eGuide

INTRODUCTION TO ORGANISATIONAL BEHAVIOUR DESIGN AND HOW TO USE IT TO INCREASE TRUST IN TEAMS

CONTENT

INTRODUCTION

This guide outlines how Organisational Behaviour Design can be used as part of change management or other transformational processes and more specifically how it was used to develop trust in dispersed agile teams. The guide explores the practical elements of a solution designed together with Arla IT Solutions. A solution that was delivered 100% virtually through Microsoft Teams.

Although the guide often refers to Arla IT, an organisation running a Scaled Agile Framework, the methods, solutions and practical applications are applicable in most types of organisations.

AS YOU READ THE GUIDE, EXPECT TO BE INTRODUCED TO THESE SEVEN THINGS:

1. The challenge of trust relating to change management and why Organisational Behaviour. Design could be the solution to move you forward.
2. A five-step process to bridge the gap between legacy behaviour and strategically relevant behaviour.
3. A three-step process to map strategic behaviour.
4. Identifying barriers related to trust and three ways (small, medium and large) to carry out a behavioural barrier analysis.
5. The Organisational Behaviour Design Canvas.
6. Four interventions that improves trust all delivered through MS TEAMS. Among these the guide outlines how Google's whisper courses were modified to nudge trust-inducing behaviour in teams through e-mail and team channels in MS TEAMS.
7. How to measure behaviour change by defining Key Behaviour Indicators alongside traditional KPIs.

Info:

ARLA IT SOLUTIONS
is part of Arla Foods. Arla Foods is the fifth-largest dairy company in the world and a cooperative owned by more than 12,500 dairy farmers. Arla IT Solutions operates almost 100% virtually in a Scaled Agile Framework (SAFe). They deliver IT solutions for all of Arla Foods and its farmers.

TRUST, CHANGE MANAGEMENT AND ORGANISATIONAL BEHAVIOUR DESIGN

With increasing complexity, trust becomes a critical factor for teams and a competitive advantage for organisations. In today's interdependent world critical challenges are rarely solved by individuals but, rather, by teams and fluid workgroups with constellations of different skills, experiences and backgrounds. Without trust our teams and workgroups simply fall short of their challenge.

You may think this sounds obvious.

And you are right. The problem is not agreeing that things need to be done but how difficult it is to rise to the challenge. The difficulty of finding practical solutions and implementing them.

As complexity and its requirements increases, we find ourselves more and more pressured. Pressured on time, on cognitive skills and our shared problem-solving ability.

Think back to the last time when you felt under pressure at work. Try and identify a situation where you felt overloaded. Your breathing seemed a little frantic. You were unsure how you would meet deadlines, drank too much coffee, snapped at a colleague.

Did you, at that moment of pressure, think about new ways to build trust in your teams? Did you thoughtfully consider the habits you needed to change on a long term? Did you strategize. Did you reflect?

Did you really?

Most likely you focused on the short term, searching for ways to deal with the here and now. Equally likely is that this mode of operation is the new normal. Not only for you but also for the rest of us.

Spending time thinking about trust, reflecting about habits and laying out strategies for changing them, is difficult and therefor time and energy consuming. When it happens, maybe at the annual off-site with your team, the dedication to actually do something about it evaporates faster than water on a hot stove.

This reality is the real challenge facing behaviour change in organisations. It is not relevance that drives a change initiative home but the ability to actually make things happen.

In other words – it is not the power of WHY that fuels successful change any more. It is the power of HOW and the ability to change ideas into action that makes the difference.

From this point however, we need another approach. An approach that takes lack of time, high pressure and an overload of information into consideration. An approach suitable for the reality of the world we live in today.

This approach, not a cure-all, but a cure-more, is Organisational Behaviour Design.

ORGANISATIONAL BEHAVIOUR DESIGN

We humans like to think we make rational decisions but, actually, this is often not the case. We should not be smoking but we do. We should be exercising regularly but we often lead a sedentary life. We should be communicating, speaking up, listening – trusting each other more. But too often we do exactly the opposite.

> *Organisational Behavioural Design is the application of behavioural sciences – cognitive neuroscience, behavioural economics and proven experiments conducted by thousands of behavioural scientists around the world – to change human behaviour in organisations.*

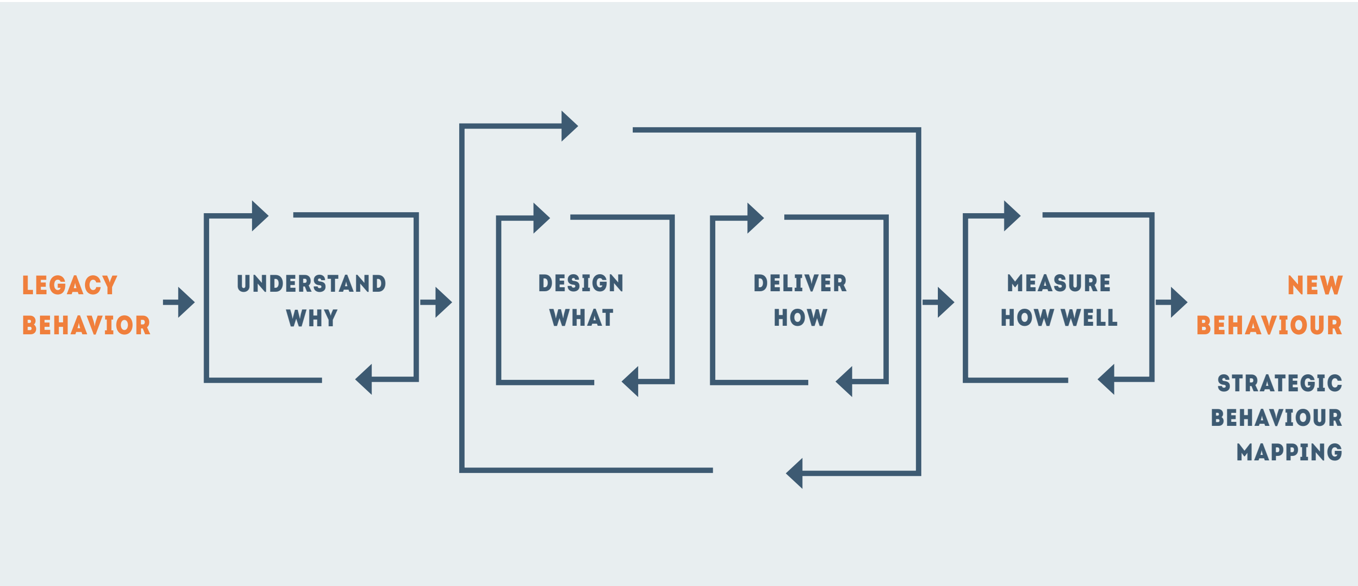
While educational and awareness-building campaigns are time consuming and money draining when it comes to changing behaviour, Organisational Behavioural Design is a high-impact, low-cost way of nudging people to take a desired action.

