

Excerpts from

# CHANGE 19010

Version 15

**The practice of project design  
for behaviour change**

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## Be curious.

It's easy (and destructive and disempowering) to say "It won't work because..."

It's harder, but creative and empowering, to wonder "How could it work?"

## The PARTS OF A SCIENTIST



## Be concrete, localised, observable

Our love of abstraction and intangibles is unhelpful when trying to change the world.

Instead, prefer language that is rooted in the solid, touchable, observable, and measurable realities that people have to live with, and in which we have to operate.



**SOLID**



# Start by defining your problem, and your future, in local, observable measurable terms

## Changeology project workbook

www.enablingchange.com.au

Project title:	<i>Creek Savers</i>	Your name:	<i>A. Citizen</i>
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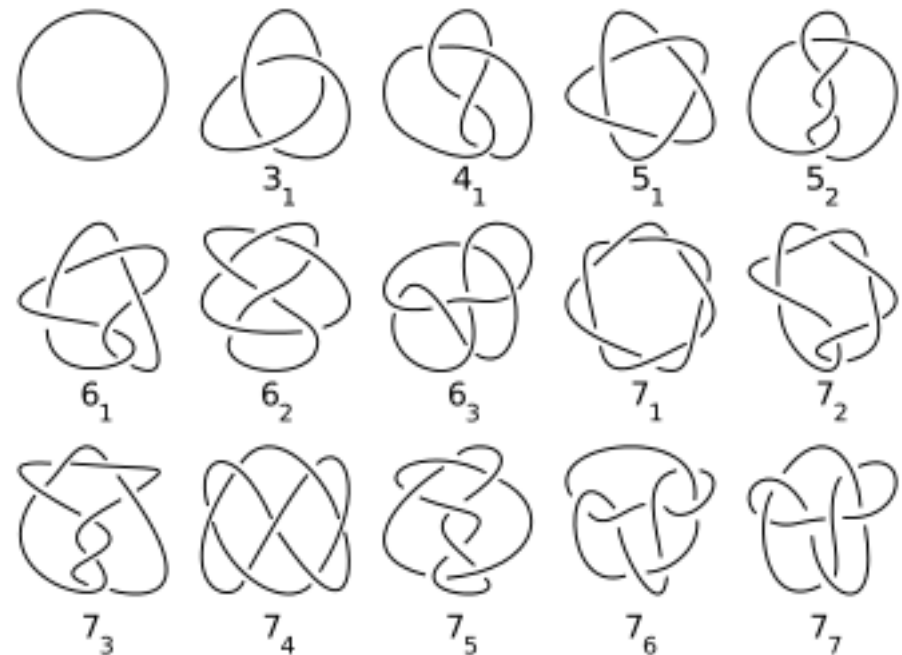
Your purpose, goal or vision	The observed problem: Don't analyse it yet, just say what it looks like.		Indicators: How you'll observe progress.	
	<i>Mullet Creek is polluted and unloved.</i>		<ul style="list-style-type: none"> <li>• Turbidity</li> <li>• Litter</li> <li>• E coli</li> <li>• Community satisfaction</li> </ul>	
<b>1 Flip the problem into a desired future:</b>				
<i>A healthy Mullet Creek that's a valued community asset</i>				
Geographic area or scale of your intervention:	<i>Upper Mullet Creek catchment</i>	Formal organisational target(s), if any:	<i>Water Targets 4.5 and 4.8</i>	

# Theories of change are useful

How we think matters a lot. Failed projects usually fail because their thinking was wrong, not because their execution had mistakes.

It's good to be exposed to a lot of concepts and theories, so we have alternative ways of seeing and thinking.

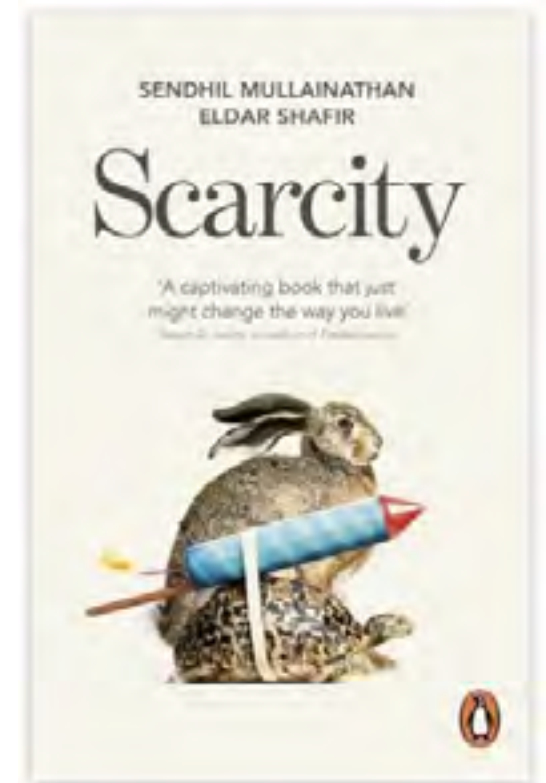
P.S. All theories are wrong.



It's valuable to be familiar with:

- Self-efficacy and Intrinsic Motivation
- Diffusion of Innovations
- Self-Determination Theory

And it's good to read widely.



Human beings are...

