

Influencing practice change

An introduction to behaviour change models and strategies

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Setting the scene

Applying behavior change in practice



Traditional ways of changing behaviour can be very effective


- Legislation and regulation
- Market forces and material incentives
- Communication and education programmes (largely one-way)








But could build on wider behavioural insights to add value

- Focus on behaviours – not just beliefs and attitudes
- Recognize importance of relationships and social norms
- Include two-way communication and learning-based initiatives
- Look for leverage points to catalyze broader systemic changes

Communication and engagement viewed as a continuum



Approach	What type of stakeholder engagement is required?
 Partnerships	<ul style="list-style-type: none">Two-way engagement as a priority.
 Participation	<ul style="list-style-type: none">Two-way engagementWithin agreed limits of responsibility.
 Consultation	<ul style="list-style-type: none">Limited two-way engagement
 “Push” Communications	<ul style="list-style-type: none">One-way engagementBroadcast information – messaging, etc.
 “Pull” Communications	<ul style="list-style-type: none">One-way engagement.Information is made available (e.g. web-pages).

Challenges to traditional change strategies



Often not grounded in established behavioral decision-making theories



Don't always match right target audience



Often aims to educate and increase awareness – stuck in knowledge deficit model of communication



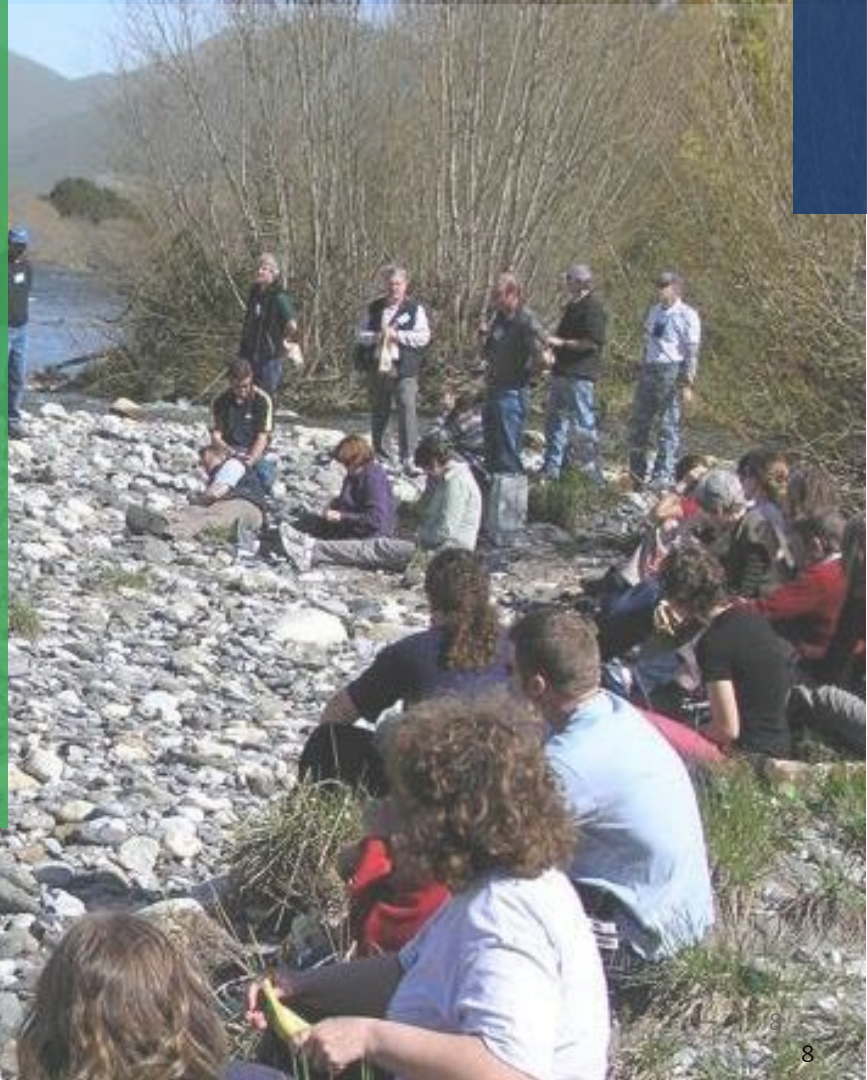
Practice change considerations

- What is the problem that necessitates change?
- What behaviours need to change?
- Who needs to change? Or who needs to change first?
- What change mechanisms need to be activated?
- What behaviour change techniques or strategies can be used to activate changes?