Organisational Behavioural Design is also a framework A systematic approach to understanding how people in organisations think and how they make decisions. This understanding forms the basis of designing interventions that lead to relevant behavioural change.

Applying Organisational Behavioural Design in Arla IT Solutions meant combining psychology, design, technology and creative methods to understand why people do the things they do. Doing this helped us figure out through experimentation how we might influence and guide them to behave in a way that enhances trust between team members.

Organisational Behavioural Design is a set of techniques for influencing not manipulating. There is a fine line between positive influence and manipulation. In the end, we have to be aware that Organisational Behavioural Design is about using deliberate action and techniques to influence the behaviour of people in a way that aligns with a set strategy. To that extent, organisational behaviour design must respect a person's intrinsic rights to freedom of choice, autonomy, and dignity.

Our approach to Organisational Behaviour Design can best be visualized in a five-step iterative process that bridges the gap between the legacy behaviour of today's organisation with the strategic behaviour required to move the organisation forward in the right way.



The five-step process comprises a series of steps that are repeated and amended each time. In practical terms, think of it as practice to make your behaviour change approaches near-perfect.

The process of designing nudges and interventions builds on Design Thinking. Design Thinking is a method designers use to solve problems.

The process actually starts at the end with a behaviour MAPPING process that identifies and defines the behaviour change relevant with an organisation's strategic goals. In Arla, because these strategic behaviours provided a direction that was anchored in top-management, they became a crucial driver in the Arla IT process.

Having identified and defined strategic behaviour, the processes continues with a barrier analysis that seeks to UNDERSTAND the dynamics of the behaviour that needs to change. The driving question is "Why do people do what they do?"

Identifying barriers and catalysts relevant for behaviour change allows for a user-centric approach to DESIGN nudges and practices with the potential to change behaviour. The driving question is "What can we do on a small scale, to change behaviour?"

No matter the relevance of a nudge or practical solution it must reach the attention of the individual and team, with its information overload, cluttered in boxes and time pressure, all of which are real-life barriers. Not only in changing behaviour but simply DELIVERING the message so it is seen. The driving question is "How can we deliver our suggestions in an unexpected yet relevant way?".

The iterative nature of Organisational Behaviour Change involves experimenting with initiatives rather that implementing them. Implementing implies a belief in having the right solution from the beginning. While this self-esteem is relevant it also creates a confirmation bias that consumes a lot of energy, time and money before the initiative is redesigned so it better fits reality. When experimenting, MEASURING effects is crucial to validate the initiatives efficacy in terms of observable behaviour.

MAPPING STRATEGIC BEHAVIOUR

Defining behaviour resembles, in many ways, the process of defining values and corporate principles. At its very core it is a very simple process that answers the question: "What are the most important behaviours needed to reach our strategic goals?"

However, these types of processes very often involve a lot of hot air and big promises that hardly anyone disagrees with and rarely offers true guidance when we are stuck in the dilemmas of the real and very ambiguous world we live in.

In order to avoid this, we apply a three-step process of behaviour mapping:

Defining strategic behaviour is about identifying what is needed to ensure the desired strategic transformation while acknowledging the behaviour that is needed to keep day to day operations going. Striking this balance creates a more honest, transparent and realistic approach to behaviour change.

This balance is seen in the Agile Manifesto and the format of this manifesto served as a useful framework for Arla IT.

The pragmatic approach in this specific way of describing principles offers a reality check to strategic behaviour. It is not just about trust but trust over control. This understanding acknowledges that some control and oversight mechanisms are necessary to run an efficient organisation, however developing more trust is crucial to evolve agile practices.

AGILE MANIFESTO:
Individuals and interactions over processes and tools.
Working software over comprehensive documentation.
Customer collaboration over contract negotiation.
Responding to change over following a plan.

STRATEGIC BEHAVIOUR FOR AGILE NEXT GENERATION IN ARLA IT:
Trust over control
Action over consensus
Arla over silos
Innovation over comfort

That is, while there is value in the items on the right, we value the items on the left more.

Step 2 of the process is to break down each of the strategic behaviours into 4-5 specific behaviour objectives that serve as a guideline for the process.

The behaviour objectives we identified related to Trust > Control in Arla IT were:

- Establishing an environment of helpfulness
- Listening with more curiosity and less prejudice
- Increasing the amount of questions asked in teams
- Ensuring a safe-zone for dealing with failures
- Establishing a feedback culture with a high learning outcome

These guidelines prioritise what behaviour is most important. But they are too abstract to provide a clear understanding of the behaviour related to them. Behaviour objectives are therefore distilled into situational examples that relate to the realty of the organisation.