# Bodies in motion

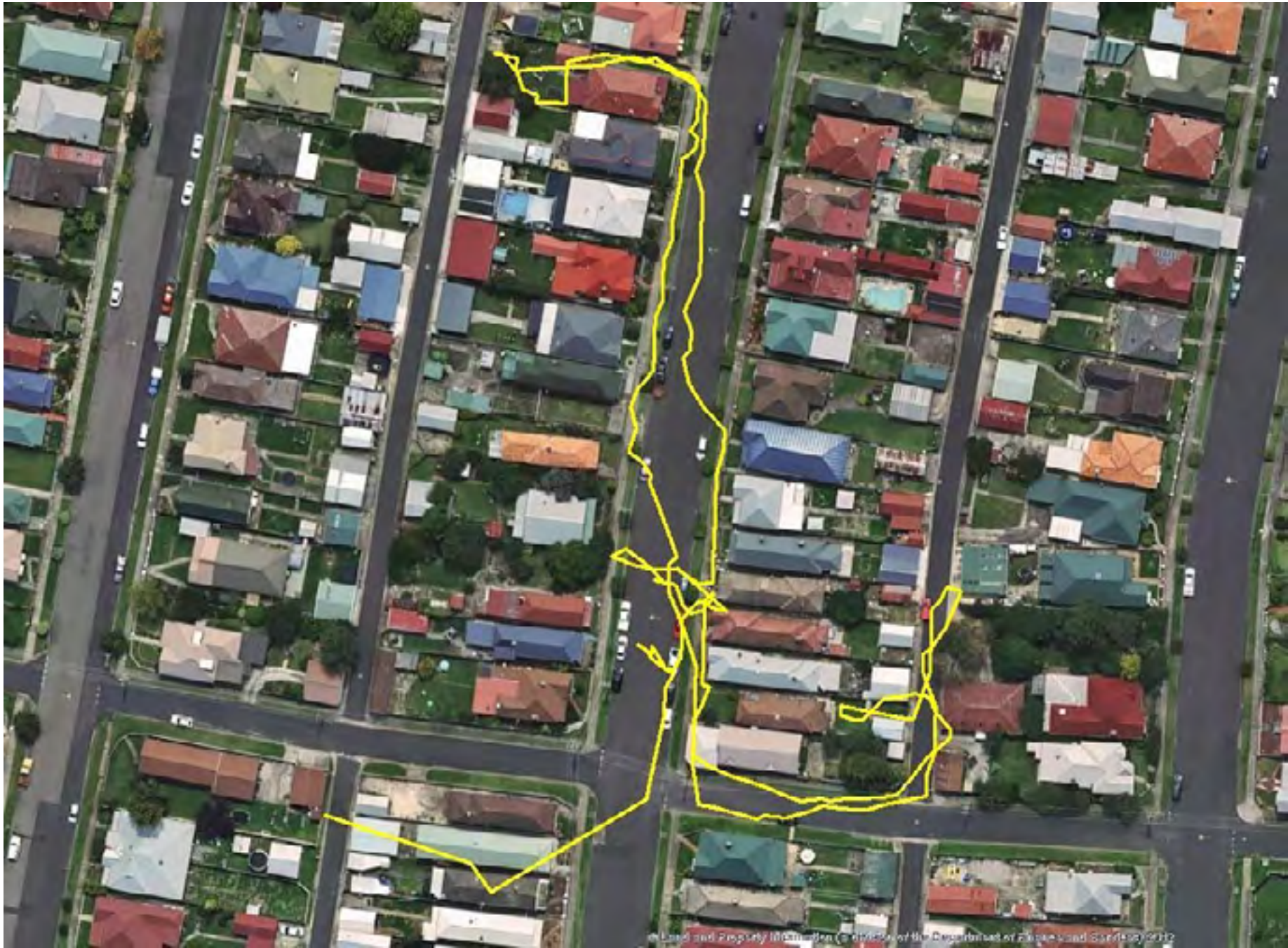


We humans just have to be busy.





Our motion takes us along repeated paths.



We are satisfaction-seeking beings, so our paths have goals.



# Our paths travel through environments

Features along the path have big impacts on human outcomes.

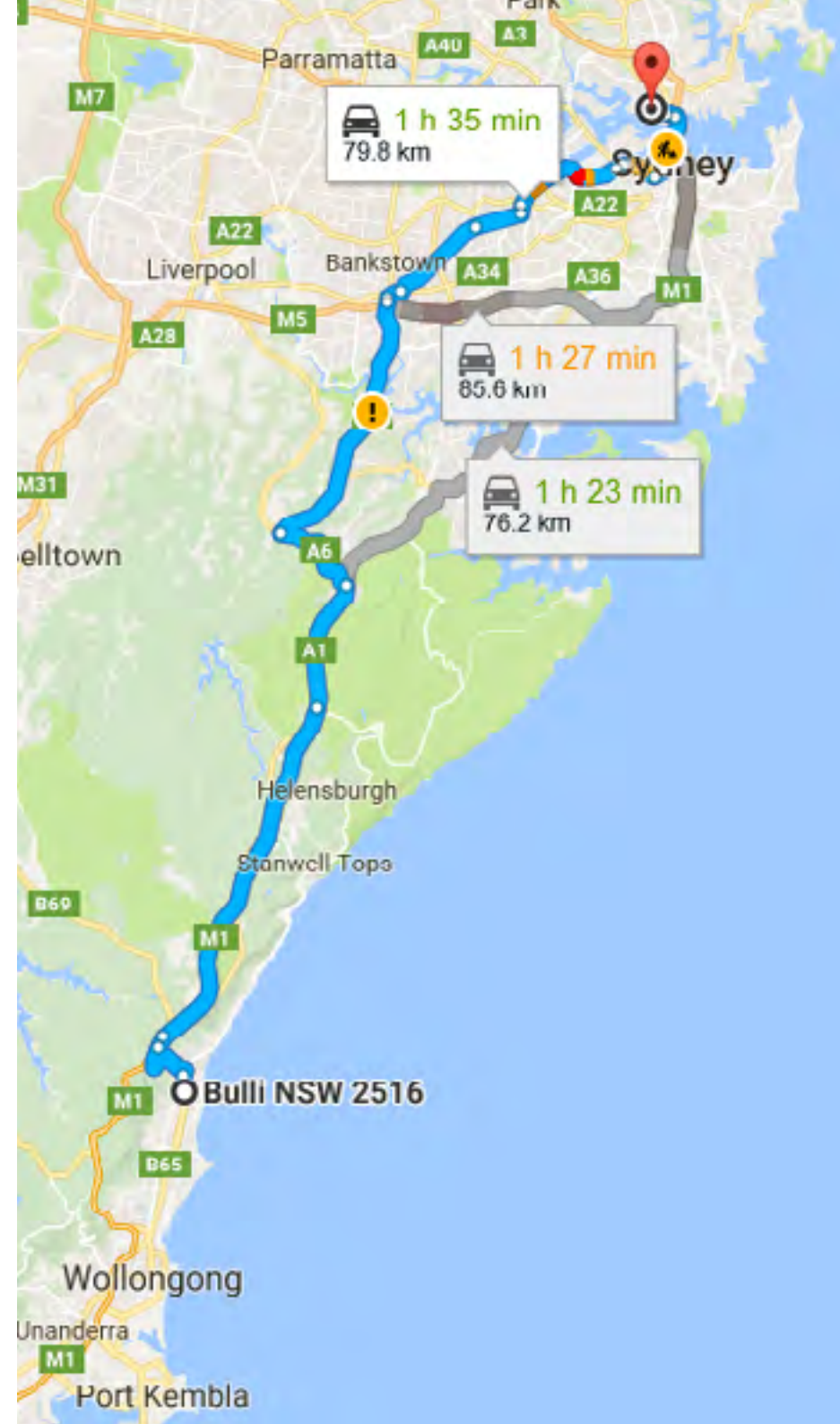
For example, the features in a kitchen landscape determine the body mass of the people who use the kitchen!



