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Introduction to using
Behavioural Approaches
for Wicked Issues –

Steps to transformation
– making a difference



Sheffield
City Council





Session Plan

First steps

- Underpinning principles
- Understanding behaviour & the COM-B approach
- Group discussions - your wicked issue
- EAST 'nudges'

‘People @ the heart of what we do’

- ✓ Strength and Asset based
- ✓ Enabling and engaging
- ✓ Person Centred & Personalised
- ✓ System focused

Benefits incl. – increased confidence -
sense of purpose - job satisfaction
- better use of resources - builds trust -
develops capacity, people and
communities



'Re-imagining Help' – How to help each other better

- Digital guide - **8 characteristic's of good help** - underpinned byt behaviour change evidence - (uses COM-B, in digestible format).
- Practical ways to work / develop new ideas or adapt offers of 'Good Help'



[*Link on last slide*](#)

Why is this important?
Organisations that seek to understand what is important to each person are better able to tailor support to help people change the desired behaviour and reach their goals.



GOOD HELP



BAD HELP

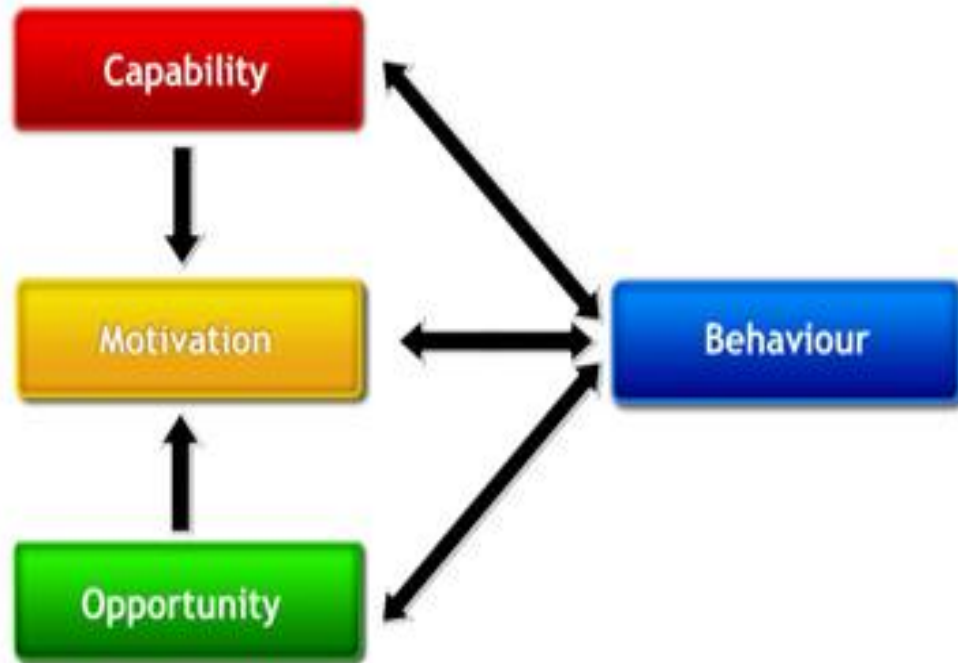
**How Purpose and Confidence
Transform Lives - Nesta 2018**

A few quick thoughts about behaviour

- If we want people to do things, it helps to understand ALL the influences on behaviour
- AND – work with how people actually behave, rather than how we hope they will.



Behavioural science tells us we all need all these three things in place if we want to do something



Developed by Michie et al 2011, 2014

(C) Knowledge/understanding about what to do, why it matters & skills to do it

(M) Positive belief that it will make a difference and it's a part of regular habits

(O) People around us who do this or the resources to make it happen

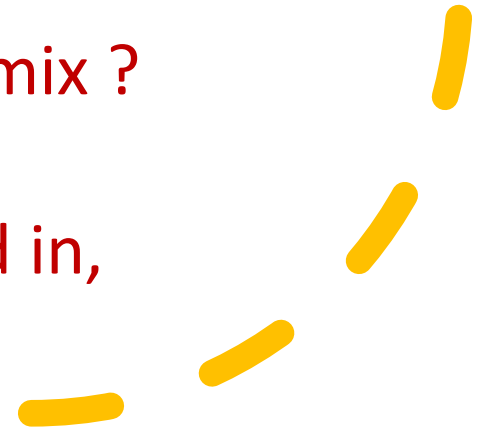
Wicked Problems

Thinking about COM – B - what do you know about your Wicked Issue?

