

**1. INTRODUCTION TO BEHAVIORAL DESIGN –  
HOW DO PEOPLE MAKE DECISIONS?**

**2. THREE PRINCIPLES FOR CHANGING  
BEHAVIOR**

# **INTRODUCTION TO BEHAVIORAL DESIGN – HOW DO PEOPLE MAKE DECISIONS?**





# CONTEXT: ARE YOU SATISFIED WITH YOUR SALARY?

**GROUP A:** YOU GET 6 PERCENT INCREASE IN YOUR SALARY  
(80 PERCENT SATISFACTION RATE)

**GROUP B:** YOU GET 6 PERCENT INCREASE IN YOUR SALARY  
(13 PERCENT SATISFACTION RATE)

The difference? Whether or not they were told that one of their nearest colleagues got 9 percent....



# DUAL PROCESS THEORY

# TWO SYSTEMS

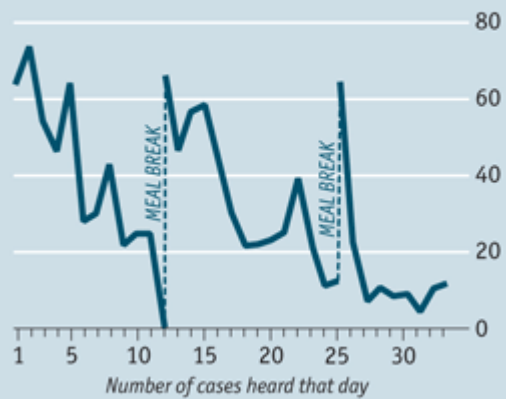
**SYSTEM 1:** FAST, INTUITIVE, AUTOMATIC

**SYSTEM 2:** SLOW, REFLECTED, CONTROLLED

Rule of thumb: between 80-95 percent of our decisions are made by system 1

## Judgment day

Favourable rulings by parole boards, %



Source: PNAS



**1**  
**SYSTEM**

**2**  
**SYSTEM**



**1**  
**Intuitive**

**2**  
**Analytic**

**1**  
**Strategy is  
executed**

**2**  
**Strategy  
is created**

# THE IMPOSSIBLE BIKE

What happens when system 1 and 2 get in a fight?