**There are usually several paths to a goal.**

Humans automatically tend to choose the most desirable and hassle-free one.

A behaviour change effort involves creating and modifying paths (not changing people).





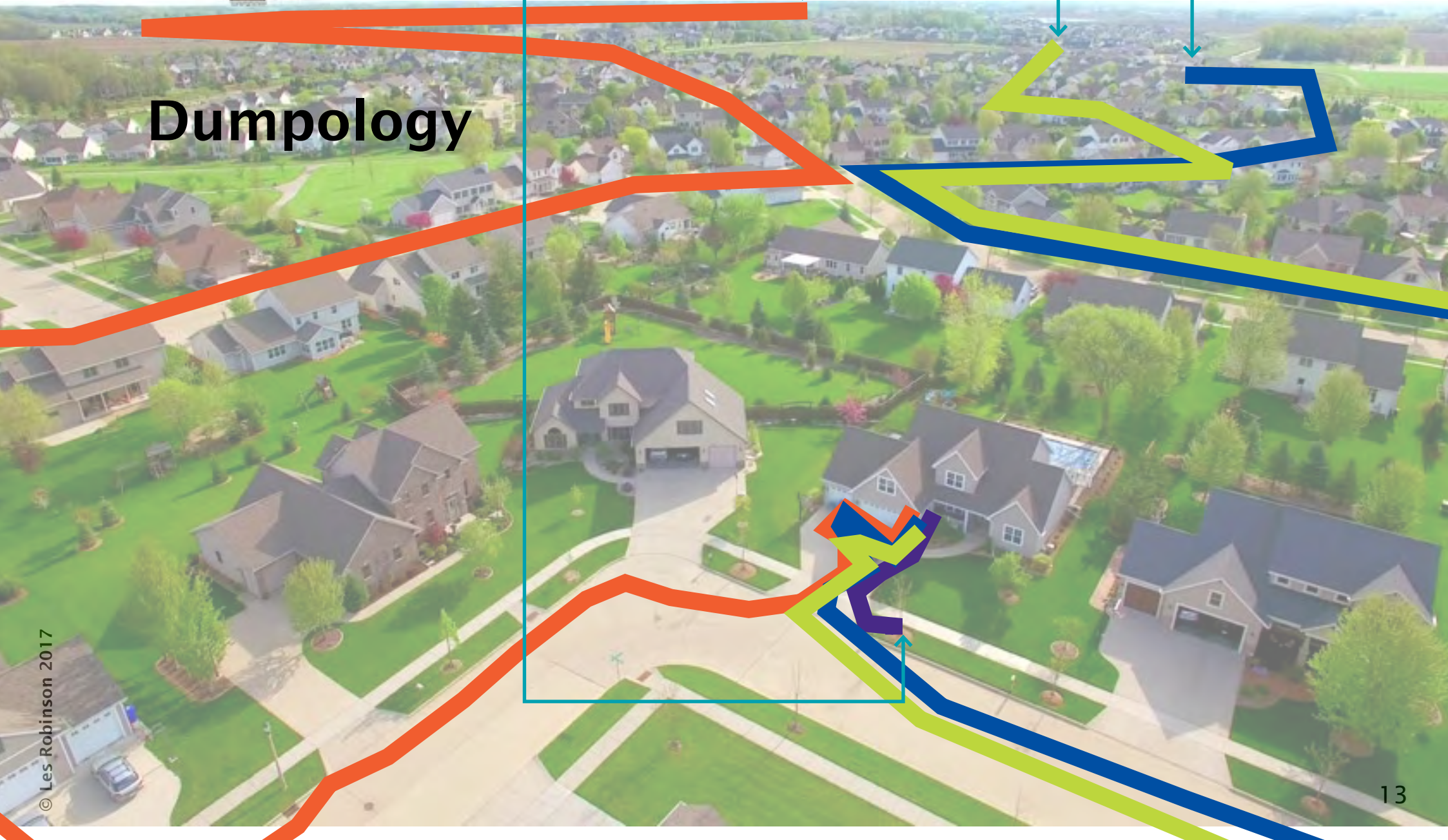
Dump on the kerb (25m)

Council waste facility (23km)

Bower reuse centre (6km)

Repair Cafe (4km)

# Dumpology



Tweaking paths is the key to sustained behaviour change.

Our job is to:

make good paths more **attractive**;