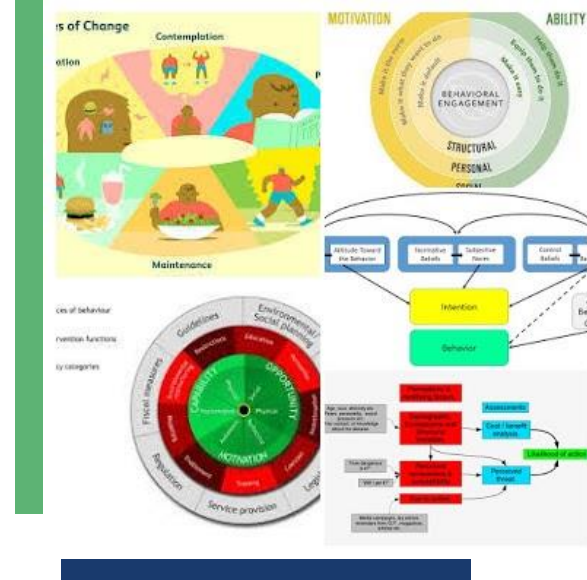
02

Understanding behaviour change

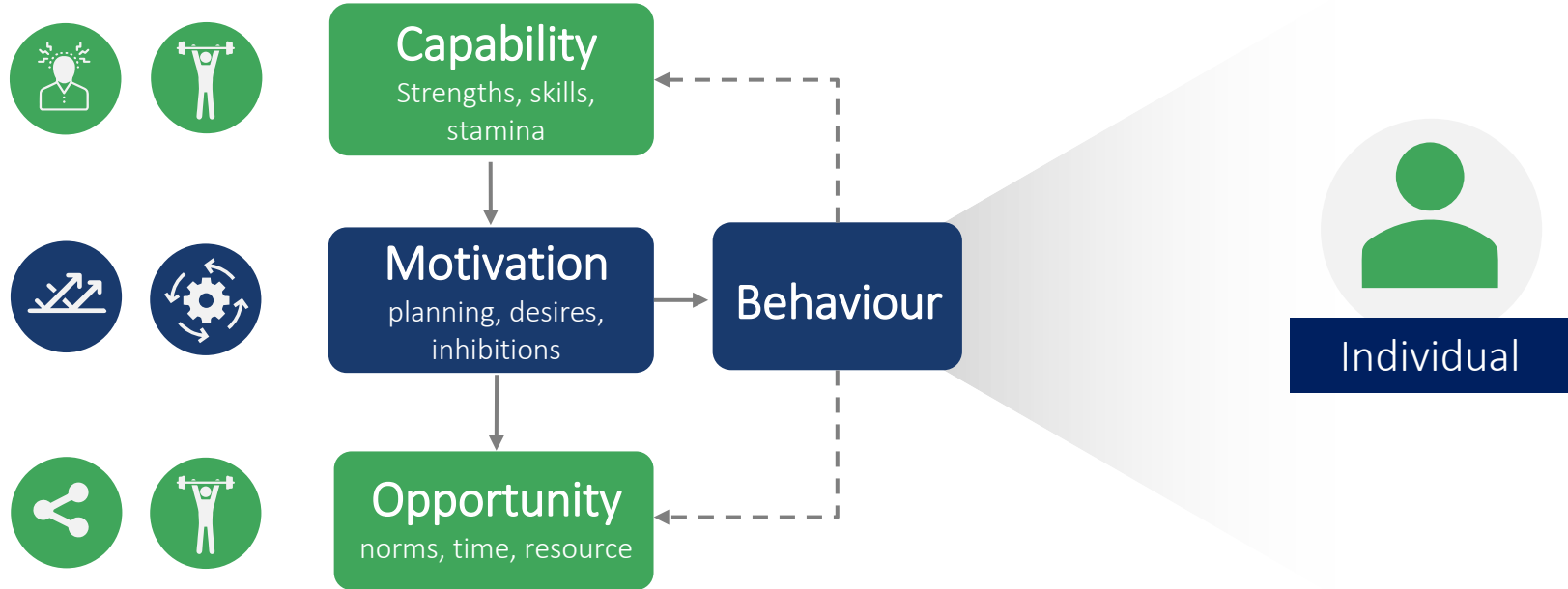


If we don't understand behaviour – how can we know what it takes to change it!