Step 3 of the process is to take each strategic objective and define a set examples, so called behaviour stories, that serves as examples of the objective being met.

A behaviour story follows a clear template that captures:

- **IF/WHEN - A SITUATION**
- **THEN – A SPECIFIC BEHAVIOUR**
- **SO – THE EXPECTED OUTCOME**

Three examples from our process in Arla IT are:

- IF/WHEN a team member makes a mistake THEN Colleagues should not jump in to fix the mistake but ask questions, SO trust through learning together is increased
- IF/WHEN a team member has to decide between two different design approaches THEN he or she will ask a colleague for an opinion, SO trust is increased through helpfulness
- IF/WHEN a colleague shares an idea THEN other team members will show interest by asking to hear more even though the idea was tried before SO trust is built through acknowledging questions

The process of mapping behaviour in strategic behaviour, behaviour objectives and behaviour stories can be carried out in short sprint like mini-process. Either as part of an existing strategy development process or as a follow-up session.

Having clarified the end goal of the behaviour change process next step is to move back to the beginning of the process, understanding why people to what they do.

UNDERSTANDING THE BARRIERS THAT HINDER TRUST

Many organisations design their change management processes under the faulty assumption that changing knowledge is enough to change behaviour. Even though many top-level executives fail to admit it, they drive change management as a process of observing and communicating.

In the case of Arla IT we knew that the organisation identified with the relevance of improving trust and that, generally speaking, most people understood the basic components of trust and what challenges it. Our assumption was therefore, that informing or teaching them about trust would not make a significant difference.

> *If knowledge was the answer,*
> *we'd all be billionaires with six pack abs*
>
> DEREK SIVERS

So, if knowledge is not the answer, it must be a matter of motivation, right?

Well, actually, no.

Motivation gets us started but it is not enough to ensure a sustainable behaviour change.

The easy assumption is that it lies within the individual as a decision to simply "do the right thing". If motivation is high enough the right behaviour will follow. This rational approach seems reasonable but, in reality, fails over and over again.

Outdated change management rest on the assumption that if leaders just communicate the WHY of a necessary change well enough, in as many different ways as possible the employees will become both motivated and engaged about the new strategy. The idea being that due a clear and inspirational communication the employees suddenly see the light, experience an epiphany and willingly choose to change their behaviour.

It is a nice and rational perspective but it is also one of the reasons why 70% of all change programs fail. Motivation alone does not change behaviour.

We need to acknowledge the fact that we are not as rational as we like to think. We are influenced by our surroundings and our brain constantly plays tricks on us.

So, while managers are busy communicating the importance of the strategy or the benefits of a change initiative, such as trust, the current design of many organizations is set up for controllability, stability, routinization, risk-avoidance, zero-tolerance for error, or deference to authority.

It is like pressing the accelerator and the brakes at the same time. The result is friction, fatigue, and cynicism.

If we push a trust-based change initiative onto an organization that is built for stability, nothing good will come of it - and pushing harder will not do the trick.

A crucial part of a successful behaviour-change process is to acknowledge the error in the preconceived notion that: If the employees know and understand the strategy + they want to follow it = they will do it.

Acknowledging this opens the door to sustainable behaviour change, but in order to go through the door, the real barriers holding people back must be identified and taken seriously.

THE BARRIER ANALYSIS

A Barrier Analysis is an assessment approach used in behaviour design to identify barriers and catalysts associated with a particular behaviour. When you conduct a barrier analysis it can be done as a, small, medium or large process.

- **SMALL**
  A workshop with a diverse group of stakeholders, with insights into the organisation
- **MEDIUM**
  Open-ended interview with employees followed up by workshop with a diverse group of stakeholders
- **LARGE**
  An anthropological-like study of the organisation, with a thorough analysis of barriers and catalysts related to the required behaviour change

A small barrier analysis gets you started and provides a shared understanding to work from. Adding components from the medium and large processes adds data and provides a more evidence-based approach to the change process thus minimizing the consequences of the decision-making biases facing the design group.

Understanding the barriers and catalysts facing the principle of Trust > Control in Arla IT we conducted a small barrier analysis through two workshops. To identify the organizational barriers and catalysts we were inspired by four dimensions that relate to psychological safety.

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes. When discussing barriers for more trust, using psychological safety served as a powerful framework.

The four dimensions we applied were:

- **ATTITUDE TO RISK & FAILURE**
  What barriers and catalysts can be identified that influence how permissible it is to make mistakes?
- **OPEN CONVERSATIONS**
  What barriers and catalysts can be identified that influence the degree to which difficult and sensitive topics can be discussed openly?
- **INCLUSION & DIVERSITY**
  What barriers and catalysts can be identified that influence the degree to which individuals can be authentic and are welcomed for this.
- **WILLINGNESS TO HELP**
  What barriers and catalysts can be identified that influence the degree to which people are willing to help each other.

Besides understanding the organizational barriers and catalysts we also looked at similar issues from a more psychological angle. We did this using an understanding of cognitive biases.

A cognitive bias is a strong, preconceived notion of someone or something, based on information we have, perceive to have, or lack altogether. We call these preconceptions mental shortcuts. Shortcuts the human brain produces to expedite information processing—to quickly help it make sense of what it is seeing.

If making a decision meant considering every single possible option—it would be impossible. Because of time limits and the amount of information and its complexity, it is sometimes necessary to rely on some mental shortcuts. Shortcuts are what allow us to decide and act quickly. Sometimes this speed serves us well, sometimes not.