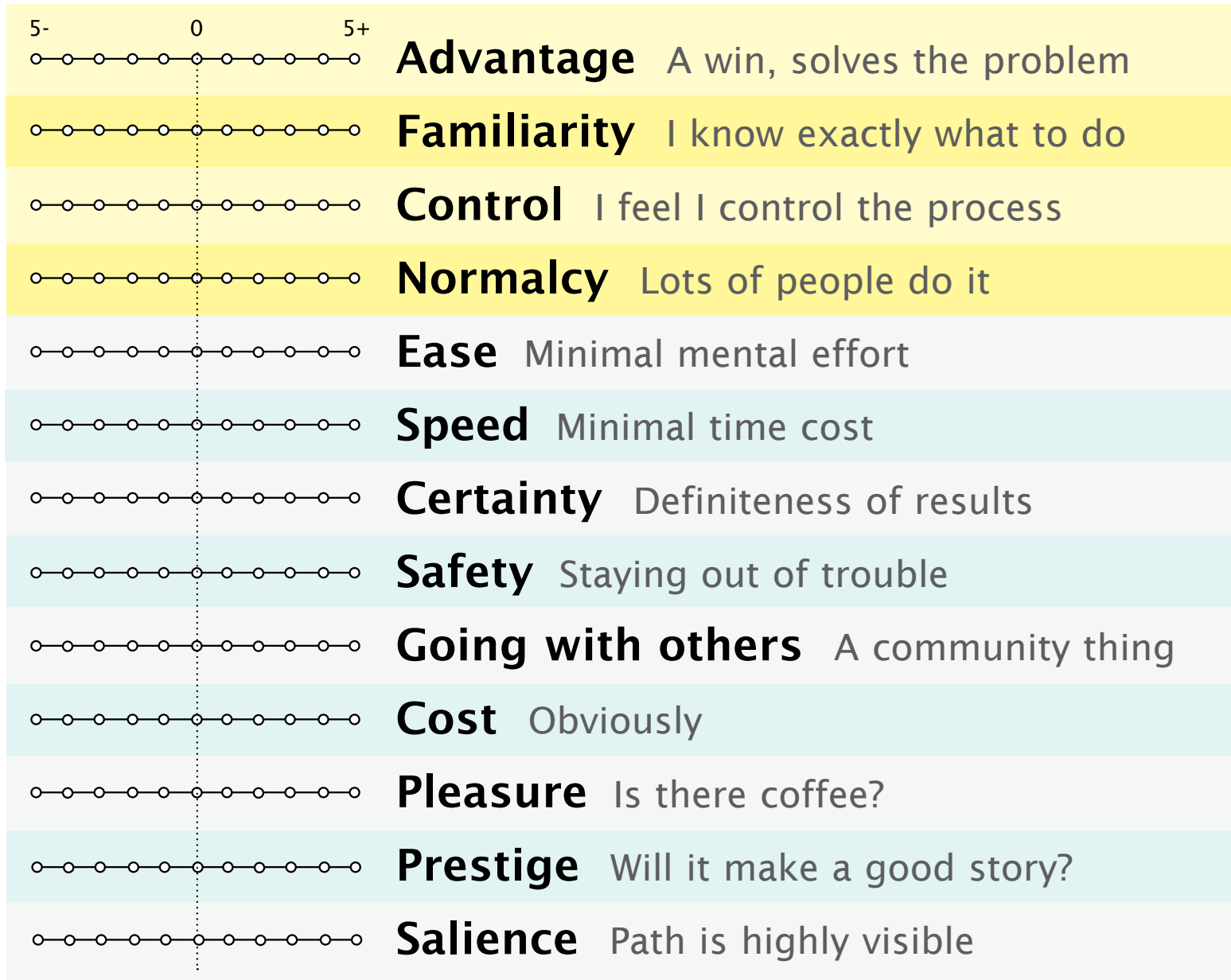
and

make bad paths more **repulsive**.

There's lots of ways to do this!



# People weigh many factors when choosing a path

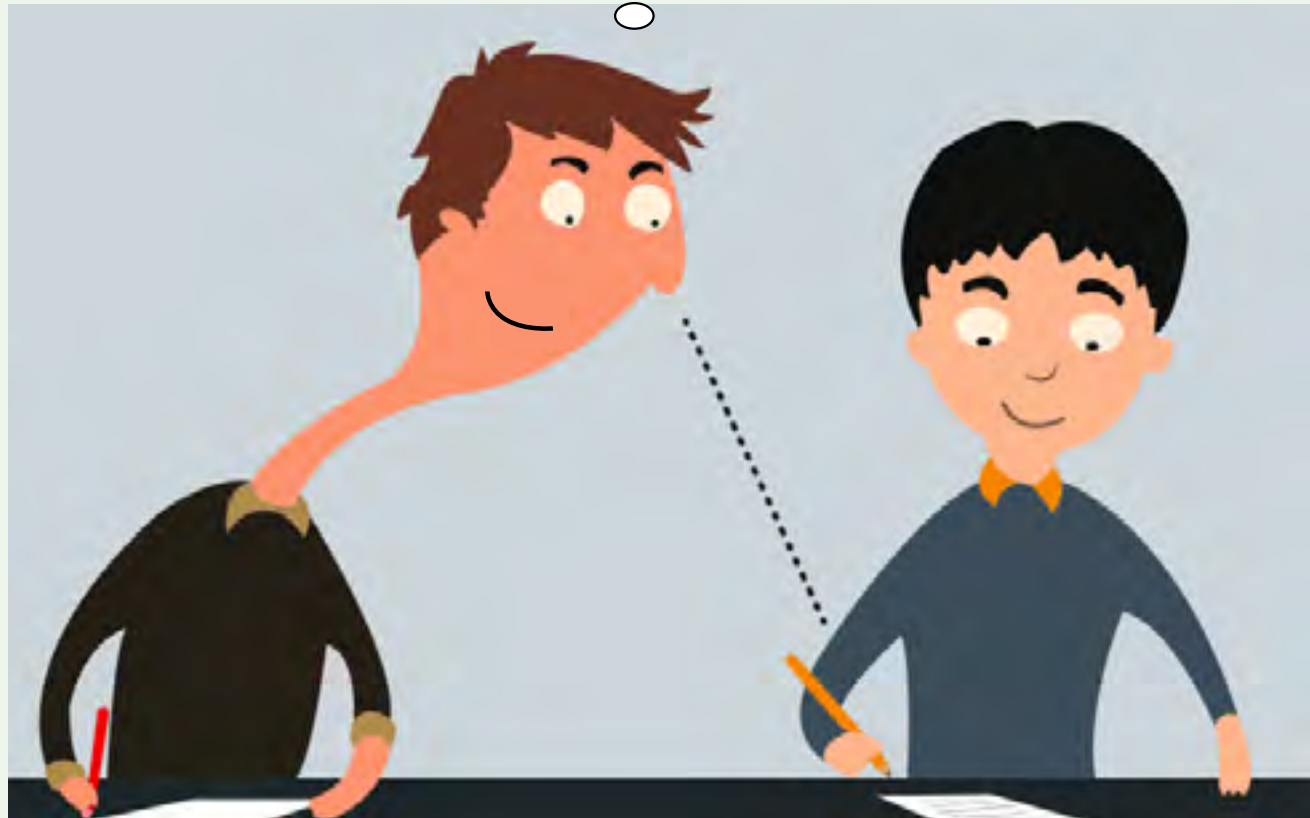


# Familiarity

Familiarity = when the actor is able to mentally rehearse doing the action.