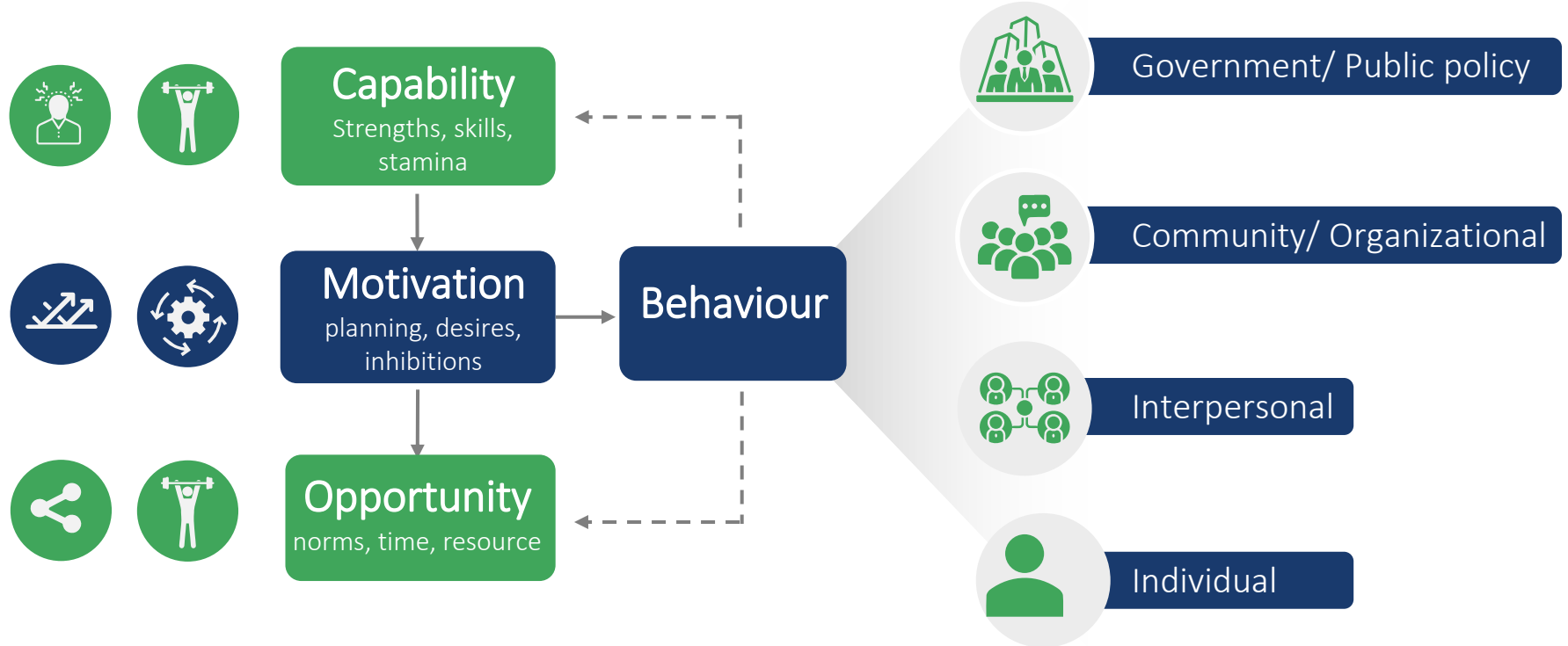
- Many models of behavior ...
- from psychology, sociology, communication, political science, operations research, etc.
- Each model provides insights on different situations and contexts



