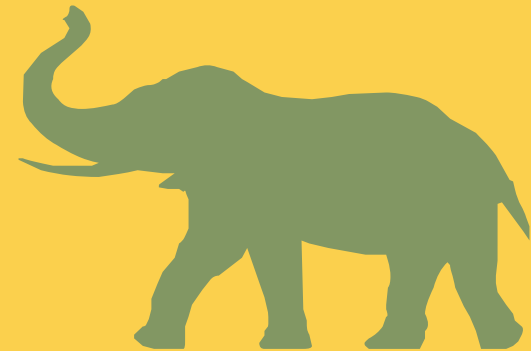


Talk to the Elephant



**Designing and Implementing for Behavior
Change**

Julie Dirksen
Usable Learning

Which of these have you heard?

“We can’t get learners to pay attention”

“We want our learners to be self-directed”

“They’re just lazy.”

Maybe they just have more important things to do*.

*And have you talked to them about it?

Salesperson is trained on several new products...

...still only recommend the three products they're most comfortable with.



Construction workers learn about the dangers of eye injuries...

...and still forgets the safety glasses in the truck.



Employee knows elearning content is genuinely important...
...still smashes “Next” button as quickly as possible.



What are your challenging behaviors?

**Which leads to the question I've been thinking
about most of my professional life...**



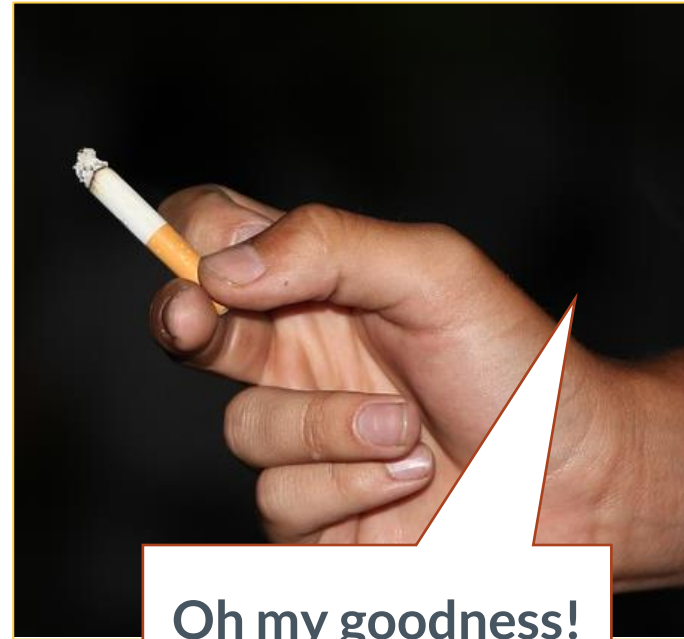
WHY

do people do the
wrong
things?

(particularly when they know better)

In our ideal world, behavior change would work like this:

By the way,
smoking is bad
for you.



Oh my goodness!
You are right. I
will never smoke
again.

I know, but...

“I know it’s a bad idea, and I never do it (except when I do, and then I feel guilty).”

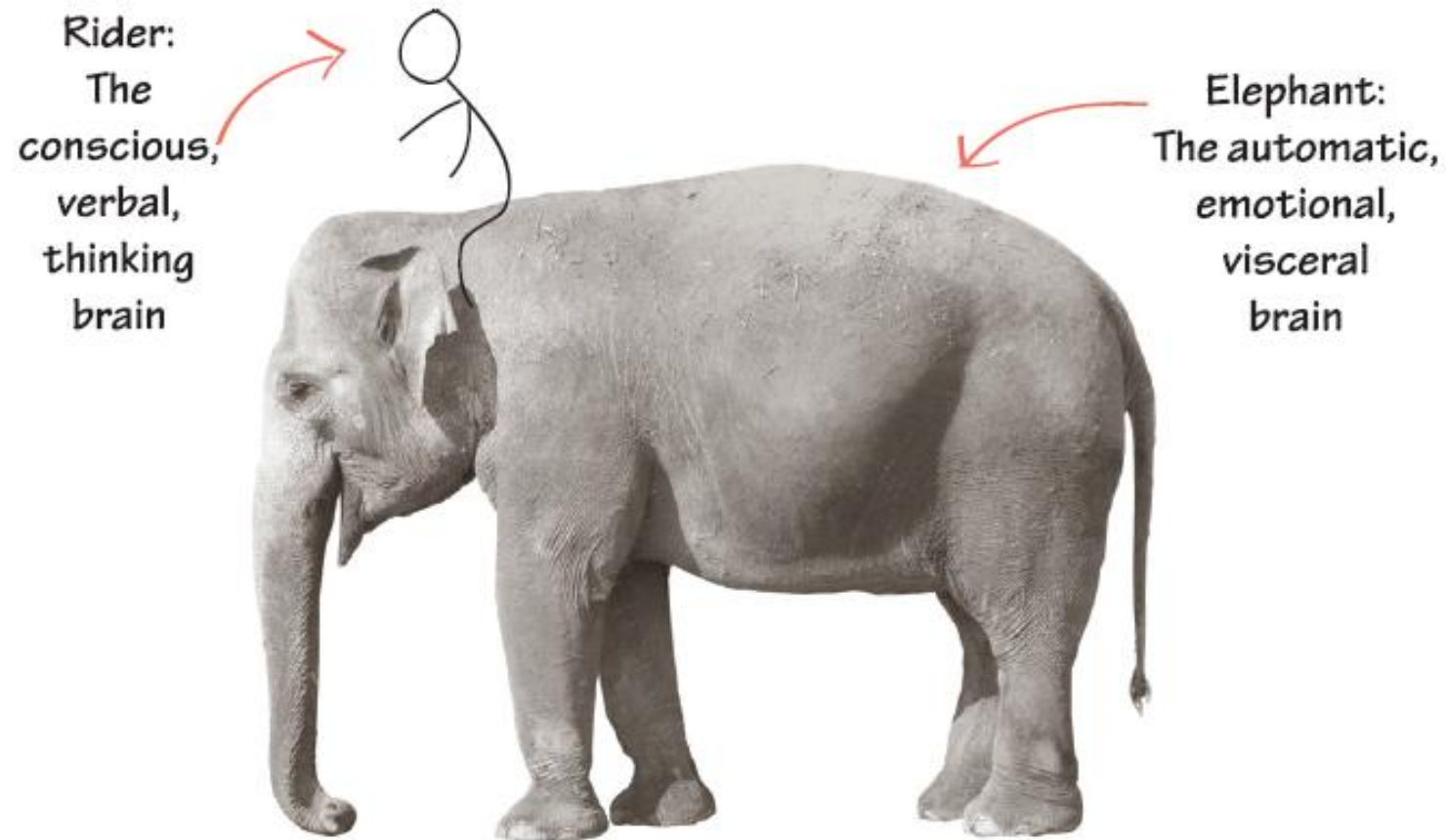
“I know it’s a bad idea, but I only do it once in a while, and I’m very careful.”

“I know it’s a bad idea for other people, but I can do it because I’m really good at it.”

“Huh? What’s the big deal?”

