## Behavioral Strategies for Advancing Change Initiatives

<table>
<thead>
<tr>
<th>Barriers to Change</th>
<th>Behavioral Principles</th>
<th>Tools and Tactics to Overcome Barriers</th>
</tr>
</thead>
</table>
| People prefer to avoid change, especially when there are lots of options or they’re hard to compare. | Status quo bias  
Sunk cost fallacy  
Ambiguity aversion | 1. Unstick from the status quo  
Highlight the potential benefits  
Present the status quo as one of several options for the future |
| People may have different visions of the end goal without even realizing it. | Mental models  
Confirmation bias | 2. Set a goal and get on the same page  
Hold a visioning exercise  
Assign a single person to be in charge |
| People may be reticent to take on new tasks if they feel that’s not what they’re supposed to be doing. | Identity-based motivation  
Cognitive dissonance | 3. Connect identities to the tasks  
Be clear about future expectations  
Highlight continuity between identities and new tasks  
Collaboratively update mission statements |
| People care not only about fair outcomes, but also about fair processes. | Procedural justice  
False consensus effect | 4. Work together from the start  
Create channels for meaningful input  
Regularly solicit feedback after the launch |
| Small hassles can have a disproportionately large impact on behavior. | Hassle factors  
Procrastination | 5. Simplify, simplify, simplify  
Simplify tasks as much as possible  
Observe people to spot trouble areas |
| One-off tasks are easy to forget, but habits are automatic and happen without needing to remember. | Limited attention  
Habits  
Fresh start effect | 6. Build habits to make new tasks stick  
Automate as much as possible  
Integrate new processes in existing routine  
Time changes with breaks in routines |
| People systematically underestimate how much time, money, and effort new projects will take. | Planning fallacy  
Overconfidence  
Negativity bias | 7. Expect delays and build in buffer  
Break big tasks into smaller steps  
Write out plans in detail  
Add more slack than you think you’ll need |
| Fitting different workstreams back together takes more time and attention than people think. | Coordination neglect  
Curse of knowledge | 8. Leave time for integration  
Ensure frequent and regular communication  
Budget extra time for integration  
Put someone in charge of coordination |