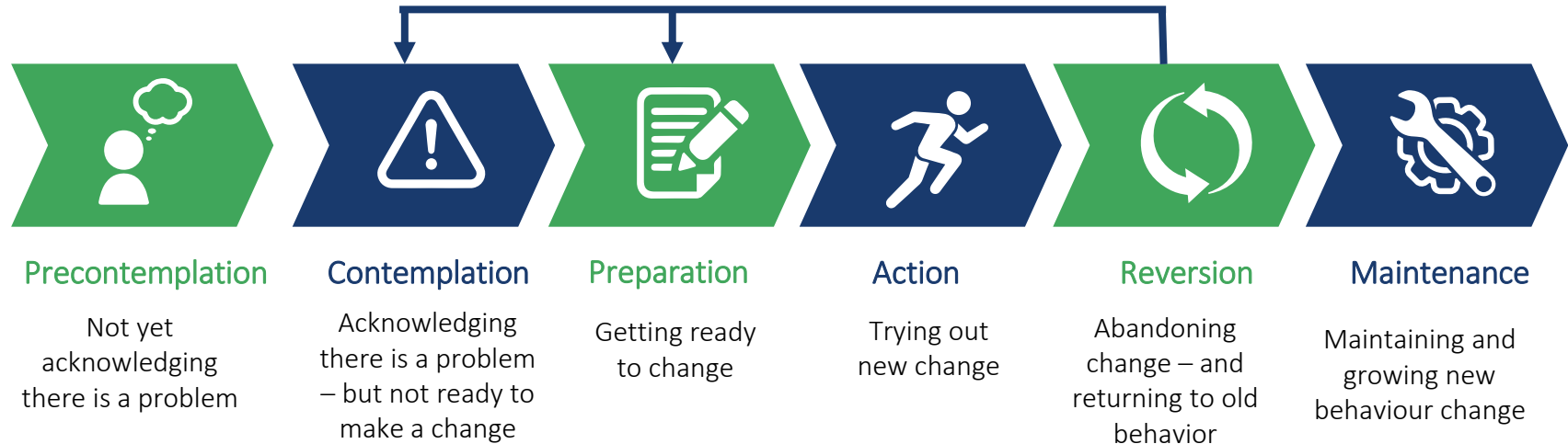
COM-B interactional model



COM-B interactional model

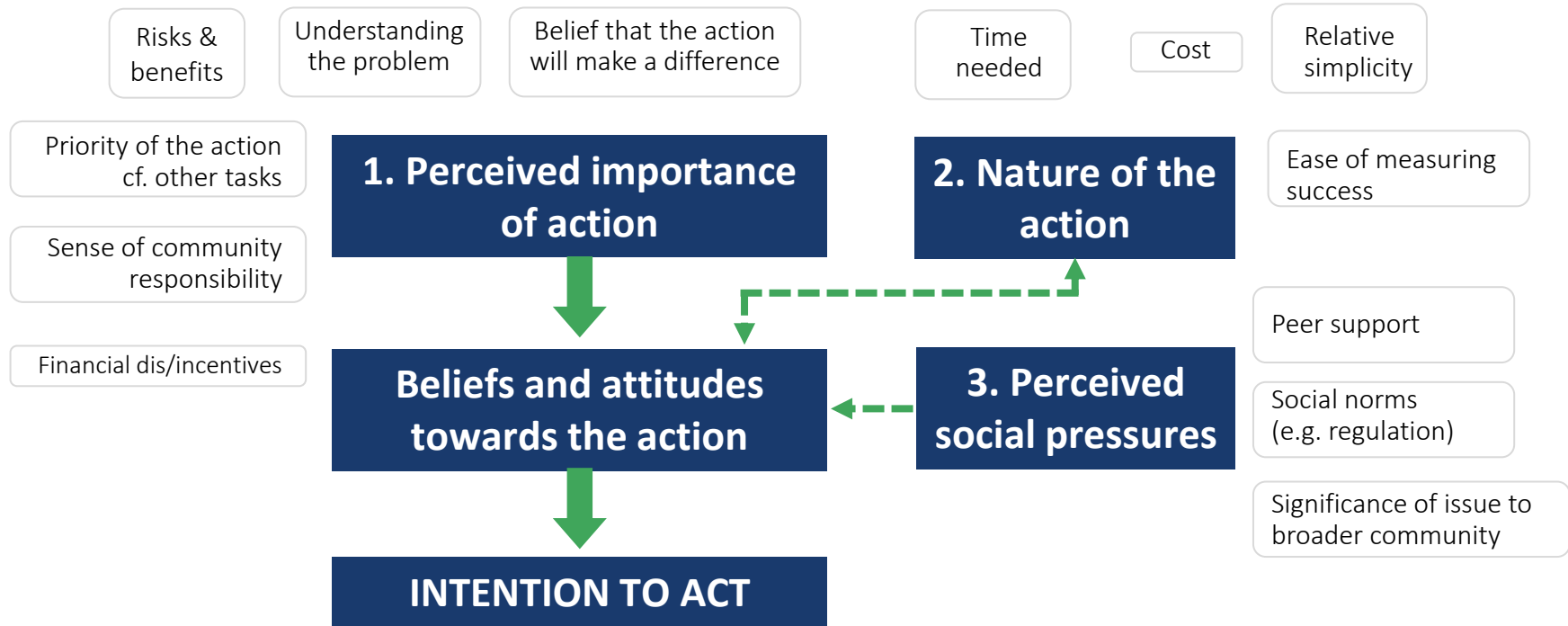


Change isn't instant - Stages of change model



Factors influencing intention to act

- Theory of Planned Behaviour



No single solution – a mix of interventions



Focus on different levels of influence



No single model is universally applicable – there are always multiple drivers and barriers