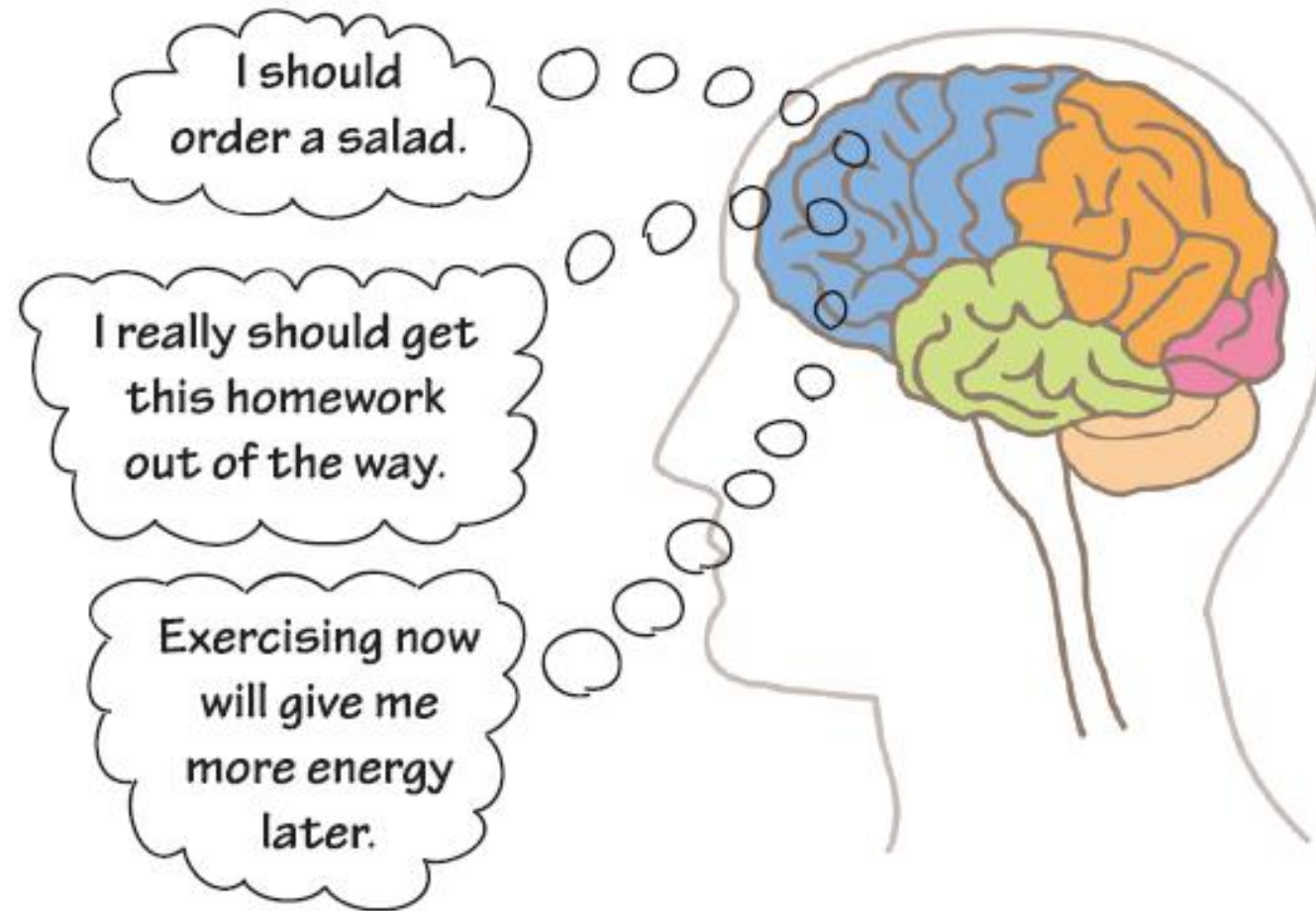


Answer: Logical decision-making isn't logical

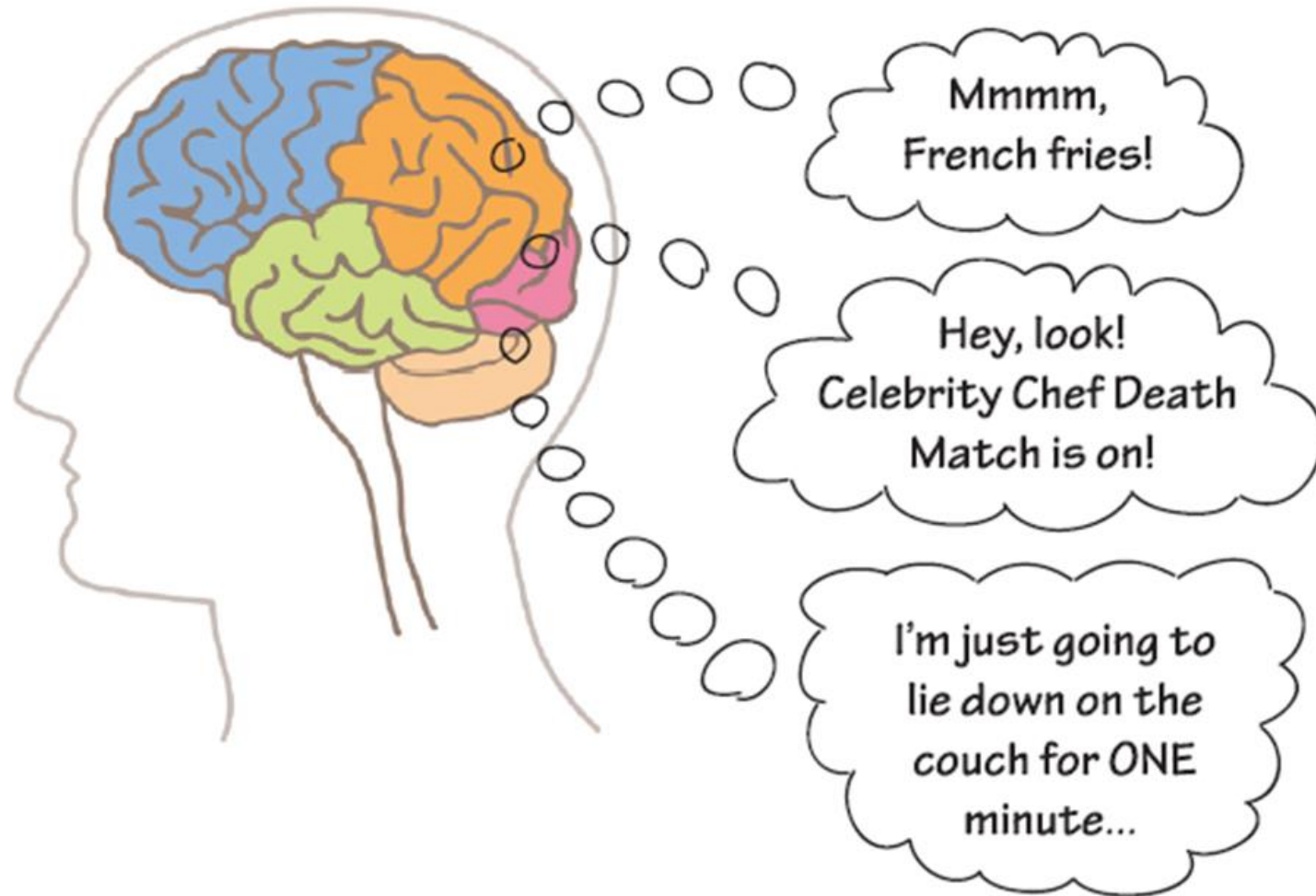


From Jonathan Haidt's *The Happiness Hypothesis*

The Rider



The Elephant



So, when there's a conflict...

Who do you think wins?