Use: how-to prompts, modelling and hands-on learning.

Ah! THAT's  
how to do it!





# Familiarity

Familiarity has been achieved when an actor can mentally see themselves performing the actions (ie. when your 'how-to' communication is so exact people can easily mimic or mentally rehearse the action).

**Note:** prompts should be close to the TIME and PLACE of action.



Always do your kerb drill before you cross



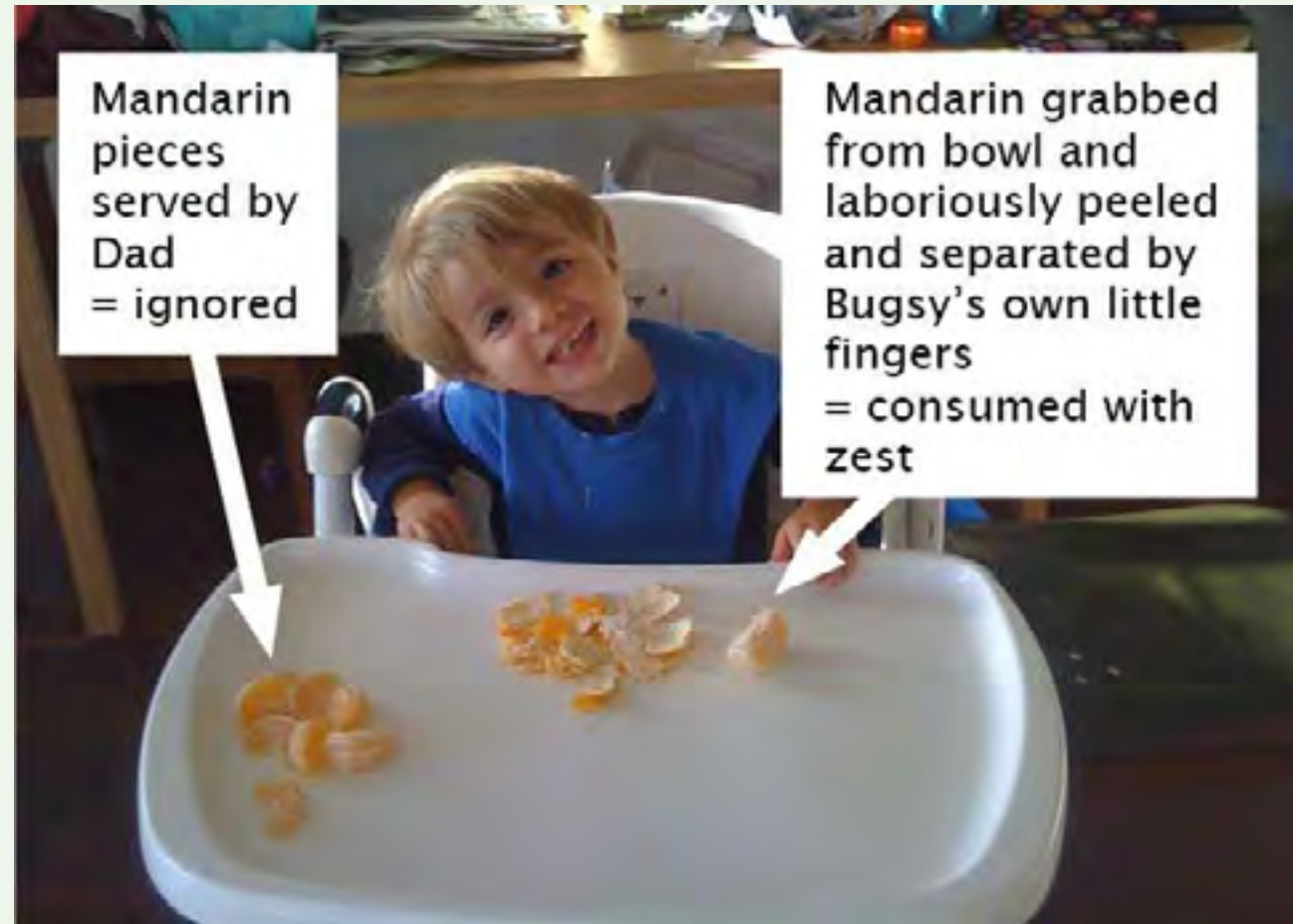
Correct litter action cut-outs  
(Bankstown City Council)

# Autonomy (feeling in control)

Can people exercise free choice over when, where, how, who with, and whether they do it?

The fear of lost control, being at the mercy of others' whims, matters greatly, especially when the stakes seem high (for example, in a workplace).

Putting them in control of aspects of the process can make a big difference.



# Autonomy (sharing control)

Autonomy means being asked and being really listened to. It includes contributing to significant decisions and being allowed to make their own decisions.

## A nice example:

Steve Elliott, Assets and Contracts Manager, Royal Freemasons Benevolent Institution, explained how he got staff buy-in to an innovative Rox eWater\* system in aged care laundries.

Instead of imposing the technology, he asked the cleaners in one facility to test it out and report back.

Within a few weeks they reported back that they couldn't find any reason not to adopt it.