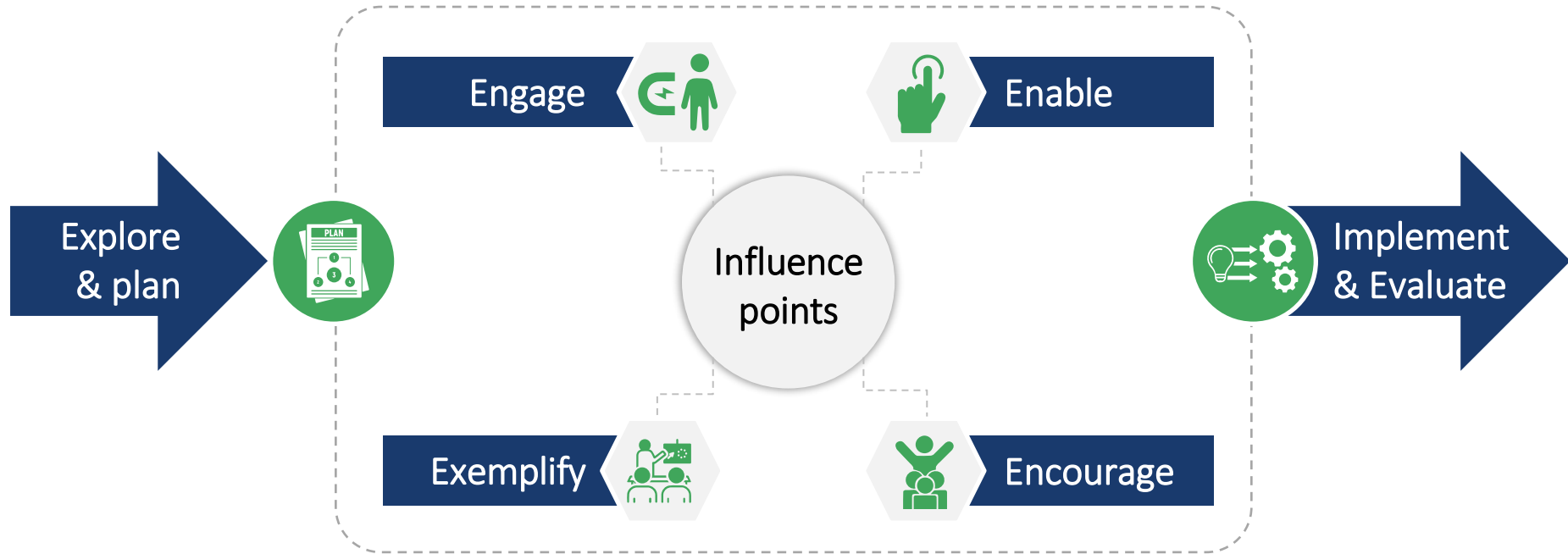
Change requires working on many parts of the system



03

Leverage points to support change

Applying behaviour change in practice use multiple approaches (e.g. UK Mindspace/DEFRA's 6E's guide)



EXPLORE



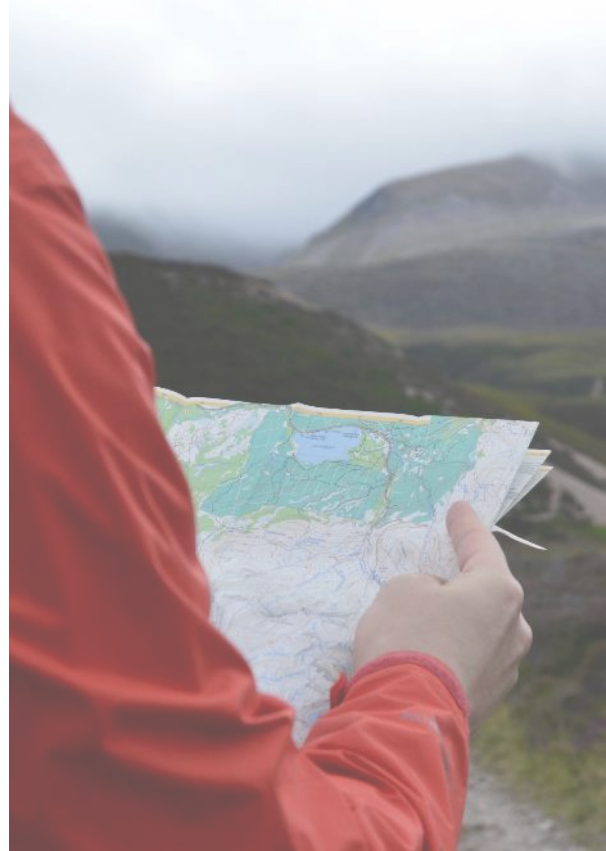
Working with people before policies are developed and implemented