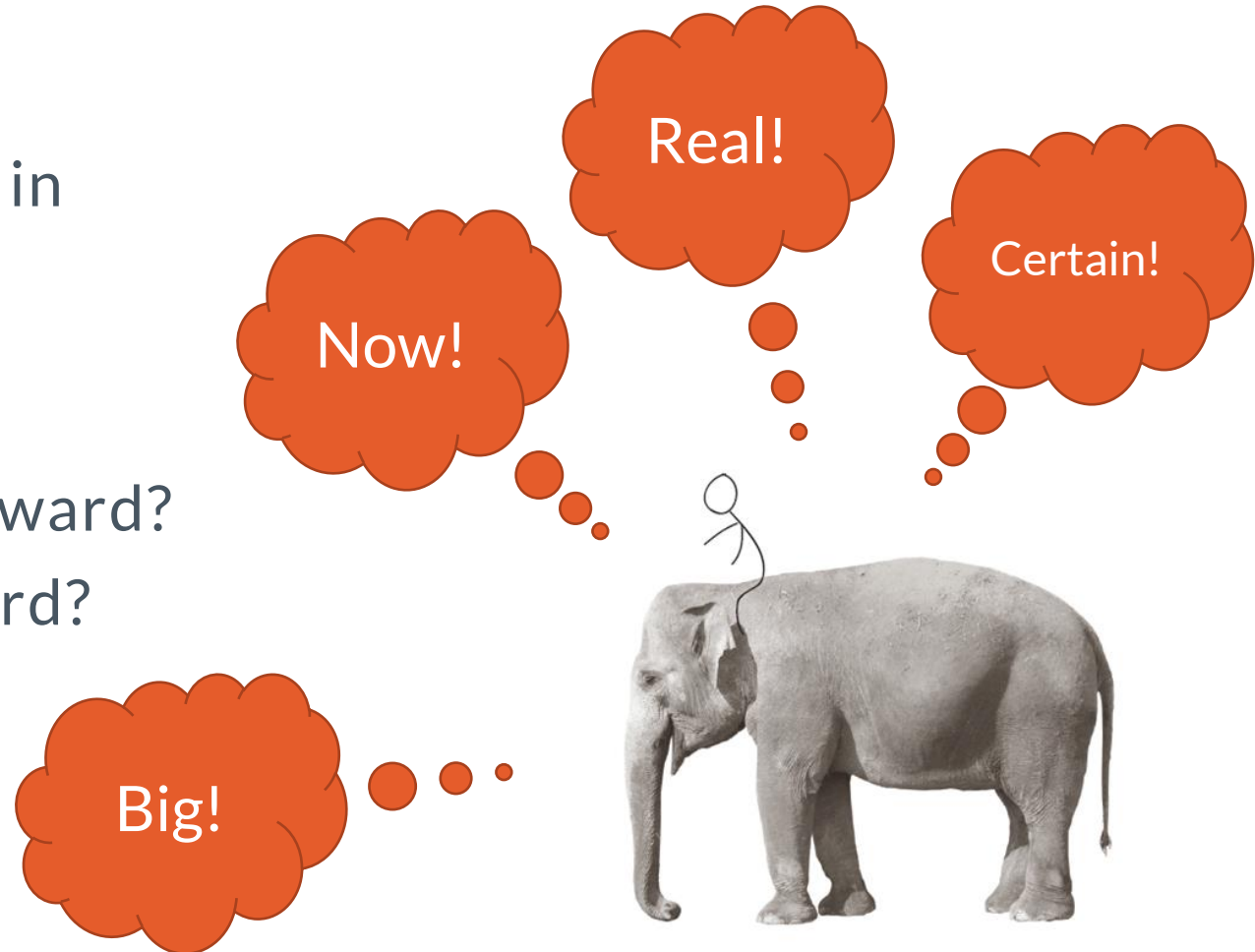
Where are your learners getting stuck?

(Modified from Stevens Shahab & West)

- 
1. **Doesn't know** at all about the behavior
 2. **Knows about the behavior**, but doesn't understand why it's important
 3. **Understands the explanation** for why it's important, but doesn't believe that explanation
 4. Thinks the behavior is **worth it**, but not a priority at the moment
 5. Thinks the behavior is **a priority**, but doesn't know **how** to do it
 6. Thinks the behavior is **a priority**, but thinks it's **too hard** in the environment (physical or social) or **isn't confident** about their ability to do it
 7. Is ready to try, but is having a **hard time getting started**
 8. Has started, but is having **trouble staying motivated**
 9. Is continuing, but **isn't consistent or successful**
 10. Has been consistent or successful, but **is falling off the behavior**

Variables that influence the Elephant

- How big is the reward in relation to the effort?
- How immediate is the reward?
- How tangible is the reward?
- How likely is the reward?



Do you want to start working on that project that's due in a few weeks?

Rider (Future)



Elephant (Now)



But it's not just the amount...

Which is better?



Hyperbolic Discounting

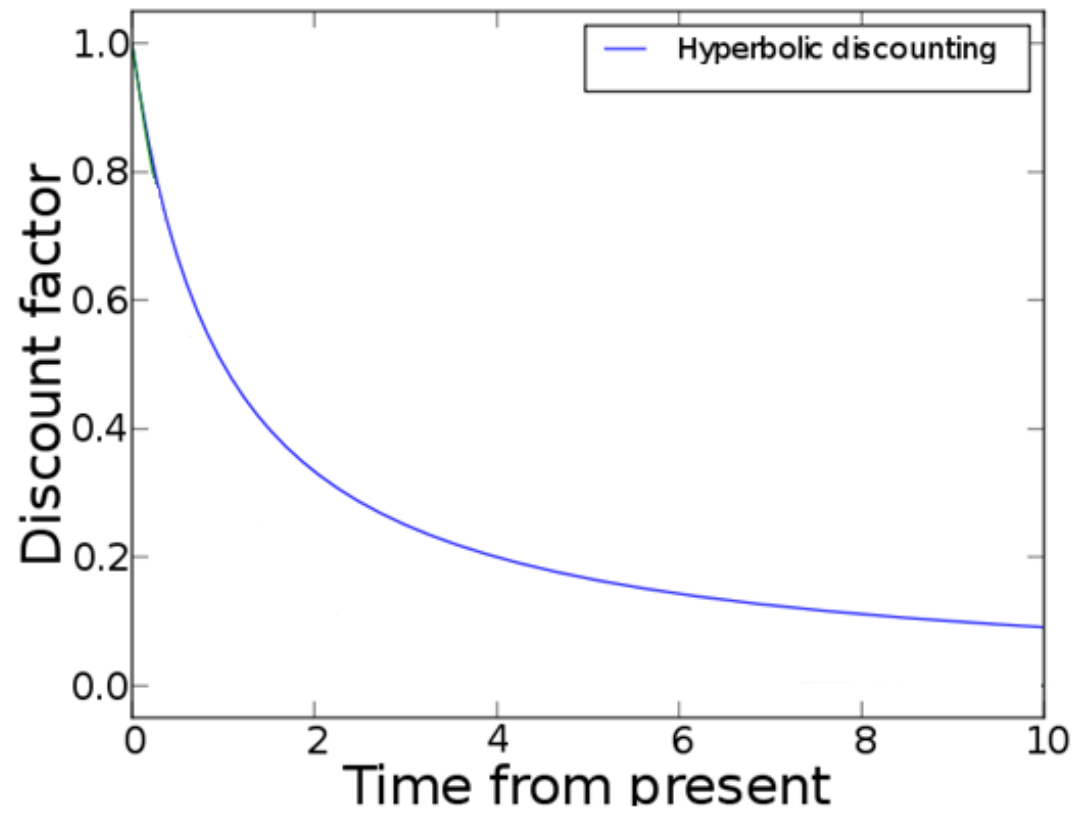


Image Credit: <http://commons.wikimedia.org/wiki/User:Moxfyre>

What's the real intrinsic reward?

- How big is the reward?
- How immediate is the reward?
- How tangible is the reward?
- How likely is the reward?

Managers need to learn how to use the new performance appraisal system.

What is the feedback?

What do we really mean when we say we learn from experience?



Here's the thing..

...the elephant isn't stupid.