TRY THIS LITTLE EXAMPLE:

***Can you find the
the mistake?***

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

You most likely searched for the mistake in the sequence of numbers. After going through the sequence once, not finding the mistake, you probably searched once more. Maybe even three or four times. Your behaviour confirms your belief – the mistake must be in the numbers, rather than the way the question is worded.

This is called a confirmation bias.

The above example is quite simplistic, so try to think about relationships with co-workers: much more complex and thus subject to a much wider range of cognitive biases. Among these are five very common ones that we used to identify barriers and catalysts related to teams:

1. THE CONFIRMATION BIAS

The confirmation bias is the tendency to listen more often to information that confirms our existing beliefs. Influenced by this bias, people tend to favour information that reinforces the things they already think or believe.

2. SHARED INFORMATION BIAS

Shared information bias is known as the tendency for group members to spend more time and energy discussing information that all members are already familiar with (i.e., shared information), and less time and energy discussing information that only some members are aware of (i.e., unshared information).

3. FUNDAMENTAL ATTRIBUTION ERROR

This is the tendency to blame others when things go wrong, instead of looking objectively at the situation. In particular, you may blame or judge someone based on a stereotype or a perceived personality flaw.

4. GROUPTHINK

Often referred to as illusion of unanimity, where the team wants more than anything to maintain group unity, so individual opinion is often considered unanimous with the majority view, even when it is not.

5. NEGATIVITY BIAS

People pay more attention to, and give more weight to, negative rather than positive experiences and information. While the negativity bias makes sense in an evolutionary context (our desire for survival, fear of pain, etc.), today it can lead to a failure in learning from successful projects and giving praise to co-workers for doing a good job.

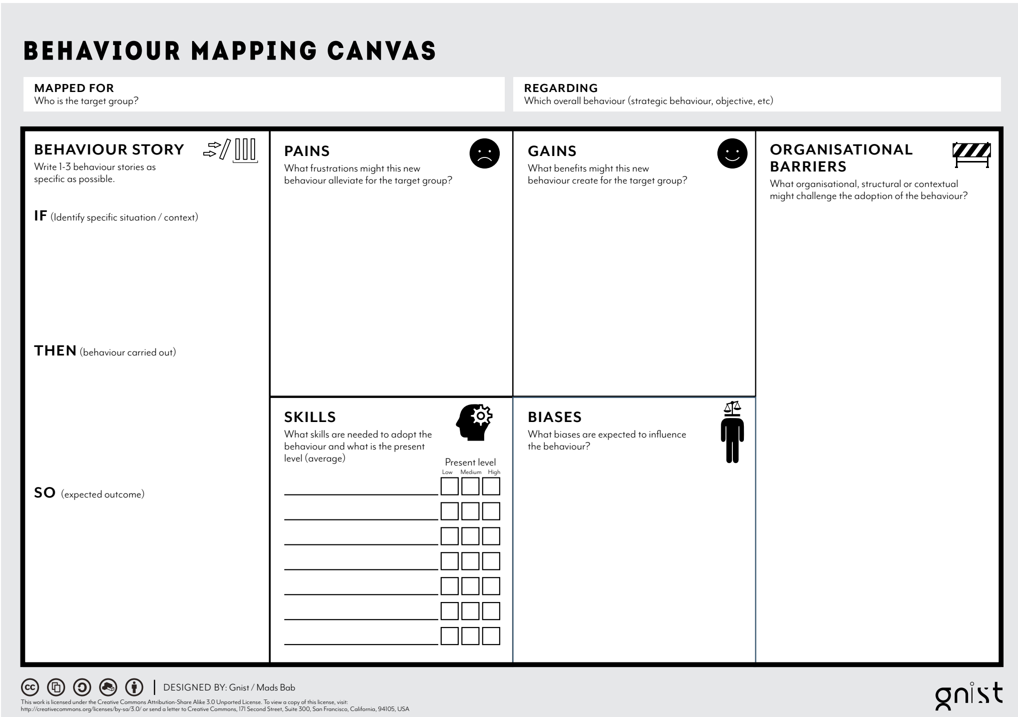
There are many types of cognitive biases that influence our decision making and therefore the way we behave towards others. However, using the above five as a starting point helped us to a fruitful discussion of what might be holding people back from displaying behaviour that builds trust.

THE BEHAVIOUR MAPPING CANVAS

The process of mapping and understanding behaviour can easily be seen as a linear process carried out in consecutive steps. In reality, it is usually is a bit messier, with discussions going back and forth between the different topics. A behaviour objective and its behaviour stories might be adapted after identifying a specific barrier, or new behaviour stories added because an insight emerges as part of a discussion with key stakeholders. This is the nature of an iterative process and is both a strength and a weakness of a behaviour design process.

To keep an overview of key understandings, insights and decisions related to the behaviour as well as keeping management and the design team aligned around these decisions, we use our Behaviour Mapping Canvas. The canvas is used for each behaviour objective and potentially for each target group. The canvas is updated as adaptions are being made. Besides the elements described so far (behaviour stories, biases and organisational barriers) the canvas contains two additional elements:

- **PAINS AND GAINS** are motivational factors seen from the perspective of the target group. What frustrations and/or benefits will the behaviour influence?
- **SKILLS** what skills are needed to adopt the new behaviour and what is the present level of the relevant skills?



Download the canvas at www.gnist.com/adfaerdsdesign-i-organisationer

The practical nature of the canvas and the alignment it creates in management and the design team creates an efficient way to move forward. At first it might seem time consuming to discuss and define behaviour to the extent outlined in the canvas. Yes, it is time consuming, but in our experience this time is well invested, saving management, design team and regular teams a lot of time on discussions due to lack of clarity and misalignment.

The content of the canvas also served as a more concrete discussion point with management especially reflecting about how to deal with the organizational barriers hindering the development of trust.