Collectively define the behavior change problem and desired outcomes



Understanding what change you want - and whose behaviour you want to change



ENGAGE



Build relationships and partnerships – grow people's skills and capacities



Work together and gain permission for ways to move forward – build a shared vision



Co-design ways around barriers and innovative solution pathways forward



ENABLE



Start from where people are – listen to their stories



Recognize the practical and structural barriers that people face



Create an environment that supports good choices – communicate changes, provide training, capability building



ENCOURAGE



Identify the different behavioural dimensions inherent in policies and actions – and who needs to change



Ensure your messaging is targeted to the right audience



Give the right signals - provide incentives and disincentives



EXEMPLIFY



Walk the talk!



The actions of agency staff and leaders send implicit messages about desired behaviors. Ensure agencies and departments are on the same page.



Behaviour change models can also support desired organizational change



Evaluate



M&E as “a process and a product” to support programme management, learning and accountability



Working out what works, and helping re-assess policies and actions



Creating a collaborative learning environment – supporting adaptive programmes

Task definition ...

	Great	Good	Not so good
Outcome 1		✓	
Outcome 2	✓		B+
Outcome 3		✓	

04

Developing a road map for rolling out change

Managing complex change endeavours



Policy programmes need to cut across many work groups and multiple stakeholders



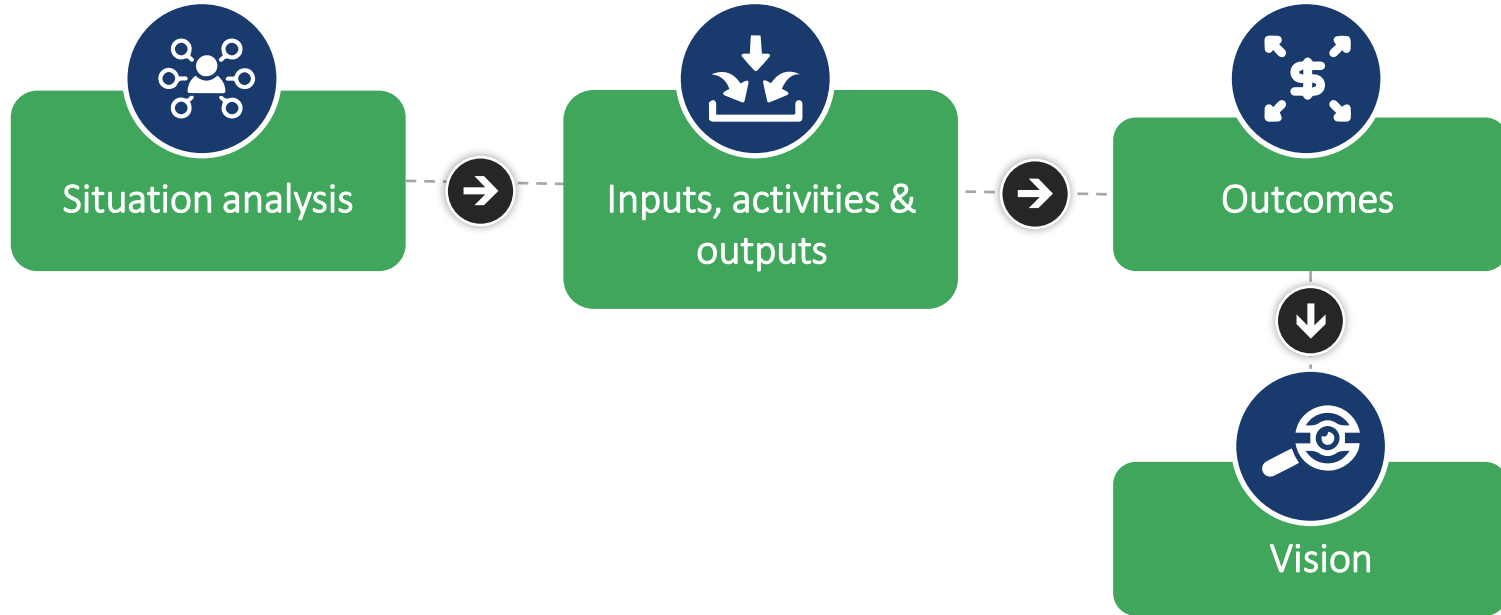
There is a need for tools to set out, and communicate complex goals, activity strategies and intended outcomes.