This *sucks*...I
am *not* doing
this again...



Visceral Experience & *Belief*



Where does the feedback become visible?

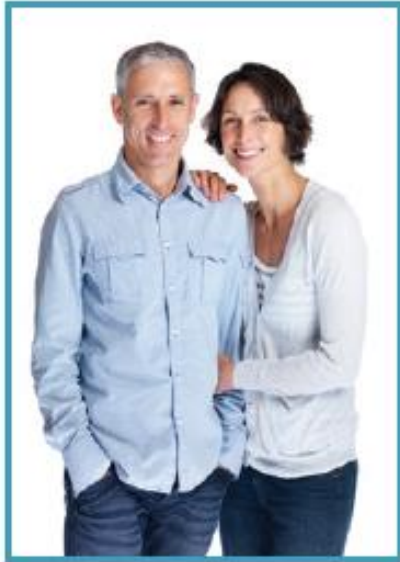


- Individual level
- Group level
- System level

Social relatedness



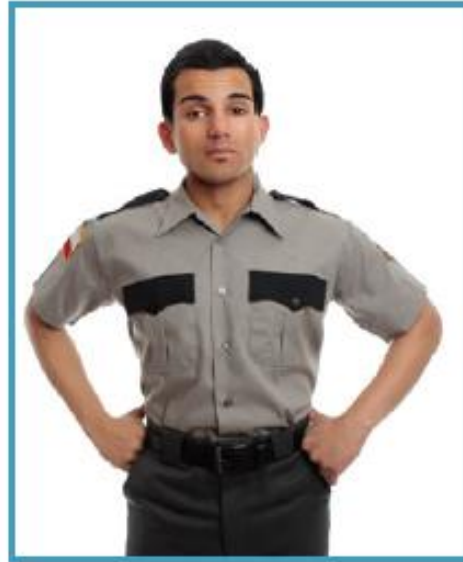
We listen to authority figures



Parents?



Teachers?



Police officers?



16-year-olds?

Social Norms

- Used for:
 - Energy Consumption
 - Binge drinking
 - Smoking
 - Tax compliance

I DO NOT
LIKE
THE CONE
OF SHAME

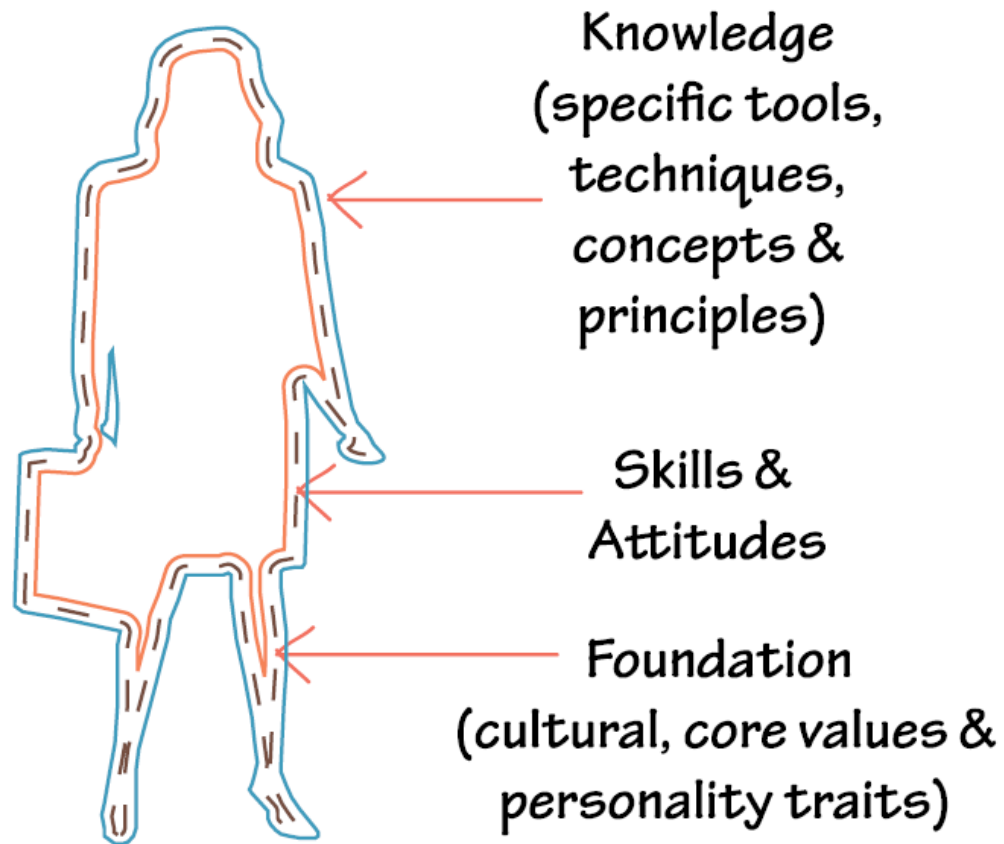


We use other people as cues for how to act

So, what did you
put on your tax
return?



Lack of Identity or Value Alignment



Which if these is the slowest and hardest to change?

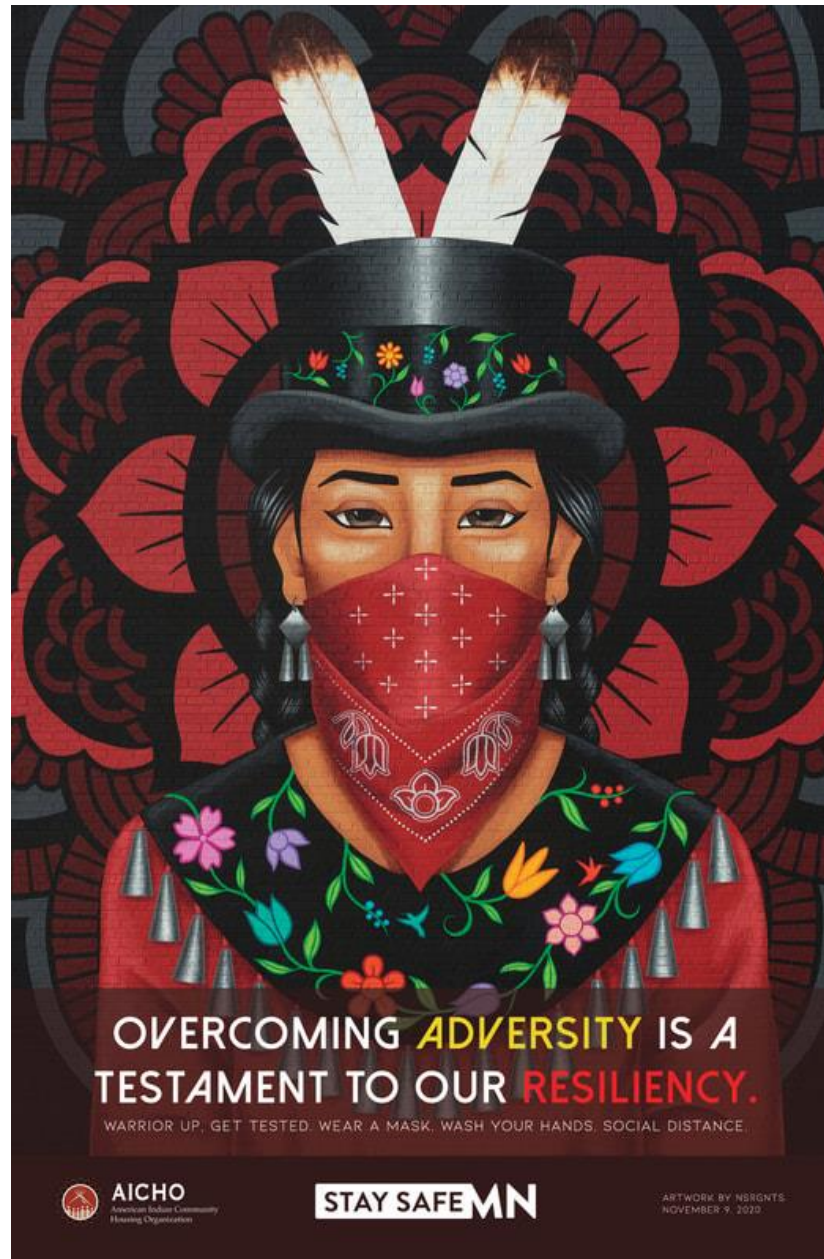
Can you align with existing values?

