behavior change
Sharpen Destination
1. Power of one
2. Sticky
3. Vivid Picture

Go Social
4. Peer pressure
5. Crowd

Alter Situation
6. Tweak
7. Subtract, not just add

Redo HR levers
8. Incentives
9. Teach and coach
10. Hire and fire
1. The Power of One
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2. Sticky: concrete and measurable
2. Sticky: concrete and measurable

“listens actively”
2. Sticky: concrete and measurable

“listens actively”

vs.

“paraphrases what others say and checks for accuracy”
2. Sticky: concrete and measurable

“superior customer service”

vs.

“always solve customer problem within 24 hours”
3. Paint a vivid picture
3. Paint a vivid picture

• Show, don’t tell
• The opposite of a spreadsheet
• Get to people’s feelings: pain, hope, disgust, fear, caring...
• Reaching not just minds, but hearts
4 & 5. Go Social
6 & 7. Alter the situation
TETANUS
6 & 7. Alter the situation

- We tend to focus on the person, not the situation

- Change situation a bit → person will change too
3. Nudges at Google New York

M&M’s moved from clear hanging dispensers to opaque bins. 9% drop.

Salads first real estate; desserts far away

Smaller size plates. Sign. Small plate usage up.

Color tags: green, red (bad)

Fridges: bottled water at eye level, sodas in back. Eater intake up 47%
8 - 10. Redo HR levers
**Organizational Mechanisms**

**Performance Review**

Managers assess behavior of direct reports against behavior (not vague values)

"Ralph needs to make initial decisions much more rapidly... he needs to be willing to take more risks here"

~ Performance Review

### Reward for Behaviors

(Kick out the rest)

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## Articulation of Values

**Six Core Values**

- **Discipline**
  - Make and meet commitments
  - Pay attention to detail

- **Results Orientation**
  - Confront and solve problems

- **Risk-Taking**
  - Listen to all ideas and viewpoints

- **Great Place to Work**
  - Be open and direct

- **Customer Orientation**

- **Quality**

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## Behaviors

**Value to Behaviors**

**Example: Risk-Taking**

- Publicly discusses failures to learn
- Acknowledges failures
- Promotes ideas that may not be popular
- Allows others to express divergent opinions
- Takes no personal risks; creates an environment of fear

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## Organizational Mechanisms

**Performance Review**

**Example: Risk-Taking**

Managers assess behavior of direct reports against behavior (not vague values)

"Ralph needs to make initial decisions much more rapidly... he needs to be willing to take more risks here"

~ Performance Review
Managers need to choose a mix of levers

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