Theories of Change (ToC) assist by supporting diverse stakeholders to work together and plan how to achieve desired outcomes

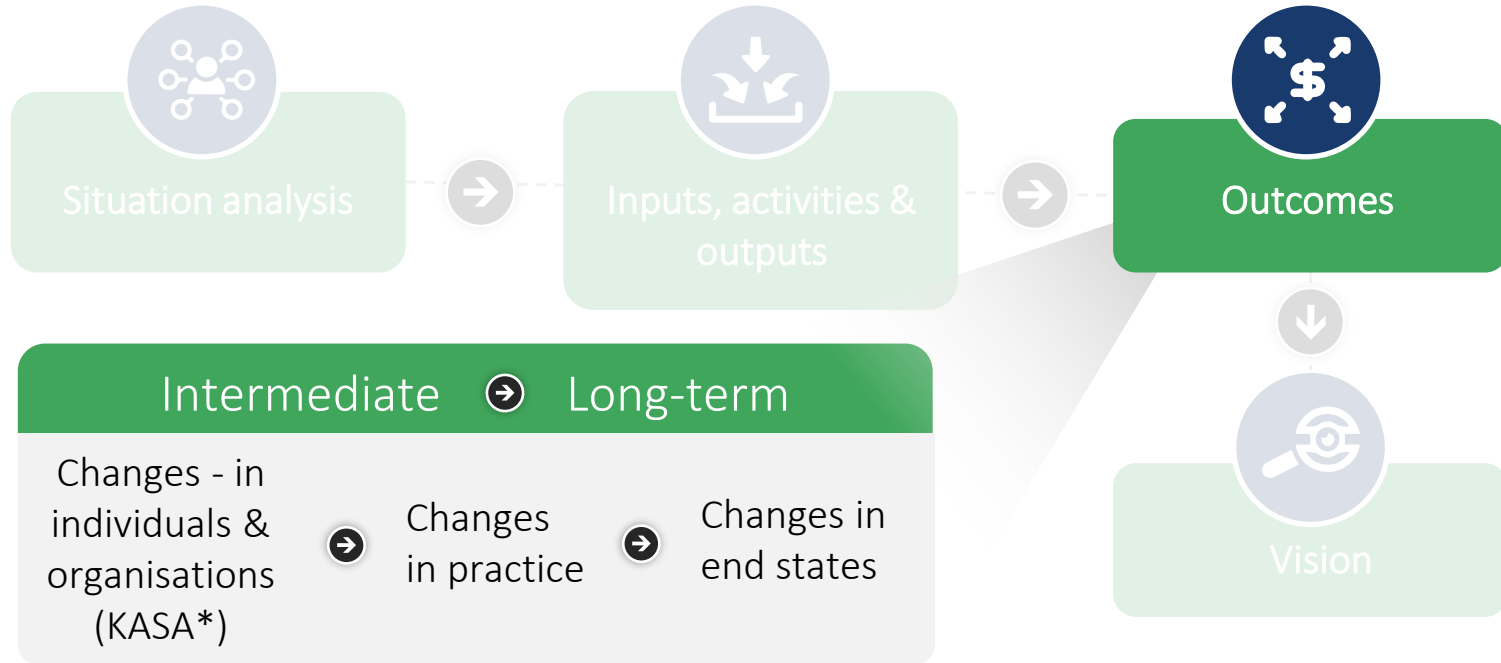
Theory of Change

creating a shared picture

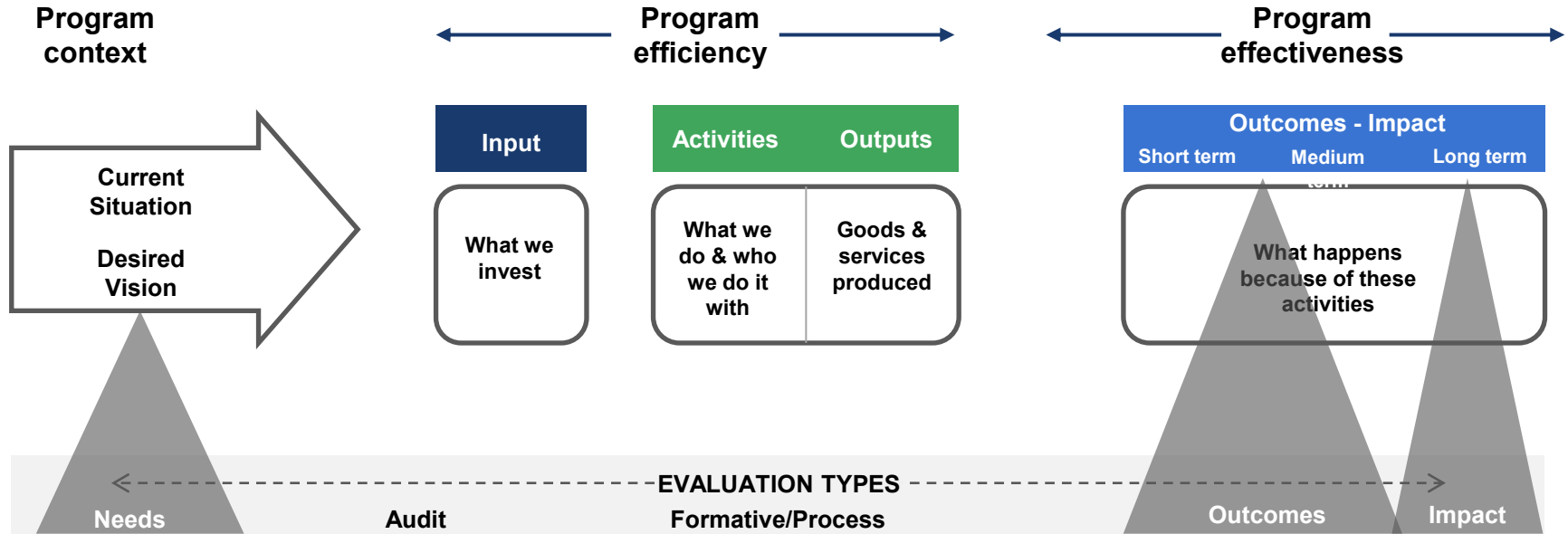


Theory of Change

visualizing outcomes in sequence



... and helps develop monitoring and evaluation plans along with activity plans



Theory of Change in a nutshell



Description of how and why a desired change is expected to happen.



Provides a visual outline of how your programme will unfold over time



Encourages iteration between (desired) outcomes and plans (activities and outputs)

04

Best practice principles

Best practice principles

No single solution



Different approaches and packages for different groups – tailored to their situations



Its an ongoing process – effective processes develop with experience

Start where people are



Understand where people are starting from – work with the right target audiences



Identify the issues that people face and collaboratively co-design solutions

Best practice principles

We will if you will



Agencies (and departments) need to communicate and demonstrate the outcomes they want, and be consistent



Address systemic change, enable sustainable choices, and promote desired behaviours and outcomes

Value engagement and communication skills



Include personnel with skills in co-design, communication and engagement from the beginning (not just for dissemination)