“How do you get people to change their values about the environment?”

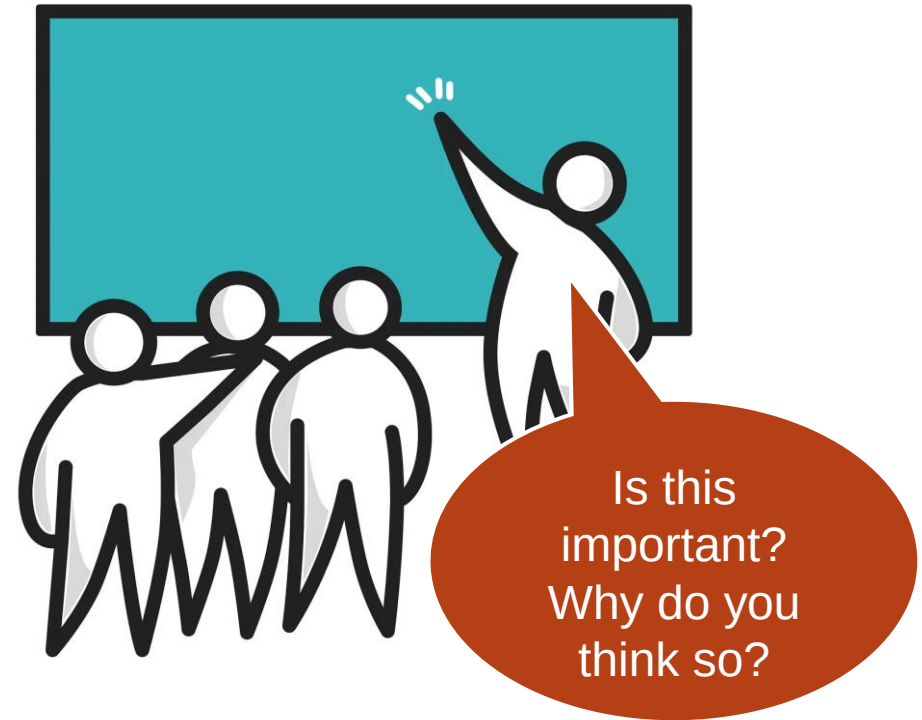


Don't Mess With Texas commercial (1987)

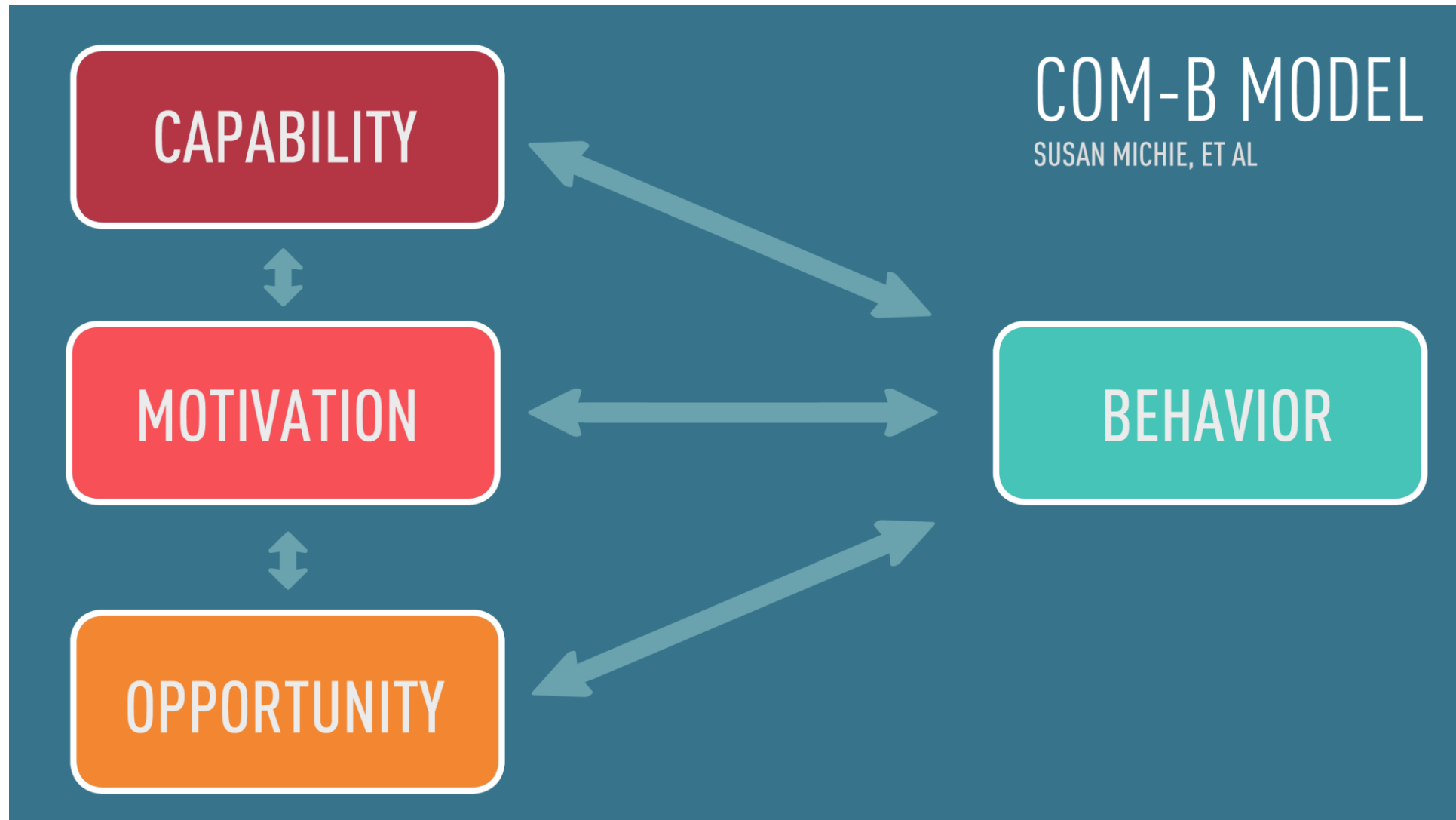
Aligning behavior with identity and values