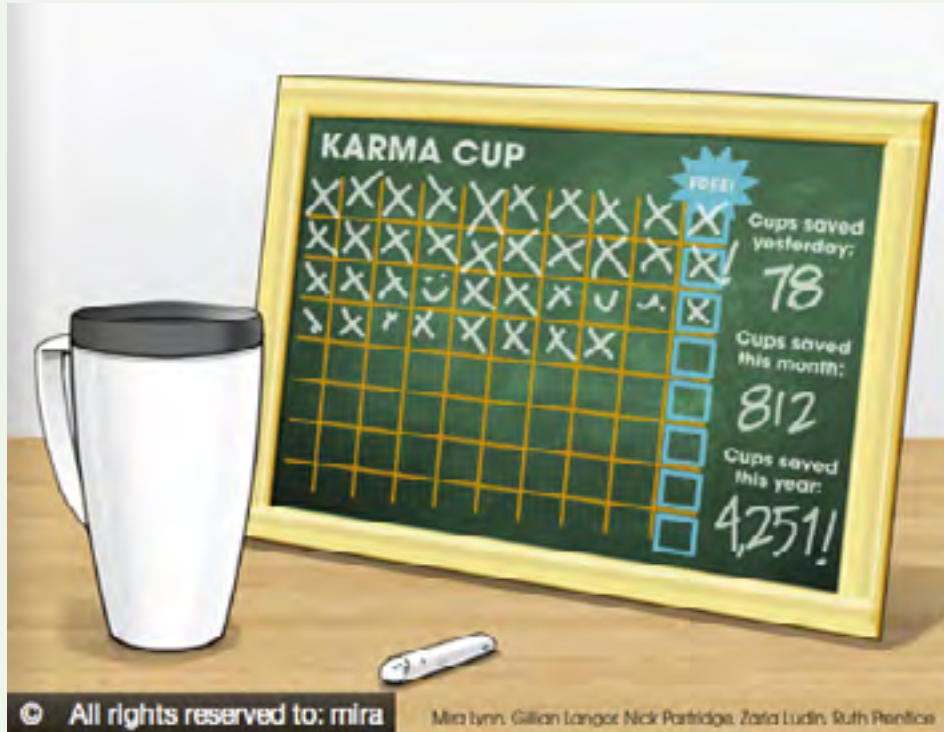
It was subsequently smoothly adopted across the organisation.

\*Rox eWater is a radical innovation that replaces cleaning chemicals with alkali and acid water.



# Normalcy

“Social proof” = seeing evidence plenty of other people like themselves are doing it and enjoying the benefits.



A counter top recorder for each customer who brings a re-usable cup.  
[www.jovoto.com/contests/drink-sustainably/ideas/4751](http://www.jovoto.com/contests/drink-sustainably/ideas/4751)



Many people think that giving teens alcohol is something everyone does, but only 5% of local adults think it is acceptable for a 16-year-old to drink alcohol.<sup>1</sup>

©Revised 2013, KarmaGood Government Plus Community Survey

**STAND YOUR GROUND**

[www.stopunderagedrinking.com.au](http://www.stopunderagedrinking.com.au)



BTW, beware of social proof effects of negative messages. What do these images say about normal (and hence socially acceptable) behaviour?



# Build a community of action

Social connection and group membership tremendously reduce peoples' risks of change.

What **community of action** could you create for people?

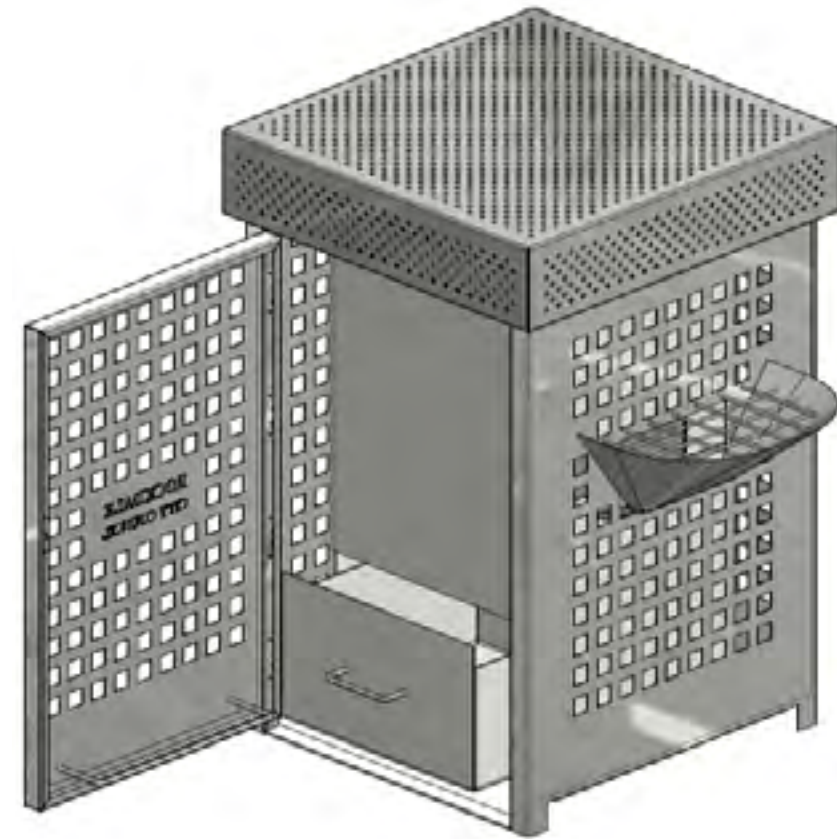
- A green team
- An action group
- Buddies
- A support network
- A team of two
- Mentoring
- Executives adopt-a-team
- Ride to work groups



# Redesign for ease

Easiness means reducing the mental and physical effort of an action as close to zero as possible. In practice easiness often includes reducing the number of steps or decisions and making each remaining step or decision as idiot-proof as possible.

Easiness is more than simplicity, it's about **fit**: carefully matching the action with the realities and rhythms of people's lives. Creating ease starts with learning about people.



Rockdale City Council's hot ash bins in a popular Botany Bay picnic area.

Thanks Steve Karafilis.



## Ease: a fundamental design principle

*"You already know how to use it."*

- first TV ad for the iPad



Rates of bicycle use and strongly influenced by ease and perceived safety.

Also, Amazon's innovation of "one-click shopping".