Provide time and resources for integrated and two-way communication, education and engagement initiatives

Summary: Applying behavior change in practice



Traditional ways of changing behaviour can be very effective

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And can build on wider behavioural insights to add value

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For more information

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- Annotated links to a wide range of related on-line material can be found via the [Learning for Sustainability](#) clearinghouse - <https://learningforsustainability.net/>

Reference as: Will Allen(2021) Influencing practice change: An introduction to behaviour change models and strategies (Presentation). Available online <https://learningforsustainability.net/pubs/practicechange-intro.pdf>



Topic information:

SLIDE 5: Communication/engagement continuum ([Allen et al. 2018](#))

SLIDE 6: e.g. Messaging matters – a review ([Lindall Kidd et al. 2020](#))

SLIDE 10: COM-B model ([West & Michie 2020](#))

SLIDE 11: Socio-ecological model ([Glanz & Bishop 2010](#))

SLIDE 12: Stages of Change model ([Prochaska & DiClemente 1983](#))

SLIDE 13: Theory of Planned Behaviour (Ajzen 1991)

SLIDE 16: UK Behavioural Insights Team – [Mindspace – 6E's report](#)

SLIDE 26: Theory of Change ([Allen et al. 2017](#))

SLIDE 27: Planning, monitoring & evaluation ([Allen - LfS n.d.](#))

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