Combatting reactance



COM-B Model

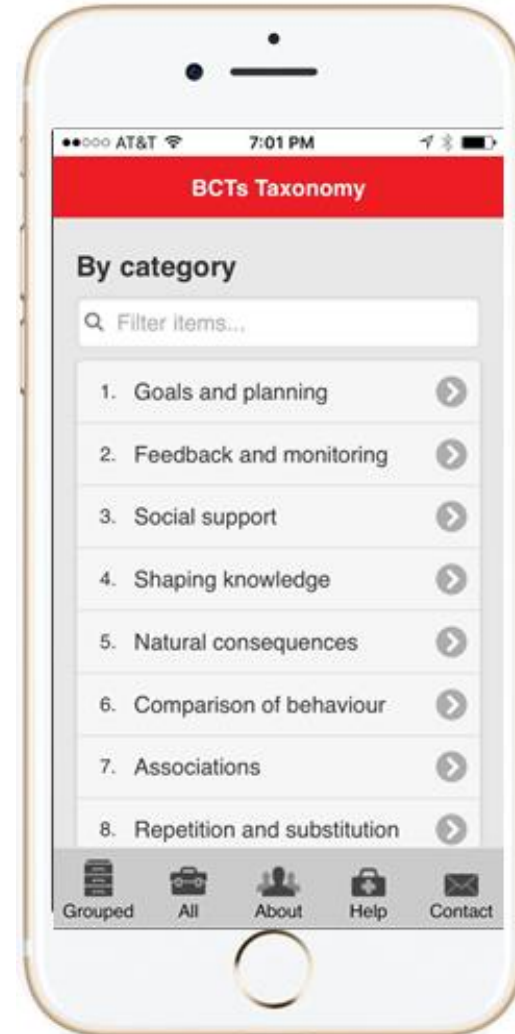




- Physical Capability
- Psychological Capability
- Physical Opportunity
- Social Opportunity
- Reflective motivation
- Automatic motivation

BCTs – Behavior Change Techniques

- BCT Taxonomy App
- 93 different interventions



Making it visible



Wash your Hands - it just makes sense.



Seema Marwaha

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TOOL: VISCERAL EXPERIENCE



SALIENCE OF CONSEQUENCES



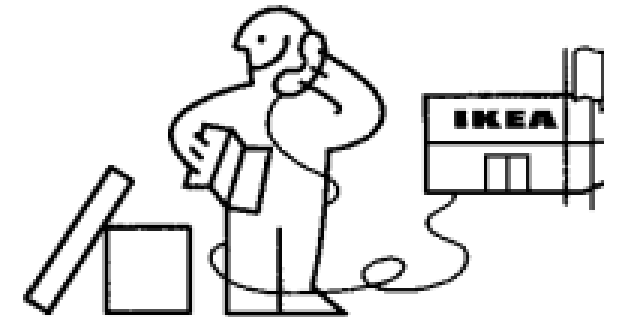
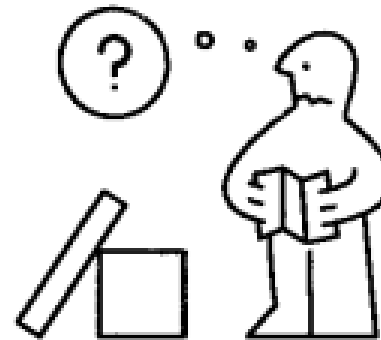
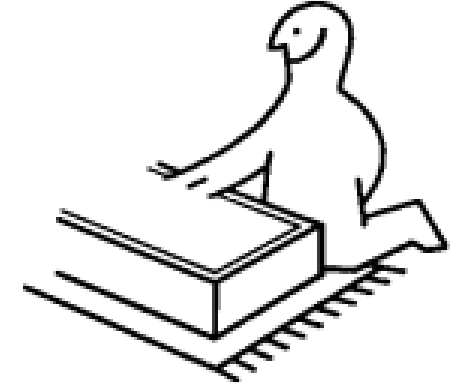
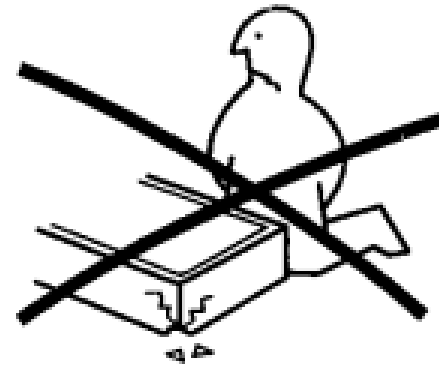
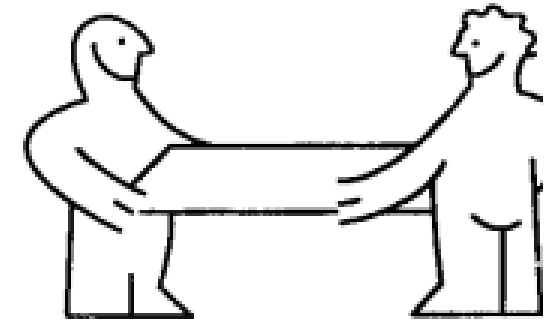
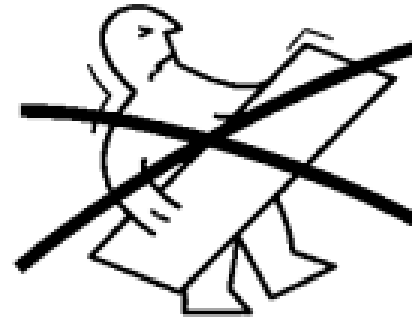
Are you talking to the elephant

(Noar et al 2015)

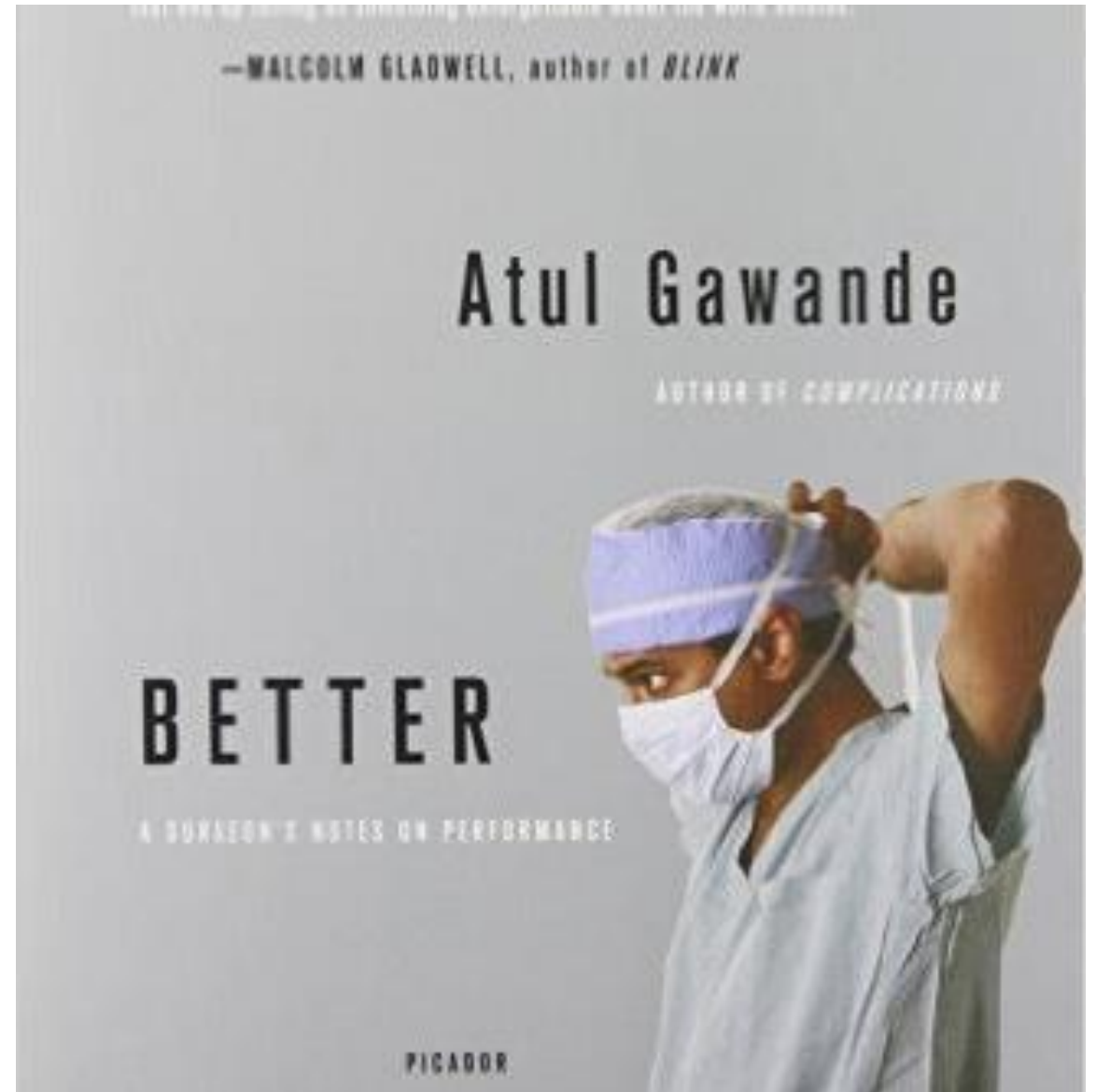
Pictures can be more effective than
text.