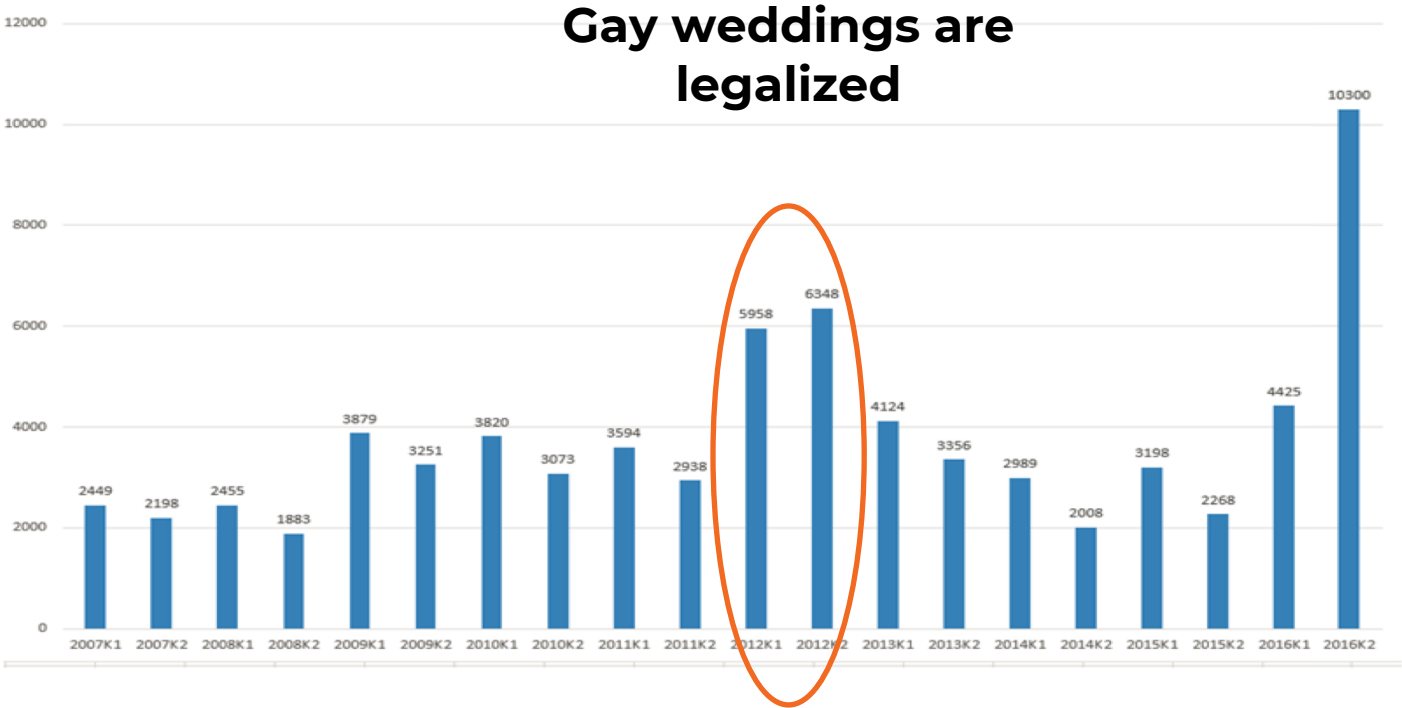
# REFLECTION

- What do you need to be especially aware of – taking the science of system 1 and 2 into account?

# **THREE PRINCIPLES FOR CHANGING BEHAVIOR**

**PRINCIPLE #1: FORGET  
MOTIVATION. PEOPLE CHOOSE  
THE PATH OF LEAST RESISTANCE**

# RENUNCIATIONS OF THE NATIONAL CHURCH



# THE 4 PROBLEMS WITH MOTIVATION

1. It comes in unpredictable waves
2. You get it when you don't need it
3. It is expensive and time consuming
4. It is not good at creating lasting change



# POLR AND CHOICE

You plan to spend the evening in the library working on a short paper due the following day. As you walk across campus, you discover that an author you have admired is about to give a public lecture.

Do you proceed to the library anyway or go to the lecture instead?

**60% stuck with the library.**



# POLR AND CHOICE

You plan to spend the evening in the library working on a short paper due the following day. As you walk across campus, you discover that an author you have admired is about to give a public lecture **and that – in another hall – they are about to screen a foreign movie that you have been wanting to see.**

Do you proceed to the library anyway or go to the lecture or to the movie instead?

**80% stuck with the library.**

**8.2 minutes  
estimated**

Tuck your chin into your chest, and then lift your chin upward as far as possible. 6–10 repetitions  
Lower your left ear toward your left shoulder and then your right ear toward your right shoulder. 6–10 repetitions

