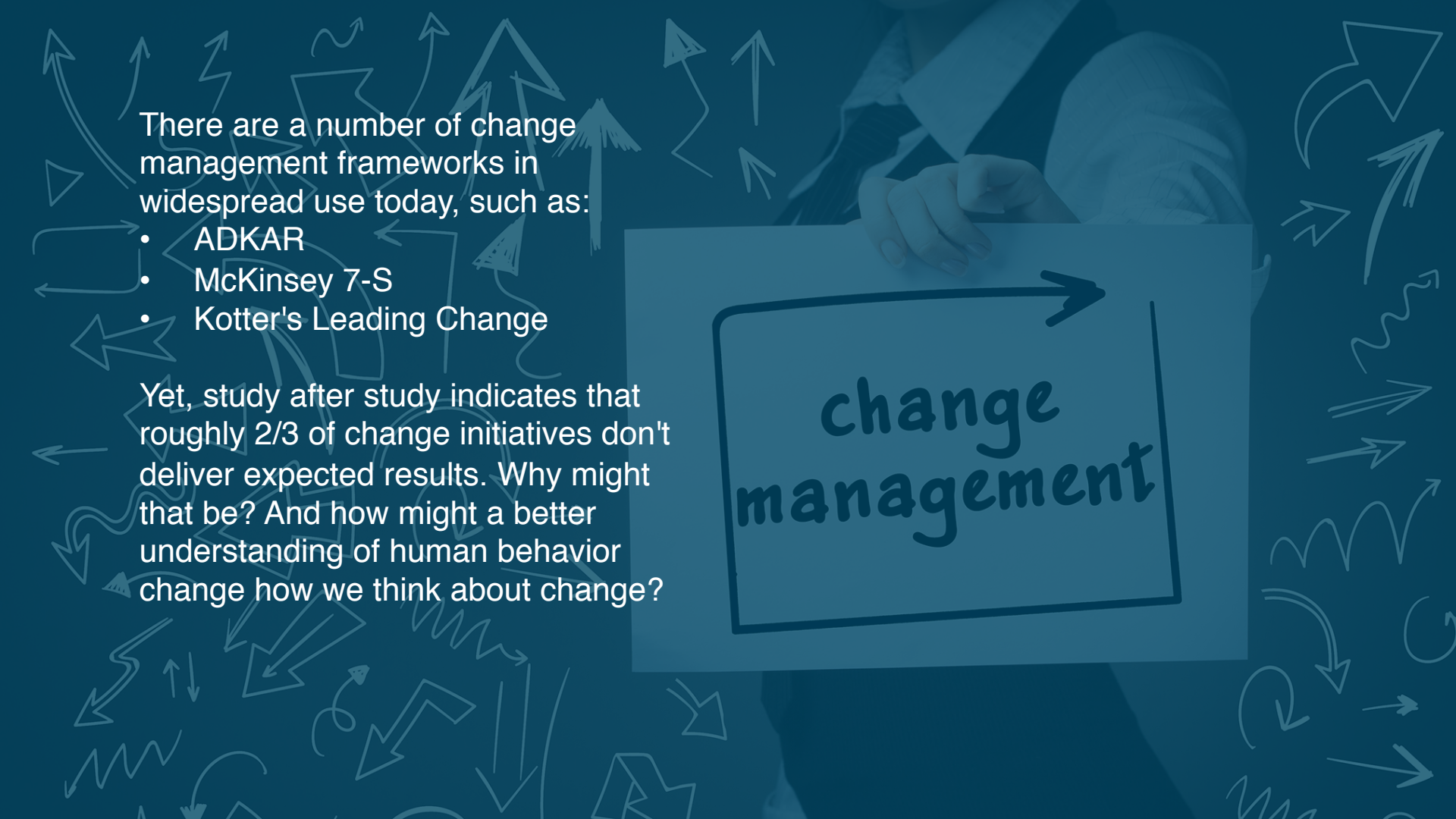
**Faster Glass**

imagine better → innovate faster



# Tools for Change



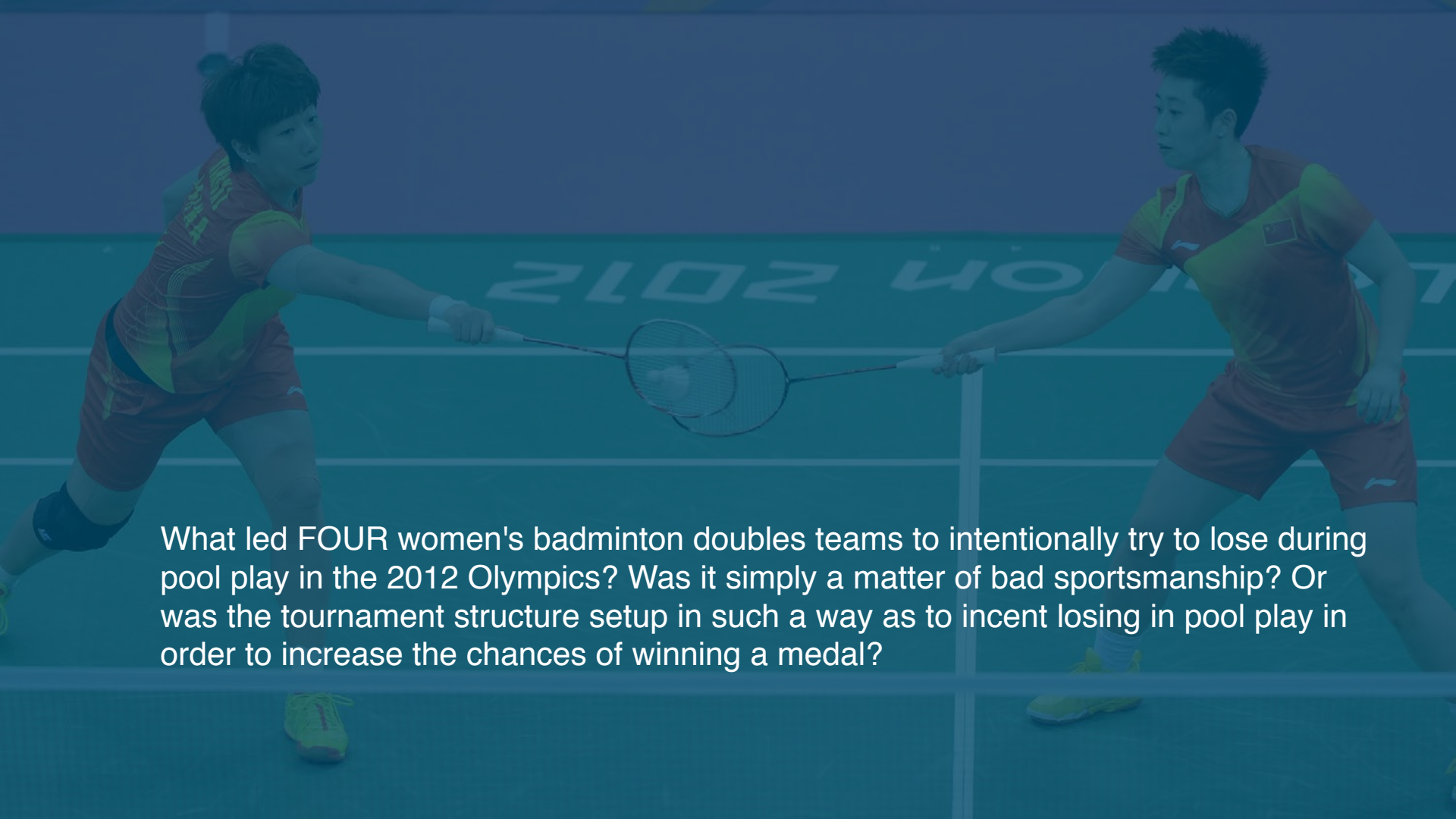


There are a number of change management frameworks in widespread use today, such as:

- 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?

change  
management



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?

# Credit Card Application

**WARNING:** Any person who knowingly makes a false statement or misrepresentation on this form is subject to criminal penalties.

## BORROW SECTION

1. Last Name

First Name

Middle Initial

2. Date of Birth (mm/dd/yyyy)

3. Social Security Number

4. Permanent Street Address (if no Box, see instructions)

5. Home Telephone Number  
( )

8. Email Address

6. Cell Telephone Number  
( )

4a. City

7. Drivers License Number  
State: #:

4b. State

4c. ZIP Code

10. Loan Purpose  
For ( )

9. State of Residence

# 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.



A blurred background image showing a pedestrian in a white shirt and dark pants walking across a street, and a vehicle with a red taillight visible on the left. The image is overlaid with a dark blue gradient.

**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



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

# 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.

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

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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.






A photograph of an adult elephant and a baby elephant in a savanna environment. The adult elephant is on the right, facing left, with its trunk extended towards the ground. The baby elephant is on the left, walking towards the right. The background is filled with dry grass and bushes. A semi-transparent dark box is overlaid on the right side of the image, containing the text.

How might we influence  
behavior change?



# Human-Centered Approach to Change

-  Recognize that sometimes it's not the mice, it's the maze.
-  Seek to understand the WHY behind someone's behavior.
-  Use behavioral insights to “nudge” behavior change.

# 4 Principles of "Nudging"

1. **E**asy
2. **A**tttractive
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.			
Individual	<b>Persona</b> Whose behavior are we exploring?		
	<b>Behavior</b> 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 make 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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# Human-Centered Approach to Change

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-  Use behavioral insights to “nudge” behavior change.



## **We Failed . . . Now What?**

Friday, Nov. 8th

*Camp North End*

## **Thinking Left-Handed: The Case for Inclusive Design**

Friday, Dec. 13th

*McColl Center for Art + Innovation*

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