- CG1: How do we close foodbanks?
- CG2: How can we make sure people feel heard?
- CG3: How do we reach people with info before it's too late
- CG4: How do we make sure people feel heard

Who are the 'actors', who is in the mix ?

Whose behaviour are we interested in, do we want to focus on?



What do we know about them?

E.g. Who is not getting help soon enough and why? – take debt advice

- ✓ **Capability** – Do people know why its important to get help with debt issues. To engage with advice agencies?
- ✓ **Motivation** - Do they believe that debt support agencies will be able to help/I make a difference ? Feel positive about accessing them - that it will be worthwhile? What do they do at the moment – current habits?
- ✓ **Opportunity** – What is going on around them ? What are other people doing? Is it easy to access services? Is time and lack of resources getting in the way?

Case study podcast – Newham Council – encouraging debt arrears payment and supporting residents

- Nudges for Social Good – our behavioural insights podcast | Local Government Association



For our chosen audience/ actors - Questions to consider -

Capability

- Do people have the skills?
- Do people have knowledge or understanding to do this/ engage?
- Do people know what to do and why it's important?
- What would make it easier?

Opportunity

- Have people got time or right resources?
- What is going on around them (physical environment)?
- What are other people doing them (social) ?
- Does what others are doing help or hinder?

Motivation

- What are the pros and cons of doing this?
- Are other things a higher priority?
- How confident people about doing this?
- Is it part of the routine?
- How do people feel about not doing it - (consequences)?
- Do people believe it will make a difference ?
- Have I/we got a plan of how to do it?

An illustration in the background shows several stylized human figures holding large, colorful puzzle pieces. One person in the center holds a large yellow piece, while others on the left and right hold green and blue pieces respectively. The scene suggests a collaborative effort to solve a problem.

Activity –

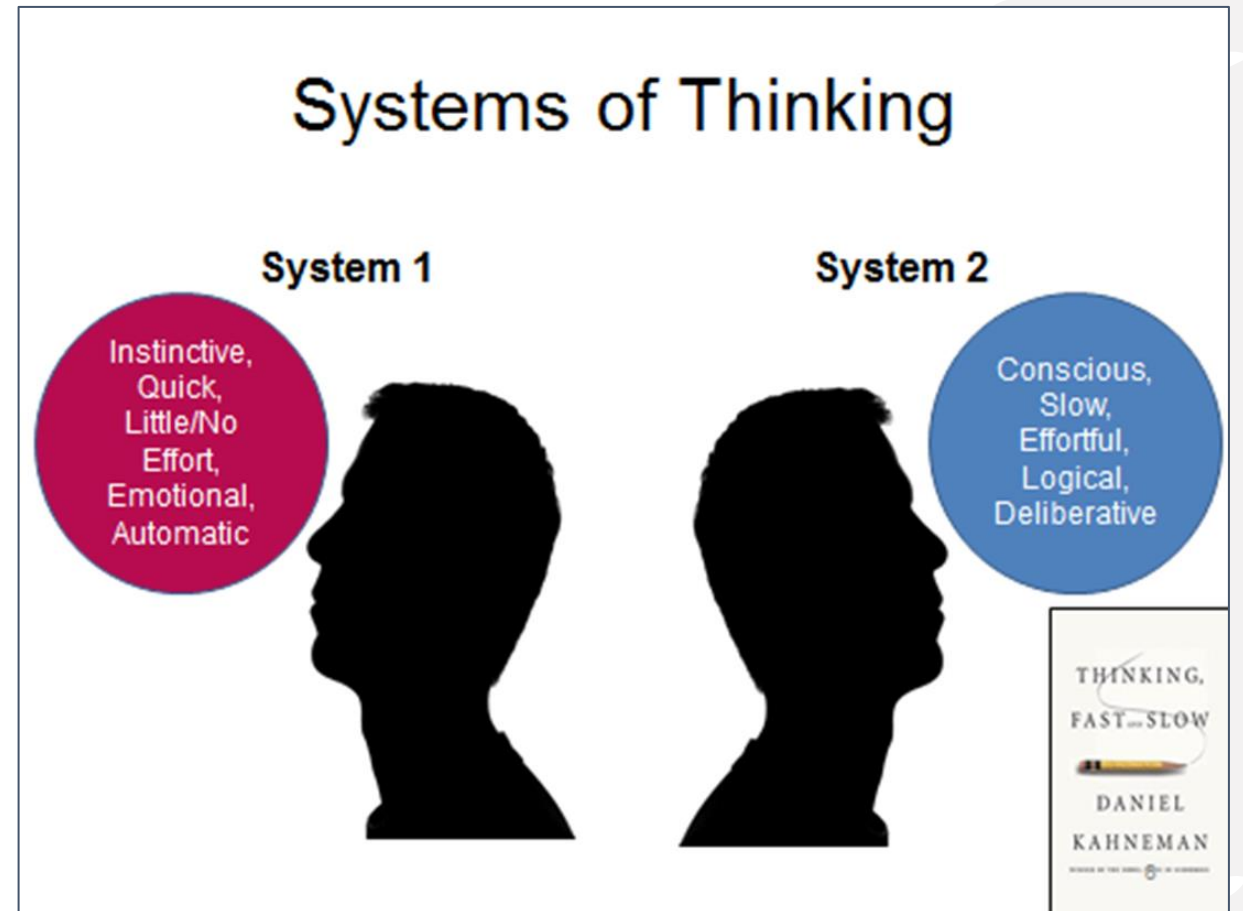
Your wicked issue – some questions....