The discussion with management is an ongoing and pervasive one. On one side it is linked to the delivery and monitoring of interventions we design and on the other side it is a fundamental discussion on culture and behaviour that takes place in management settings. Having mapped the necessary strategic behaviour and creating a transparent understanding of its key features allows for a more informed discussion.

DESIGNING AND DELIVERING INTERVENTIONS AND NUDGES THAT BUILD TRUST

In our ideation workshops we used How Might We questions to frame the behaviour challenges as design challenges.

Every behaviour problem is an opportunity for design. By framing your behaviour challenges identified during the strategic behaviour mapping process and your barrier analysis as How Might We questions, you'll set yourself up for focused design process. Taking the insights and challenges from the Organisational Behaviour Design Canvas, we reframe the challenges as How Might We questions in order to turn those challenges into opportunities for design.

We use the How Might We format because it suggests that a solution is possible and because it offers you the chance to answer in a variety of ways. A properly framed How Might We does not suggest a particular solution but gives you the perfect frame for innovative thinking.

STEPS

1. Start by looking at the challenges from the Organisational Behaviour Design Canvas. Try rephrasing them as questions by adding "How might we" at the beginning.
2. The goal is to find opportunities for design, so if your insights suggest several How Might We questions that's great.
3. Now take a look at your How Might We question and ask yourself if it allows for a variety of solutions. If it does not, broaden it. Your How Might We should generate a number of possible answers and will become a launchpad for your Brainstorms.
4. Finally, make sure that your How Might We's are not too broad. It's a tricky process but a good How Might We should give you both a narrow enough frame to let you know where to start your Brainstorm, but also enough breadth to give you room to explore wild ideas.

In Arla IT we identified four How Might We questions that would lead the rest of our design process. These were:

- How might we give people actionable insights related to behaviour change
- How might we give individuals a simple solution to develop their own trust-enhancing nudges
- How might we nudge individuals to trust-enhancing behaviour directly linked to our strategic behaviour mapping
- How might we assist the team with a learning-by-doing campaign that drives trust

As the five-step Organisational Design Process also shows the design and delivery phases of the are closely connected. A solution to a design challenge always incorporates a way to deliver the solution to the target group.

Through research, experience and brainstorm we designed and delivered a solution for each of the four How Might We questions.

BEHAVIOUR INSIGHT BRIEFING

In the nature of creating transparency around the interventions as well as helping people understand the nature of behaviour change, we designed a one-hour behaviour insights briefing delivered virtually through MS TEAMS.

The Behaviour Insights Briefing served as a kick-off session for teams that were part of the behaviour change initiative and gave participants insights into cognitive biases, micro-habits and why it is difficult to change a habit.

We used the insight that knowledge and motivation is not sufficient to change a habit and acknowledged that everyone, by default, wants to improve trust. We communicated a narrative that the unrealised potential for more trust is not due to a lack of engagement but organisational barriers, workload, cognitive biases combined with the abstract nature of trust.

The Behaviour Insights Briefings were important to kick-start the initiatives and were rated as very important by participants. The narrative we communicated reduced the individual guilt of not changing and enhanced curiosity and readiness to experiment with the other interventions.

The briefings were one-hour sessions delivered through MS TEAMS. They contained fun, quiz-like examples of cognitive biases as well as an introduction and workshop like format to develop implementation intentions or IF / Then statements as we called them.

IMPLEMENTATION INTENTIONS

We wanted to offer individuals a simple solution to create trust-building nudges and offer a transparent way of sharing these nudges with one's team.

The solution: implementation intentions.

Let's say that you want to make a habit of exercising consistently. Many people are motivated to work out but the few who actually stick to their goals do one thing very differently from everyone else.

In 2001, researchers in Great Britain began working with 248 people to build better exercise habits over the course of two weeks. The subjects were divided into three groups.

The first group was the control group. They were simply asked to track how often they exercised.

The second group was the "motivation" group. They were asked not only to track their workouts but also read some material on the benefits of exercise. The researchers also explained to the group how exercise could reduce the risk of coronary heart disease and improve heart health.

Finally, there was the third group. These subjects received the same presentation as the second group, which ensured that they had equal levels of motivation. However, they were also asked to formulate a plan for when and where they would exercise over the following week. Specifically, each member of the third group completed the following sentence: "During the next week, I will partake in at least 20 minutes of vigorous exercise on [DAY] at [TIME] in [PLACE]."

In the first and second groups, 35 percent of people exercised at least once per week. The motivational presentation given to the second group seemed to have no meaningful impact on behaviour. But 91 percent of the third group exercised at least once per week—more than double the normal rate.

Simply by writing down a plan that said exactly when and where they intended to exercise, the participants in Group 3 were much more likely to actually follow through.

The sentence that the third group filled out is what researchers refer to as an implementation intention, which is a plan you make beforehand about when and where to act. That is, how you intend to implement a particular habit.

The cues that can trigger a habit come in a wide range of forms—the feel of your phone buzzing in your pocket, the smell of chocolate chip cookies, the sound of ambulance sirens—but the two most common cues are time and location. Implementation intentions leverage both of these cues.

So, in many ways forming a habit is like growing a plant.

You start with something tiny (a seed or a sprout).
You find a good spot for it (proper soil, light, moisture).
You nourish your tiny plant, so the roots get established.
As you do these three things, your tiny plant will take root and thrive.

Let's apply the points above to how habit formation works:

You start with a tiny behaviour.
You find a good spot in your daily routine for this tiny behaviour.
You nourish your tiny behaviour, so it gets firmly established in your life.
As you do these three things, your new habit will take root and thrive.

