


# Behavioral Strategies for Advancing Change Initiatives

	 <b>Barriers to Change</b>	 <b>Behavioral Principles</b>	 <b>Tools and Tactics to Overcome Barriers</b>
<b>PLANNING FOR CHANGE</b>	<p>People prefer to avoid change, especially when there are lots of options or they're hard to compare.</p>	<ul style="list-style-type: none"> <li>▶ Status quo bias</li> <li>▶ Sunk cost fallacy</li> <li>▶ Ambiguity aversion</li> </ul>	<p><b>1 Unstick from the status quo</b></p> <ul style="list-style-type: none"> <li>➔ Highlight the potential benefits</li> <li>➔ Present the status quo as one of several options for the future</li> </ul>
	<p>People may have different visions of the end goal without even realizing it.</p>	<ul style="list-style-type: none"> <li>▶ Mental models</li> <li>▶ Confirmation bias</li> </ul>	<p><b>2 Set a goal and get on the same page</b></p> <ul style="list-style-type: none"> <li>➔ Hold a visioning exercise</li> <li>➔ Assign a single person to be in charge</li> </ul>
	<p>People may be reticent to take on new tasks if they feel that's not what they're supposed to be doing.</p>	<ul style="list-style-type: none"> <li>▶ Identity-based motivation</li> <li>▶ Cognitive dissonance</li> </ul>	<p><b>3 Connect identities to the tasks</b></p> <ul style="list-style-type: none"> <li>➔ Be clear about future expectations</li> <li>➔ Highlight continuity between identities and new tasks</li> <li>➔ Collaboratively update mission statements</li> </ul>
	<p>People care not only about fair outcomes, but also about fair processes.</p>	<ul style="list-style-type: none"> <li>▶ Procedural justice</li> <li>▶ False consensus effect</li> </ul>	<p><b>4 Work together from the start</b></p> <ul style="list-style-type: none"> <li>➔ Create channels for meaningful input</li> <li>➔ Regularly solicit feedback after the launch</li> </ul>
<b>MANAGING IMPLEMENTATION</b>	<p>Small hassles can have a disproportionately large impact on behavior.</p>	<ul style="list-style-type: none"> <li>▶ Hassle factors</li> <li>▶ Procrastination</li> </ul>	<p><b>5 Simplify, simplify, simplify</b></p> <ul style="list-style-type: none"> <li>➔ Simplify tasks as much as possible</li> <li>➔ Observe people to spot trouble areas</li> </ul>
	<p>One-off tasks are easy to forget, but habits are automatic and happen without needing to remember.</p>	<ul style="list-style-type: none"> <li>▶ Limited attention</li> <li>▶ Habits</li> <li>▶ Fresh start effect</li> </ul>	<p><b>6 Build habits to make new tasks stick</b></p> <ul style="list-style-type: none"> <li>➔ Automate as much as possible</li> <li>➔ Integrate new processes in existing routine</li> <li>➔ Time changes with breaks in routines</li> </ul>
	<p>People systematically underestimate how much time, money, and effort new projects will take.</p>	<ul style="list-style-type: none"> <li>▶ Planning fallacy</li> <li>▶ Overconfidence</li> <li>▶ Negativity bias</li> </ul>	<p><b>7 Expect delays and build in buffer</b></p> <ul style="list-style-type: none"> <li>➔ Break big tasks into smaller steps</li> <li>➔ Write out plans in detail</li> <li>➔ Add more slack than you think you'll need</li> </ul>
	<p>Fitting different workstreams back together takes more time and attention than people think.</p>	<ul style="list-style-type: none"> <li>▶ Coordination neglect</li> <li>▶ Curse of knowledge</li> </ul>	<p><b>8 Leave time for integration</b></p> <ul style="list-style-type: none"> <li>➔ Ensure frequent and regular communication</li> <li>➔ Budget extra time for integration</li> <li>➔ Put someone in charge of coordination</li> </ul>