- Who is your audience/ the actors?
- What do you know about them already ?
- What else do you need to know ?
- What COM- B factors are involved?
- What behavioural insights have you got?
- Has anyone else used Beh Science on this?
- What would good look like ?
- How will you measure of success?

We like to think we use
`System 2` to make decisions

In reality - we often work on
auto-pilot, mental short cuts
and are subject to bias

We don't always make
choices, or behave in ways
others would like us to



Experts believe - System 1 thinking could = 95% of our actions.....



The EAST framework

-quick fixes or help us be more effective.

Make information quick & easy to find or understand; chunk information

Use `messengers` to deliver or feature in communications – who can best engage? Who is a good role model?

Easy

Attractive

Social

Timely

Eye catching or novel and tailored to a team, or a community

Prompt people when they are receptive e.g. pop up reminders in key communications and interactions

Response Playbook Quick Link – ‘how to’ guide for effective, behaviourally informed communications - [Response Playbook Final.pdf \(local.gov.uk\)](#)

Links and resources

- [Reimagining Help Guide 2020.pdf \(nesta.org.uk\)](#)
- [Realising the Value | Nesta](#)
- [Radical Help – Hilary Cottam](#)

- **‘What has behavioural science got to do with me’?** – Introductory Video (10 Mins) CEBSAP/Sheffield Hallam University (SHU) [Introduction to behavioural science – YouTube](#)
- **Guide to the EAST Framework and Nudge** – Introductory Video (19 mins) - CEBSAP/SHU [LGA Behavioural Science Videos - YouTube](#) (video 2)
- **Introduction to COM – B and the behavioural change wheel** (10 Mins) - [LGA Behavioural Science Videos - YouTube](#)
- **Response Playbook Quick Link** – ‘how to’ guide for effective, behaviourally informed communications - [Response Playbook Final.pdf \(local.gov.uk\)](#)

See also [LGA Behavioural insights | Local Government Association](#)

[BSPHN Tools and Resources for Professionals | BSPHN](#)– for case studies and techniques/ webinars/ podcasts

Case Study - Newham Council – using behavioural insights to encourage debt arrears payment and supporting residents

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Making it `Easy` - some ideas for you

- Is the information quick & easy to understand? e.g. pictures , keep messages short
- Reaching people – different methods – how do they like to information ?
- Clear purpose
- Chunk messages

Making it `Attractive` & `Social: ideas

Make communications attractive & engaging - e.g.

- ✓ use 'look and feel', photos etc
- ✓ `messengers` to deliver or feature in communications – who can best engage staff? Who is a good role model?
- ✓ show people relatable to your audience?

Doing some `timely nudges`: Ideas

- Repeat communications but vary them
- Reminders and prompts -put information where it serves as a regular reminder?
- Prompting people when they are receptive e.g. pop up reminders in key communications and interactions
- Helping people plan think about what else they need