Taking an approach to behaviour change from a pragmatic and simple starting point has shown to play a big role in habit changes. Of course, people will not be perfect. Just like with gardening, there is some trial and error -- always something to learn. But teams get better as they proceed.

We simplified the language around implementation intentions calling them IF / Then statements instead. Not only was this easier to explain it also related well to the software development lingo of the organisation.

The intervention became as simple as they come:

IN ORDER TO INCREASE THE LEVEL OF TRUST IN YOUR TEAM WHAT IF / THEN STATEMENT WOULD BE HELPFUL FOR YOU IN THE COMING WEEK?

IF: DEFINE WHAT SITUATION IN YOUR TEAM HAS TO HAPPEN IN ORDER FOR YOU PERSONALLY TO TAKE ACTION TO BUILD TRUST

THEN: DEFINE THE RESPONSE YOU WILL CARRY OUT THAT YOU BELIEVE BUILDS TRUST

Each person designed their first IF / Then statement as part of the Behaviour Insight Briefing. Thereafter they created a new statement every week (or stick with their previous one). Teams shared their IF / Then statements in calls over MS TEAMS and some documented them in various types of shared files.

Examples of IF / Then statements that were designed:

- IF my colleague shares an idea THEN I will show interest by asking to hear more even though we have tried it before
- IF I am uncertain about how to move forward THEN I will ask for help right away
- IF I see my colleague does something cool THEN I will tell him and add what it means to me
- IF I have to decide between two different design approaches THEN I will ask a colleague for an opinion
- If I'm not able to deliver the task, THEN I will ask for help instead of postponing it several times.

WHISPER COURSES

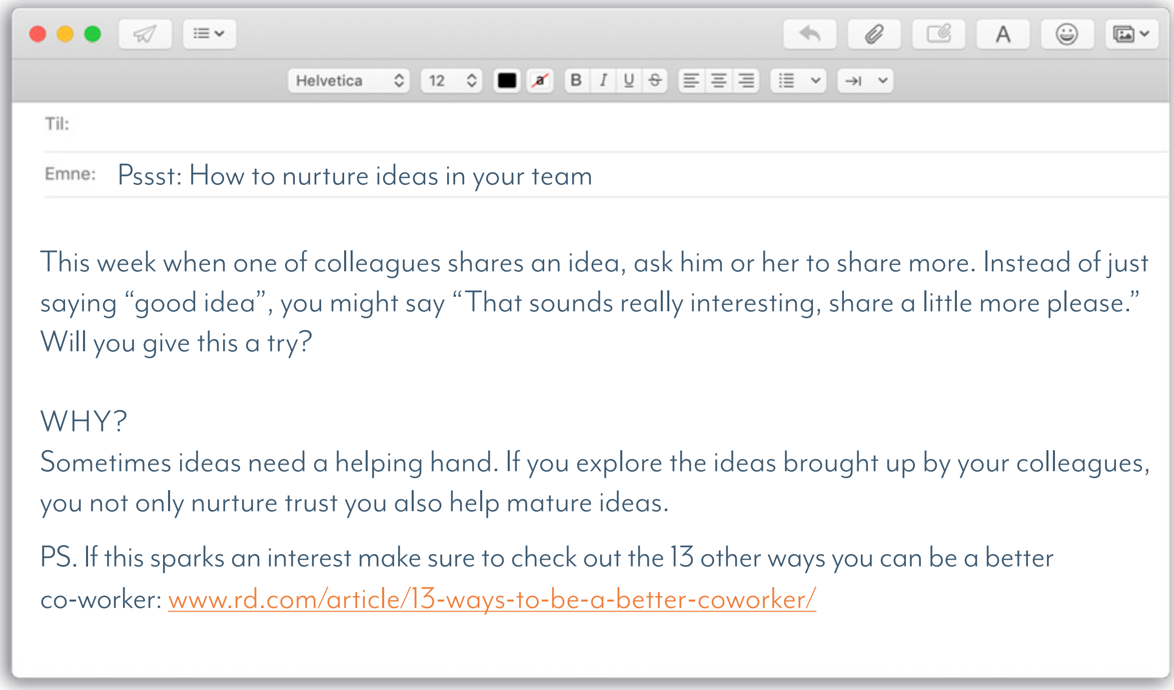
We believe in the relevance of microlearning, a method of learning through bite-sized lessons. However, based on our understanding that more knowledge on trust would not be the answer we tailor microlearning so it is less about teaching and more about reminding people to do what they already want to do.

In order to do this, we build on Google's take on micro-learning. In order to improve managers ability to create psychological safety Google designed, what they call Whisper courses. A Whisper course is a series of emails, each with a simple suggestion, or 'whisper,' for a manager to try in their one-on-ones or team meetings.

Over time, we have found that the Whispers were better received when they were shorter than the ones Google offered. We decided that Whispers literally had to be as short as a piece of advice you would whisper into someone's ear. Whispering something, you have to be extremely precise, short and to the point.

Besides Whispers being short, we have also found that they worked better when the HOW part of the Whisper came before the WHY part (straight to the point). Also, that people would come back to the WHY part later and that they appreciated the link to more information.

The most difficult part of writing a Whisper is making it extremely precise and concrete. We found that offering a suggestion on what a person can say or do boosts the usage of the Whispers. People do not apply the suggestion one-to-one but modify it, so it feels right to them.


Til:

Emne: Pssst: How to nurture ideas in your team

This week when one of colleagues shares an idea, ask him or her to share more. Instead of just saying "good idea", you might say "That sounds really interesting, share a little more please." Will you give this a try?

WHY?
Sometimes ideas need a helping hand. If you explore the ideas brought up by your colleagues, you not only nurture trust you also help mature ideas.