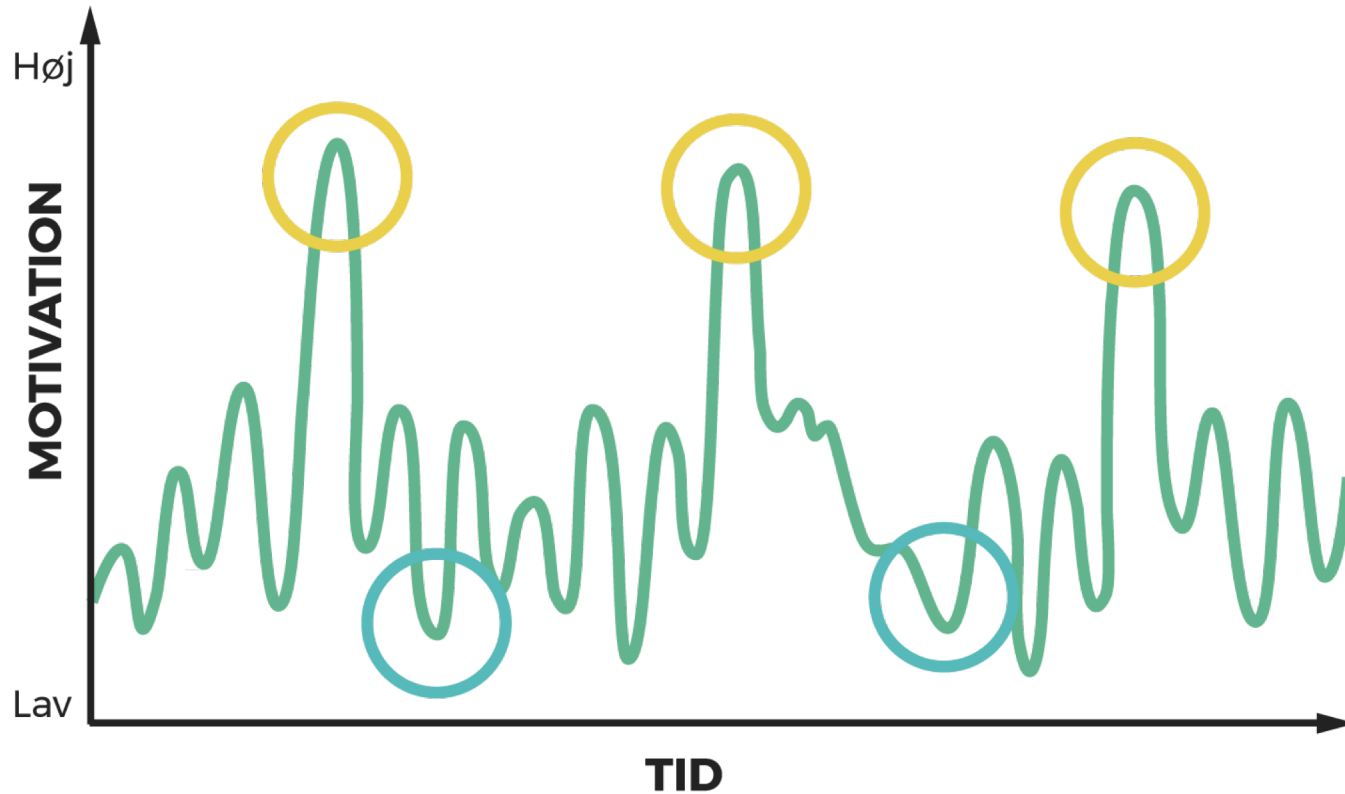
**8.2 minutes  
estimated**

Tuck your chin into your chest, and then lift your chin upward as far as possible. 6–10 repetitions  
Lower your left ear toward your left shoulder and then your right ear toward your right shoulder. 6–10 repetitions

**15.1 minutes  
estimated**

*Tuck your chin into your chest, and then lift your chin upward as far as possible. 6–10 repetitions  
Lower your left ear toward your left shoulder and then your right ear toward your right shoulder. 6–10 repetitions*

# TIMING AND THE MOTIVATIONAL WAVES



# PRIORITIZING IMPLEMENTATION WITH THE POLR-PRINCIPLE

1. Focus on the people who are motivated, capable and looking forward to the change
2. Focus on the people who are motivated and capable
3. Focus on the people who are motivated
4. Forget the rest.



**PRINCIPLE #2: USE 'PER' TO  
CREATE A MEMORABLE  
FOOTPRINT**



# RESEARCHERS ASKED 1000 PEOPLE: WHAT WILL BE THE MOST MEMORABLE MOMENTS FOR A NEWBORN CHILD WHEN THEY LOOK BACK AT THEIR LIFE?

- Wedding
- Education
- First job
- Becoming parents
- Their sexual debut

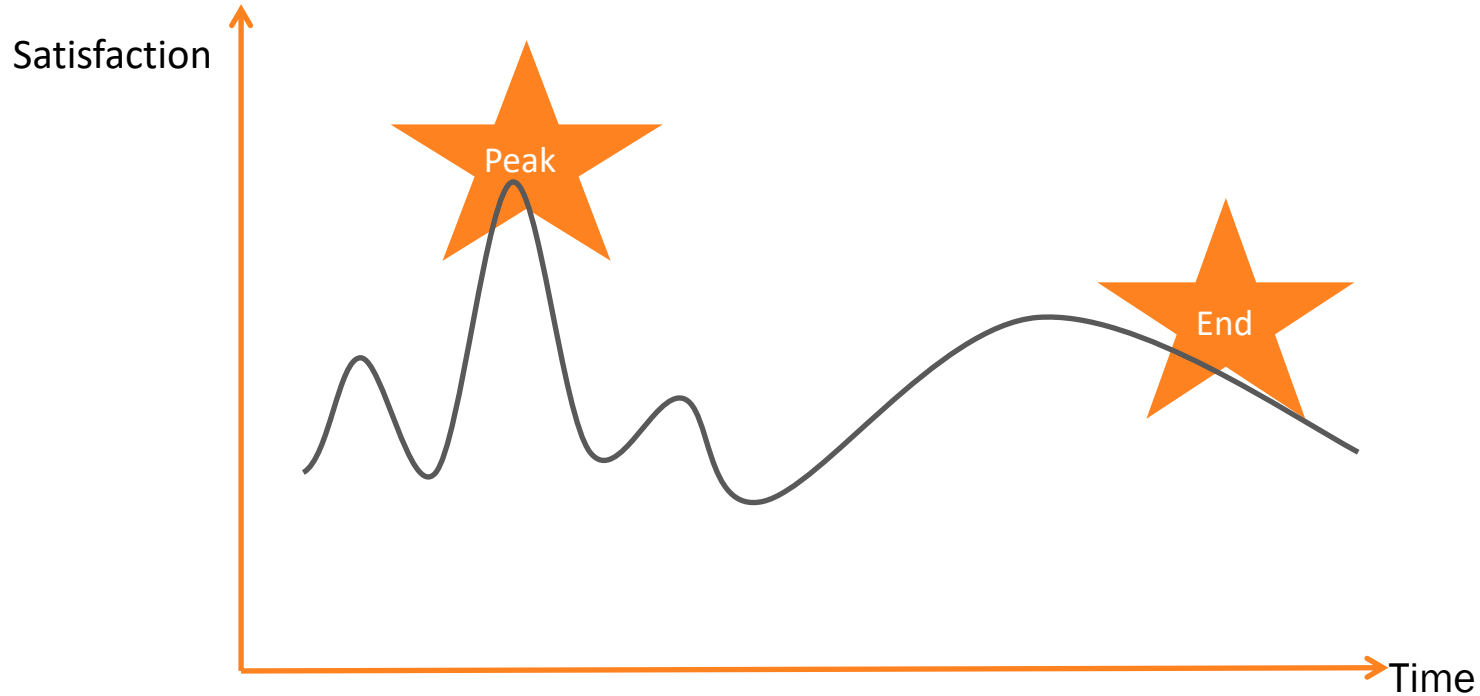
“85 percent of the most memorable  
moments in our life happen to us  
before the age of 35”