## Easiness is about fit

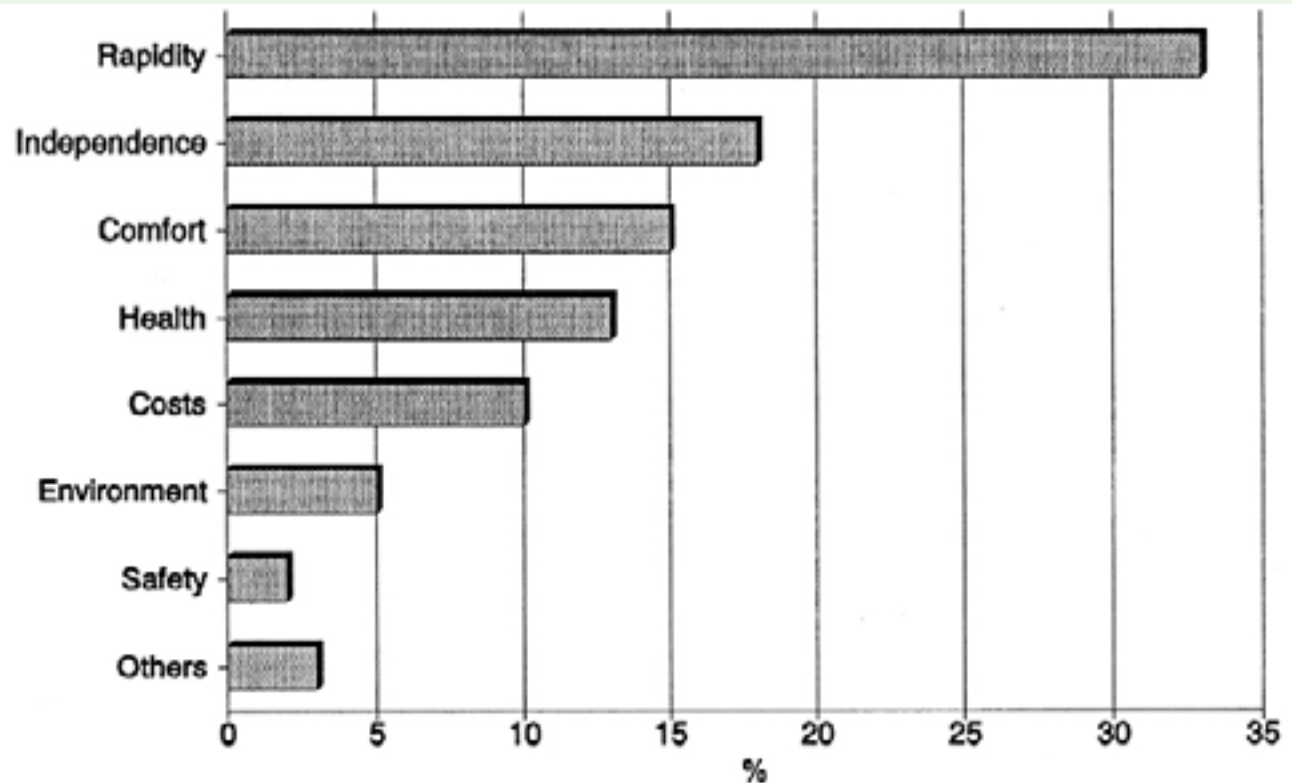
The change has to work in their terms.

*“How quickly landholders can go from being sceptics to being absolute converts when they see something works.”*

- catchment officer, Southern Rivers

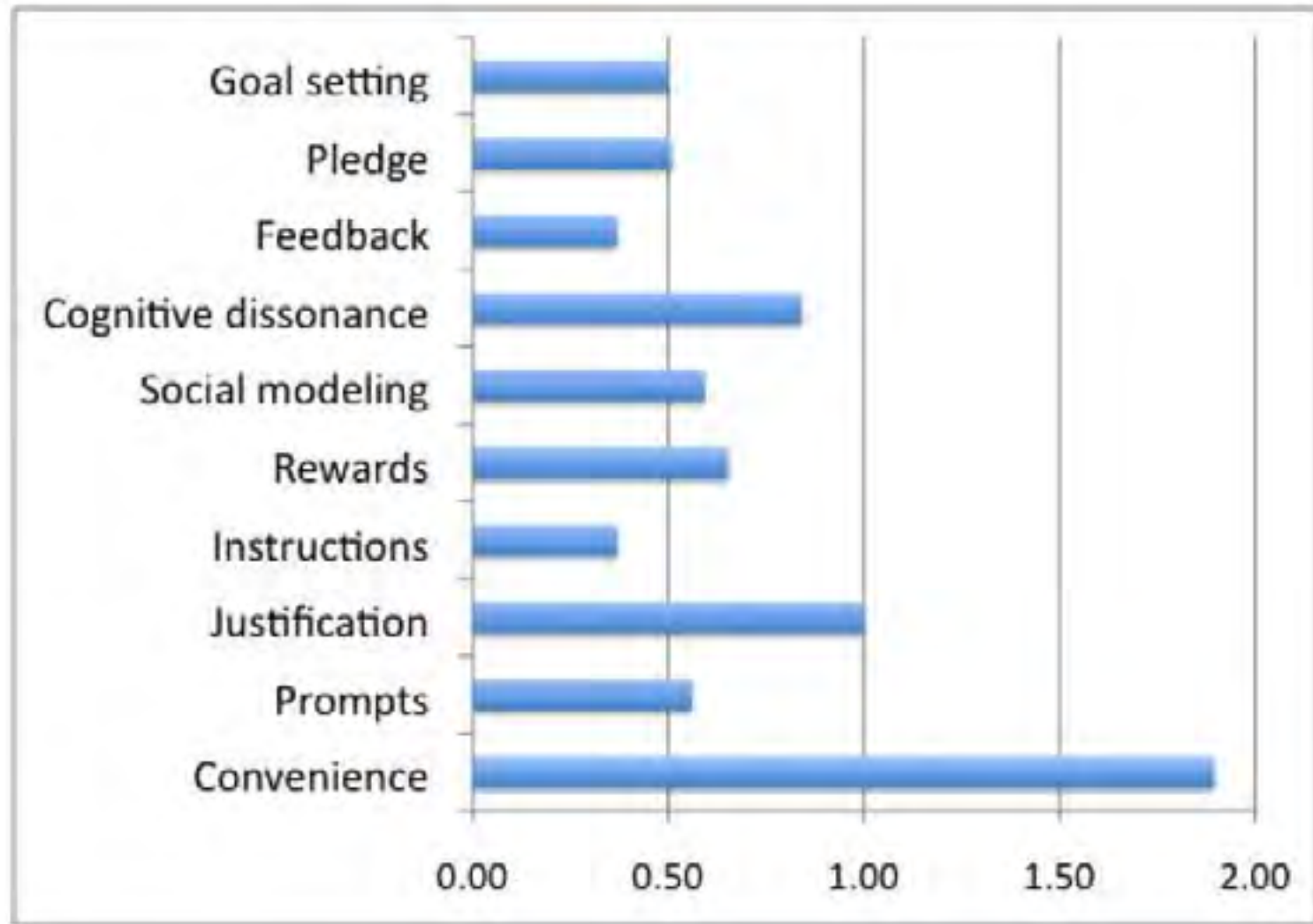


For example, what people are looking for in a transport system...