PS. If this sparks an interest make sure to check out the 13 other ways you can be a better co-worker: www.rd.com/article/13-ways-to-be-a-better-coworker/

At Arla IT we wrote the content for Whispers to be delivered over a period of 8 weeks via an email campaign tool like MailChimp. We gave each team a chance to tailor their own Whisper-campaign by choosing 8 whispers from a selection of 15 related to trust.

We learned a couple of things during the first trials:

1. When the sender was a person (the team's agile coach, scrum master or similar) they responded better.
2. People appreciated the emails more when they received them on the same day every week, and preferably in the morning.
3. The wording of the subject-line impacts the degree to which Whispers are read and tried.
4. Combining email and posting the Whisper on the team's channel in MS TEAMS increased the impact of the Whispers.

Using Whispers as part of a behaviour-change initiative is a straight-forward tool that holds a lot of potential to remind people to do the right thing and provide them with examples of what they could do.

TEAM HACKS

A life hack is a simple and clever tip or technique for accomplishing some familiar task more easily and efficiently. A life hack is very often also a solution to a problem without fully understanding all the instructions related to the problem.

Where life hacks are something the individual uses to deal with a problem a team hack is technique a team can apply to accomplish a task relevant to them.

Team hacks are a fundamental part of any scrum team. From tools like planning poker, to dot-voting or fist-of-five scrum masters have over time developed a series of team hacks that help the team in planning, decision making and learning.

Take planning poker. Planning poker is a technique used for estimating, issues like effort or relative size of development goals. In planning poker, members of the group make estimates by playing numbered cards face-down to the table, instead of speaking them aloud. The cards are revealed, and the estimates are then discussed. By hiding the figures in this way, the group can avoid the cognitive bias of anchoring, where the first number spoken aloud sets a precedent for subsequent estimates.

In the case of Arla IT we designed the "Kudos" team hack in order to increase the quantity and quality of praise given among team members.

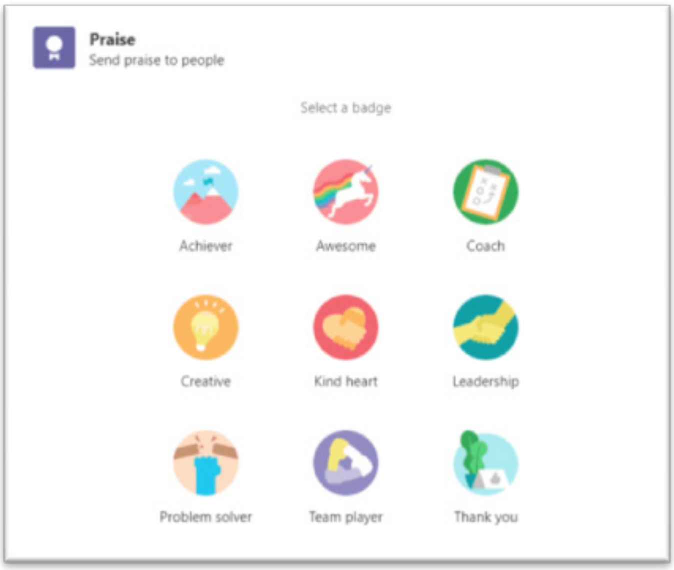
The term "kudos" derives from Greek and means "recognition", "praise" or "honour".

Being agile means receiving feedback, accepting it and changing. Trust is a key component in making this easier.

Feedback, however, does not only imply learning about mistakes and failures but also gaining insight into what goes well.

In fact, research indicates that we can learn and grow just as much from positive feedback than from feedback around challenges. The reason is quite simple. Positive feedback, or kudos, improves trust and activates the more constructive and reflective part of our brains.

In Arla IT we leveraged the use of the "Praise" function available in MS TEAMS. It could easily be done without the use of this feature. We designed the team hack with three levels with each level adding a feature making praise more impactful on trust and learning.



Level 1: Give reflected praise

Level 2: Give reflected praise and add example

Level 3: Give reflected praise, add example and add the effect

Teams reported back that the structured approach helped them see the effect on trust that praise has but also how this effect can be strengthened even more when adding small elements to the praise.

The "Kudos" team hack was facilitated by the team's scrum master over 5-8 weeks. We created a simple guide with a script that made it easy and simple to get started.

MEASURING BEHAVIOUR CHANGE THROUGH KEY BEHAVIOUR INDICATORS

"What gets measures gets managed" goes the old saying by Peter Drucker. The saying holds an important truth that helps organisations stay focused. Perhaps this is one reason why many behaviour-change initiatives fail – measuring behaviour is not as easy as measuring a financial feature like turnover or cost. Being difficult to measure makes it difficult to manage.

We have seen the consequence of this over and over. Management identifies important behavioural topics (could be values or principles). An extensive process to implement the new behaviour is initiated and combined with the outdated change management practices applied, the lack of strong indicators of success makes it difficult to follow up. Sooner than later, focus on the behaviour agenda fades and not long after abandoned all together.

If Organisational Behaviour Design is to become sustainable it needs to offer Key Behaviour Indicators (KBI) alongside the Key Performance Indicators (KPI) used in organisations all ready.

The elusive nature of behaviour makes it difficult to formulate good Key Behaviour Indicators "How are KBI's made specific enough?" and "How are they measured?" are two questions managers rightfully ask about behaviour indicators.

KBIs are specific enough when they are observable. We should be able to step into a meeting or engage with another person and observe the behaviour with our own eyes. Nothing less. This means we cannot observe attitudes and emotions like being "motivated", "positive" or "trusting". We might be able to observe behaviour related to a "positive attitude towards team members", but too much is left for interpretation and when are we on target with our potential Key Behaviour Indicator?

This challenge is easier to solve if the work on behaviour mapping and use of the Organisational Behaviour Design Canvas has been completed. Especially the Behaviour Stories offer good insights in how to measure behaviour.