TOOL: Ownership



TOOL: Group problem solving



Tool: Social Connection



TIP: Use the *right* role models

Thank you!!!!!! - jdirksen@gmail.com x Design for How People Learn (2nd Edition) x +

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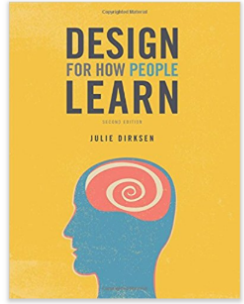
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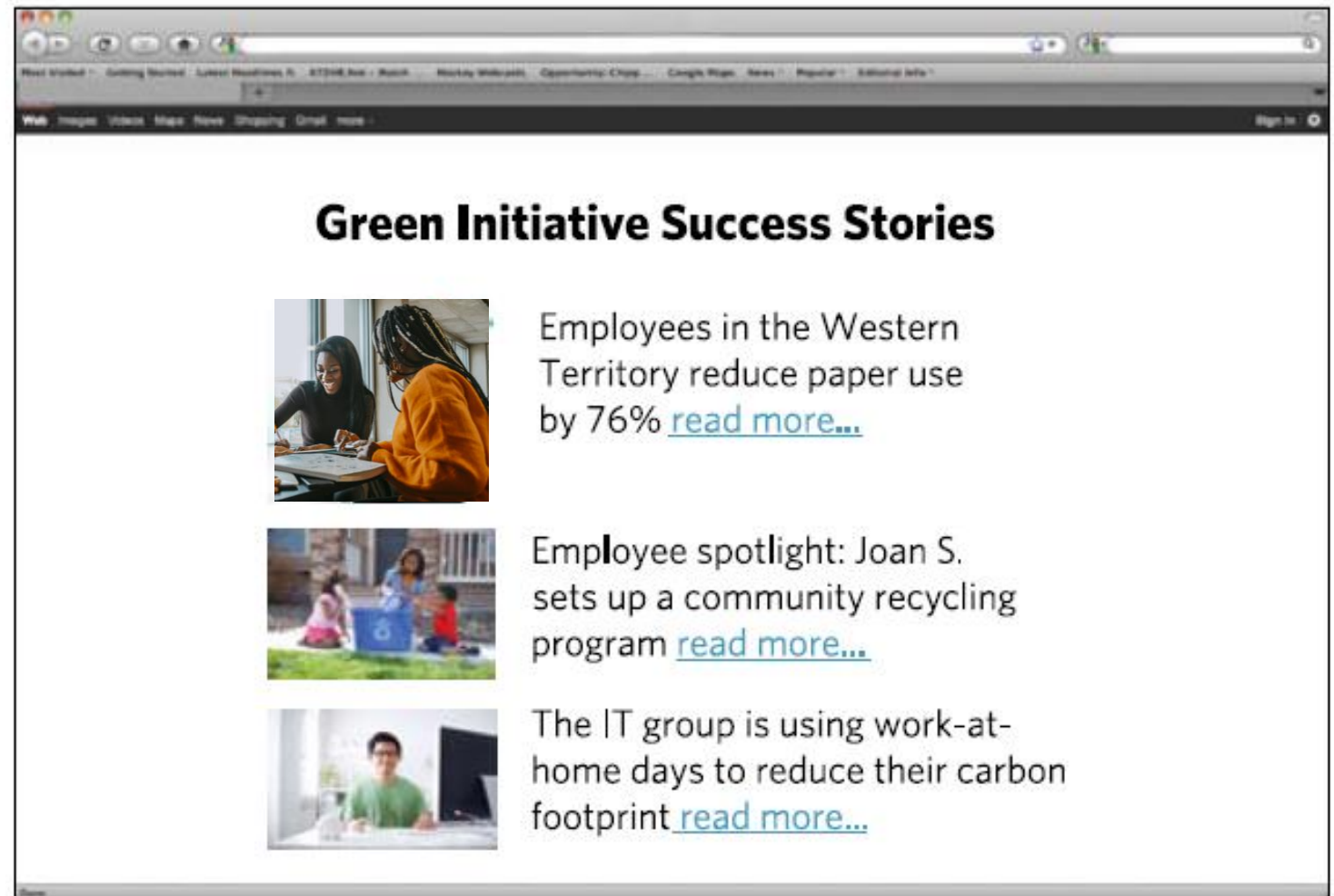
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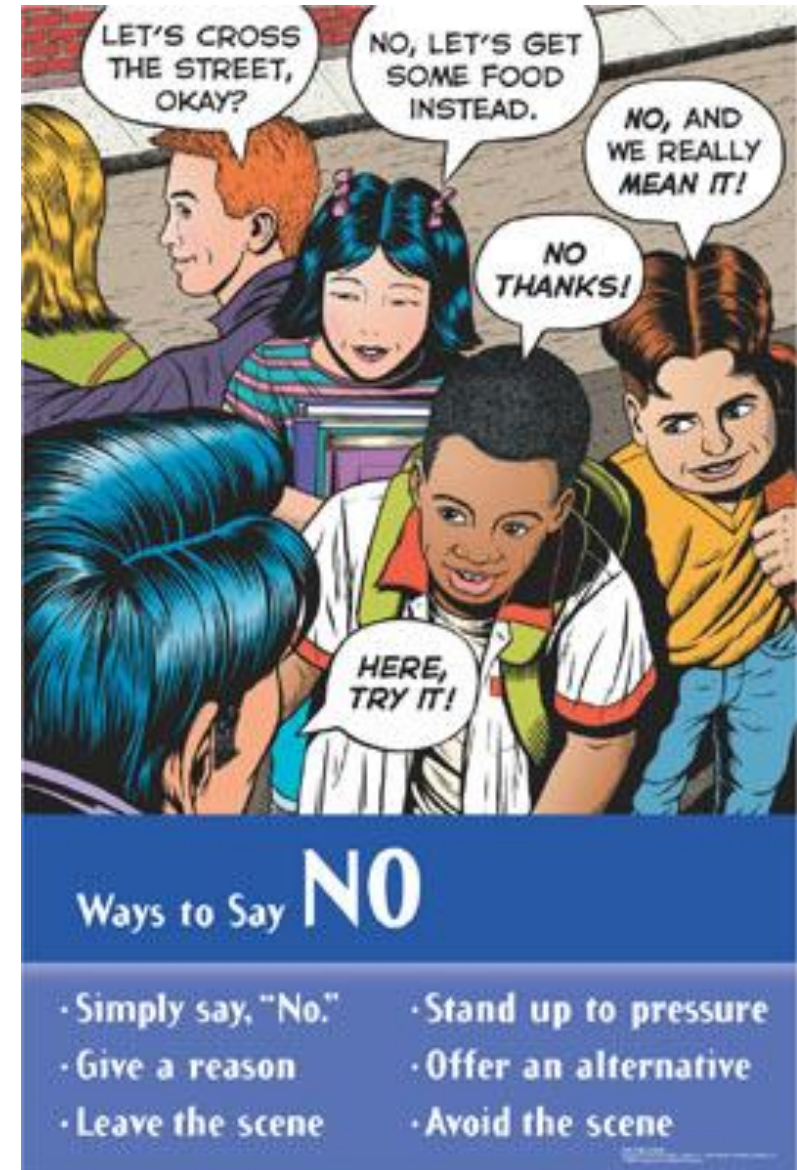
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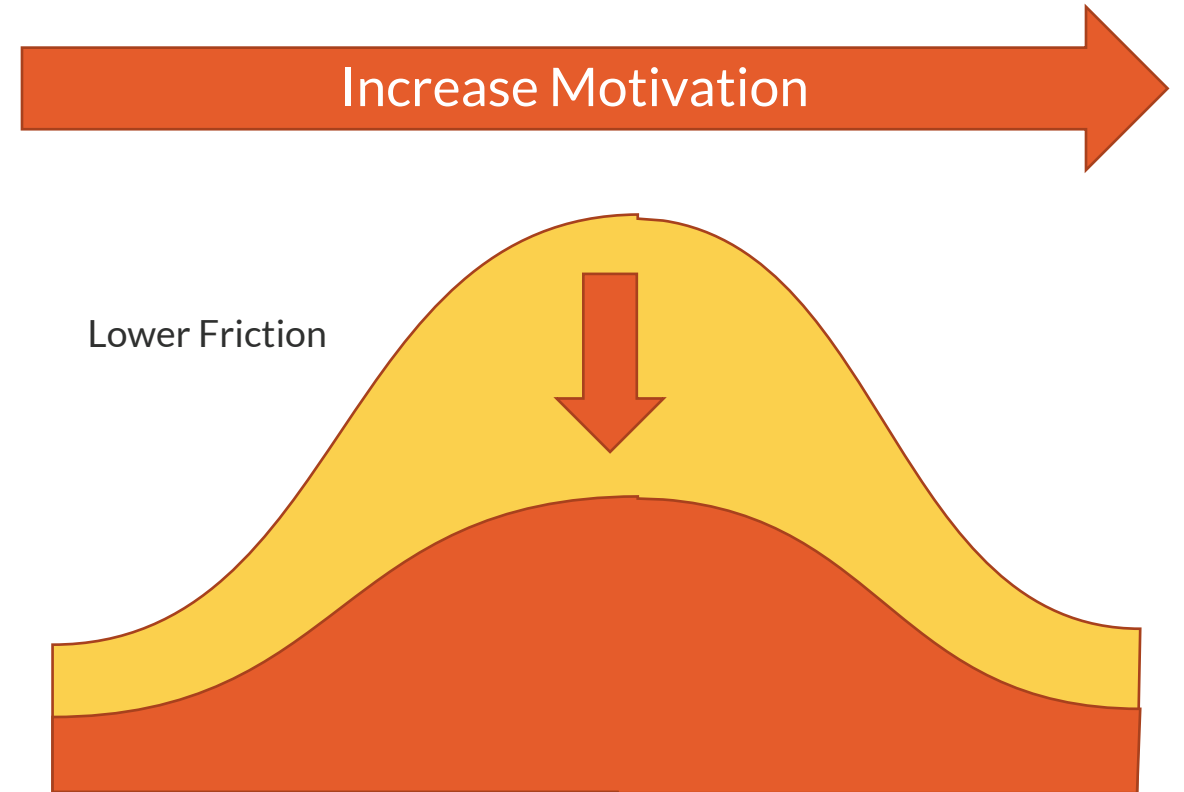
Opinion Leaders, Testimonials, Success Stories