Source: Tertoolen, G. et al (1998)  
Psychological Resistance Against  
Attempts to Reduce Private Car Use,  
*Transportation Research-A* vol 32(3),  
pp171-181

# What influences recycling behaviour



Source: Osbaldiston, R., & Schott, J. (2012). Environmental sustainability and behavioral science: Meta-analysis of pro-environmental behavior. *Environment and Behavior*, 44, 257-299

**Note:** Meta analysis of recycling studies, combined across three types of programs. N=41 public, N=52 curbside, N=18 central collection. Osbaldiston & Schott (2012)

## Easiness: refining technologies and services

Easiness often means making services, technologies and environments:

- easier
- simpler
- cheaper
- closer
- safer
- faster
- fewer hassles
- give more certain, predictable results
- more socially desirable.

To find points for improvement, it's vital to LISTEN to your users...



Reducing the "hassle rate" can make a big difference



To make undesired paths repulsive

## Disincentives

Fees, taxes, price increases, shame-->

## Thwarting

Physically restrict the behaviour  
e.g. cut parking spaces, poker machine  
pre-commitment technology, BasicsCard,  
bin lids with holes -->

## Regulation

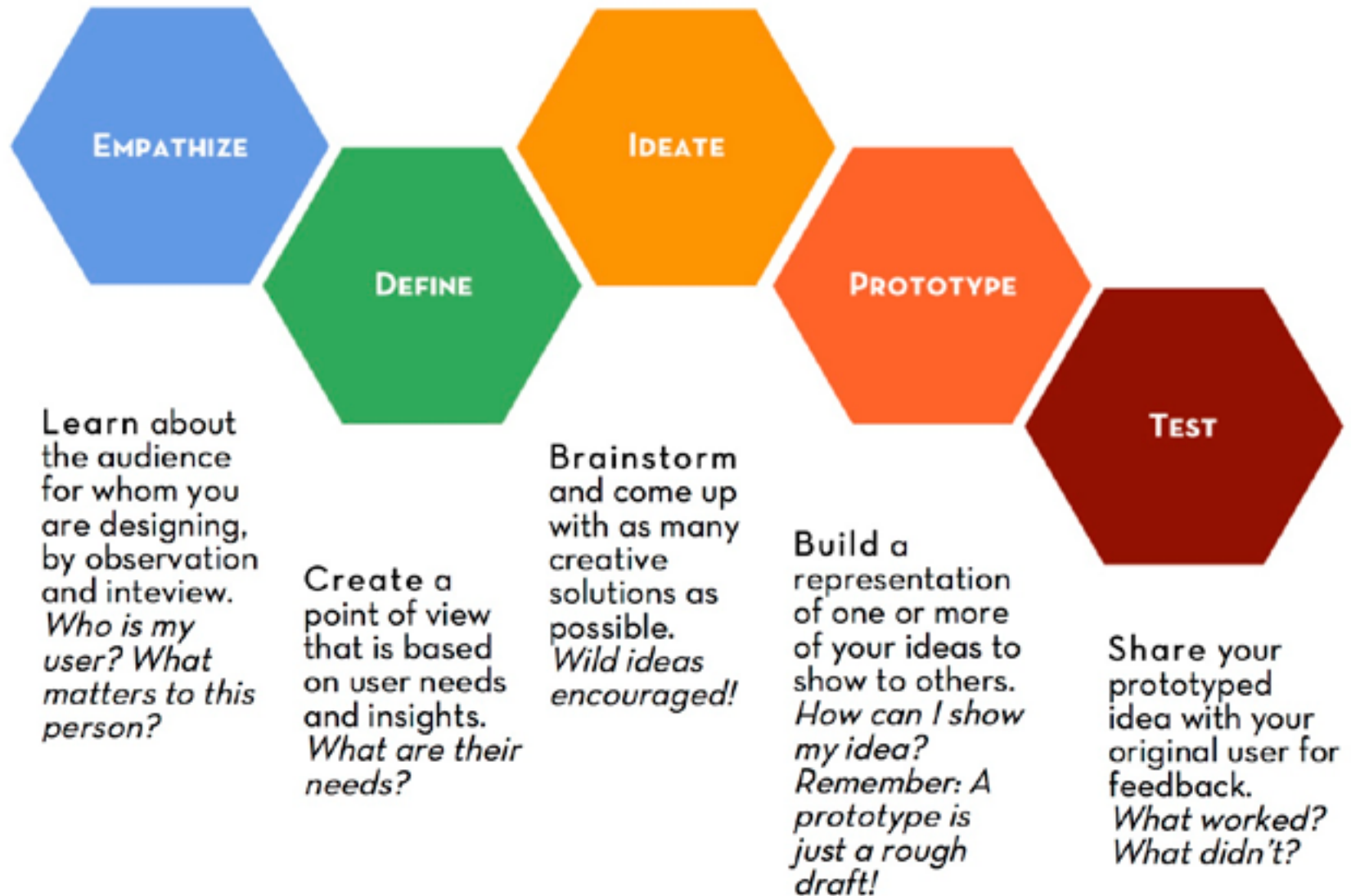
Ban the behaviour.

**Beware:** these methods deprive people of liberties, hence there will be resistance!



# Design thinking

Is revolutionising the way we do social change.



# Rapid project generation

- 1) Choose a concrete, measurable, localised problem.
- 2) Flip it into a positive future.
- 3) Bring together a diverse brains trust.
- 4) Expose the brains trust to inspiration and information.
- 5) Brainstorm, in silence, ANY concrete change or effort to could make a difference, large or small, even if they're not sure it would work, or might be insane or impossible.
- 6) Prioritise, in silence, with dots.
- 7) Assemble the ideas with the most dots into a prototype.
- 8) Test, on a small scale, in the real world.
- 9) Improve and repeat.



# Changeology, the book

It's a crash course in change thinking packed with practical examples.