Take the example provided earlier:

IF/WHEN a colleague shares an idea THEN other team members will show interest by asking to hear more even though the idea was tried before SO trust is built through acknowledging questions

With this behaviour story we can define a Key Behaviour Indicator much easier:

When ideas are brought up in meetings, team members ask questions instead of commenting or criticizing right away.

Other KBI examples:

- When teams need clarity on how to move forward, they suggest/provide solutions instead of asking managers.
- When a team member disagrees or believes an approach is wrong, he/she speaks up.
- When teams collaborate, they share failures and ask each other questions to show interest and learn
- When a team fails, they discuss reasons of failing in a constructive way

You might see that these KBIs are more specific but you might also be thinking that they are not 100% measurable.

A note of caution here. It is crucial that behaviour is observable but, in our experience, we should be careful not to aim to make our KBI's as measurable as a financial KPI. Observable, yes, measurable, to an extent.

The quantifiable nature of a financial KPI is not always achievable with behaviour. A 10% increase in turnover is a complete measure, whereas the nature of asking more questions is not. It is observable but measuring it with the confidence we use when measuring a financial KPI is either too difficult to achieve or ends up reducing the nature of the Key Behaviour Indicator to something that might not be relevant at all. Better to have a near perfect to measure but relevant KBI than a perfect to measure but less relevant KBI.

With Key Behaviour Indicator like the ones above we observe whether the behaviour is taking place or not – maybe not with the precision of a Swiss watch but with a clarity that will tell us if we are progressing. We might not be able to measure a 10% increase, but we can ask the team whether it is happening and whether they feel an improvement from last quarter. Accepting this flexibility is a sustainable way to achieve a measurable approach when working with Organizational Behaviour Design.

Collecting data on the Key Behaviour Indicators can be done several ways, that each offer more valid data but also increased the complexity of gathering the information.

The more complex version is to offer a survey with behaviour statements directly related to the KBIs. This survey can be carried out monthly, quarterly or at any interval that suits you. In our experience translating each KBI into a question with scaled responses creates a strong tool to gauge the progress on KBIs

If creating and carrying out a survey is too time consuming, a simpler version is to only ask key stakeholders with good insight into the behaviour of the relevant group. This could be scrum masters, agile coaches, HR professionals and of course managers.

In the case of the first pilot teams in Arla IT we asked the scrum masters to evaluate the team based on a set of preliminary KBIs and share their reflections with us in the design team verbally.

Between these two versions lies different possibilities. A method that provides more detailed feedback, while not surveying, is to provide key stakeholders with an audit like tool, that they score over a period of a week.

At Arla It today, we are measuring behaviour through a survey offered regularly to the whole organisation. This survey is tailored to the different roles but all measure the same KBIs. The next step is to build the KBI's into the regular 1-1 talks between manager and employee. Here the KBIs can be scored or simply serve as a starting point for the discussion.

PERSPECTIVES

In the present day, companies are subjected to a complex and dynamic business world. This world requires leaders to be aligned and agile in terms of their collective ability to deploy a strategy for change. McKinsey estimates that 70 % of change programs fail to achieve their goals, in large part due to employee resistance and outdated change management models. The conclusion is clear – the change models are not fit for today's complex and changing business world.

Many organizations are simply not set up for change. Outdated change management rest on the assumption that if leaders just communicate well enough, in as many different ways as possible the employees will become both motivated and engaged about the new strategy or this month's new change initiatives. The idea being that due to the leaders clear and inspirational communication the employees suddenly see the light, get an epiphany and willingly chooses to change their behaviour.

It is a nice and rational idea but it is also one of the reasons why 70% of all change programs fail. Changing behaviour is not a straight forward communication process where knowledge is loaded into the organisation. Neither is it a motivational effort where managers just need to communicate the WHY of a change effort.

Changing behaviour is more about the HOW and organizational behaviour design is a method to bring this HOW into your organisation.

In the case of Arla IT the use of organisational behaviour design was a shift from traditional change management processes to a more iterative design-based approach, where behaviour and the reality around changing it takes center place. Instead of relying on knowledge and motivation to drive the transformation the use of behavioural sciences resulted in interventions designed for how humans actually make decisions. The If/then statements, whispers, hacks and transparent approach to behaviour applied in Arla IT, proved not only to be deliverable in dispersed teams working 100% virtually but also effectful in helping individuals to actually do what they already know and believe in. Thereby taking the first steps in creating new habits and transforming the culture.

ABOUT THE AUTHOR

Mads Bab has worked with organizational development and behaviour for more than 20 years in Danish and International companies. Focus has been on change management and transformational processes as well as helping organisations develop a more agile, resilient and collaborative culture. This happens through his own boutique-consultancy Gnist (The Danish word for spark).

Mads is a keynote speaker and sought-after consultant on topics related to behaviour change, agile transformation and collective resilience. Working directly with top- and middle management he counsels them in a very distinguishable style by combining psychology, management consulting and design practices like behaviour design. Very often Mads also takes the place as an in-house consultant alongside human resource professionals, agile coaches or internal teams driving change agendas. Here he shares tools, tricks and co-creates solutions with the purpose of empowering the internal experts.

Besides counselling Mads has spent the last 10 years dedicated to designing tools that make it easier for organisations to create change with little or no use of consultants. Among the most innovative solutions designed was a visual and audio-based tool used in the Danish military to improve well-being and reduce work-related stress. Today Mads is leading the development of the world's first artificial intelligent team coach that can help teams find and implement solutions to small challenges related to their collaboration.

For more information on methods, ideas and concepts brought up in this guide or enquiries regarding speaking engagements, workshops or consulting please contact:

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