TOOL: PRACTICING THE BEHAVIOR



OTHER FACTORS: REDUCED EFFORT



TOOL: TRIGGERS IN THE ENVIRONMENT



TOOL: GUIDANCE IN THE ENVIRONMENT



How could you apply some of these?

- Making it visible / tangible
- Use visceral experience
- See consequences
- Learner ownership
- Group problem solving
- Opinion leaders / role models
- Practicing the behavior
- Make the behavior easier
- Triggers or guidance in the environment

Questions?

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Twitter: usablelearning

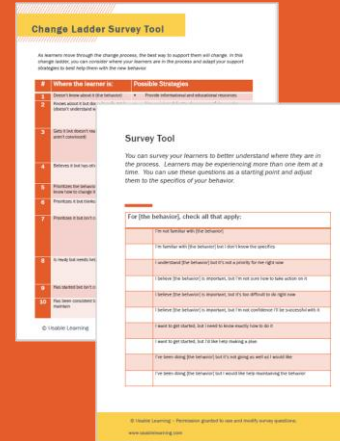
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www.facebook.com/groups/designforhowpeoplelearn

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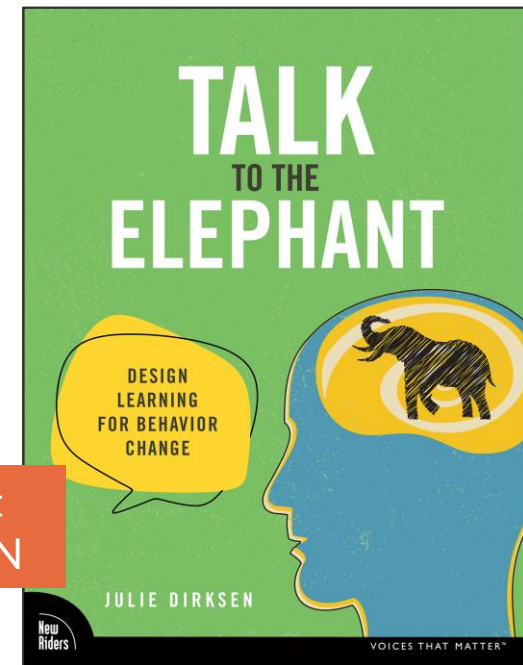
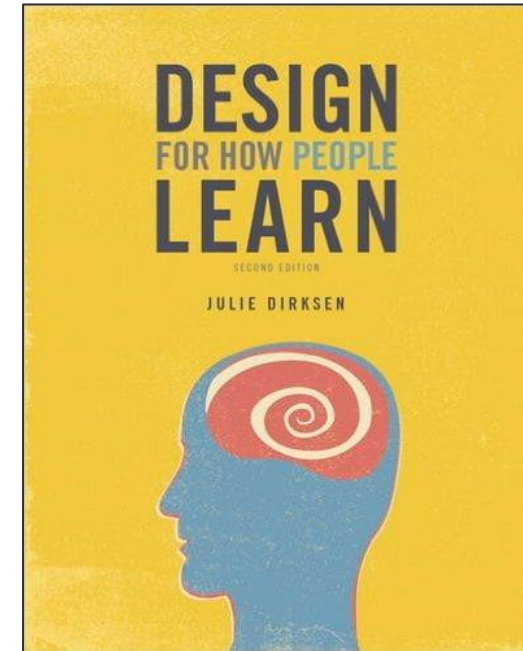
Change Ladder



The image shows two overlapping forms. The top form is titled 'Change Ladder Survey Tool' and contains a list of 10 items to be ranked from 1 to 10. The bottom form is titled 'Survey Tool' and contains a series of checkboxes for various statements related to behavior change.

Rank	Item
1	Learn about the change process
2	Learn about the change process
3	Learn about the change process
4	Learn about the change process
5	Learn about the change process
6	Learn about the change process
7	Learn about the change process
8	Learn about the change process
9	Learn about the change process
10	Learn about the change process

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/elephant



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