# A NERDY BUT IMPORTANT FACT ABOUT MEMORY

We have two types of 'self':

1. The experiencing self – being here today
2. The remembering self – thinking about being here in the future

# PEAK-END-RULE



# A PEAK IN A COMPLIANCE CAMPAIGN



**A PEAK IN A  
SERVICE  
EXPERIENCE**

A close-up photograph of a hand wearing a white glove, meticulously polishing a golden crown emblem. The emblem is set against a dark, textured leather background. The lighting highlights the metallic sheen of the crown and the smooth texture of the glove.

**THE RITZ-CARLTON**











CARRYALL  
272



1 2 3

4 5 6

7

**VI USE 80 PERCENT OF  
OUR TIME TRYING TO TURN A  
1 INTO A 2, 3 OR 4**



**WE WOULD GET AN ROI OF  
FACTOR 9 IF WE TRIED TO  
TURN A 4 5 6 INTO A 7**



**PRINCIPLE #3: BE UNAMBITIOUS**

**ON AN AVERAGE DAY IN DENMARK, HOW  
MANY CIGARET BUTTS DO SMOKERS  
THROW AWAY ON THE STREETS?**

**PROVIDE A NUMERICAL RANGE THAT YOU  
ARE 90% SURE CONTAINS THE CORRECT  
ANSWER.**

**FOR EXAMPLE: BETWEEN 20.000 AND  
100.000**



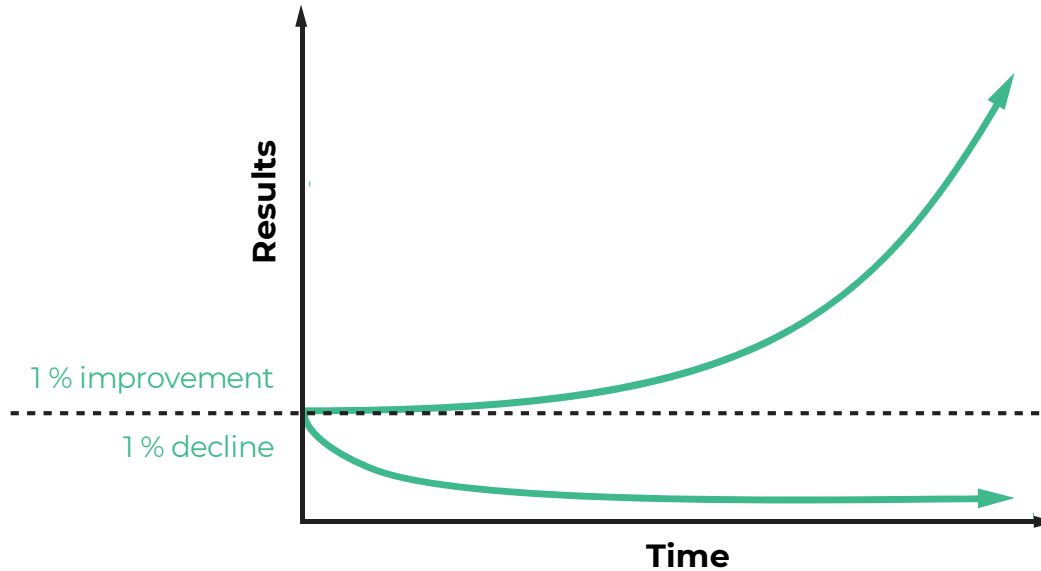
# IT-SYSTEMS

More than 85 percent of new it systems get delayed according to the original projectplan.

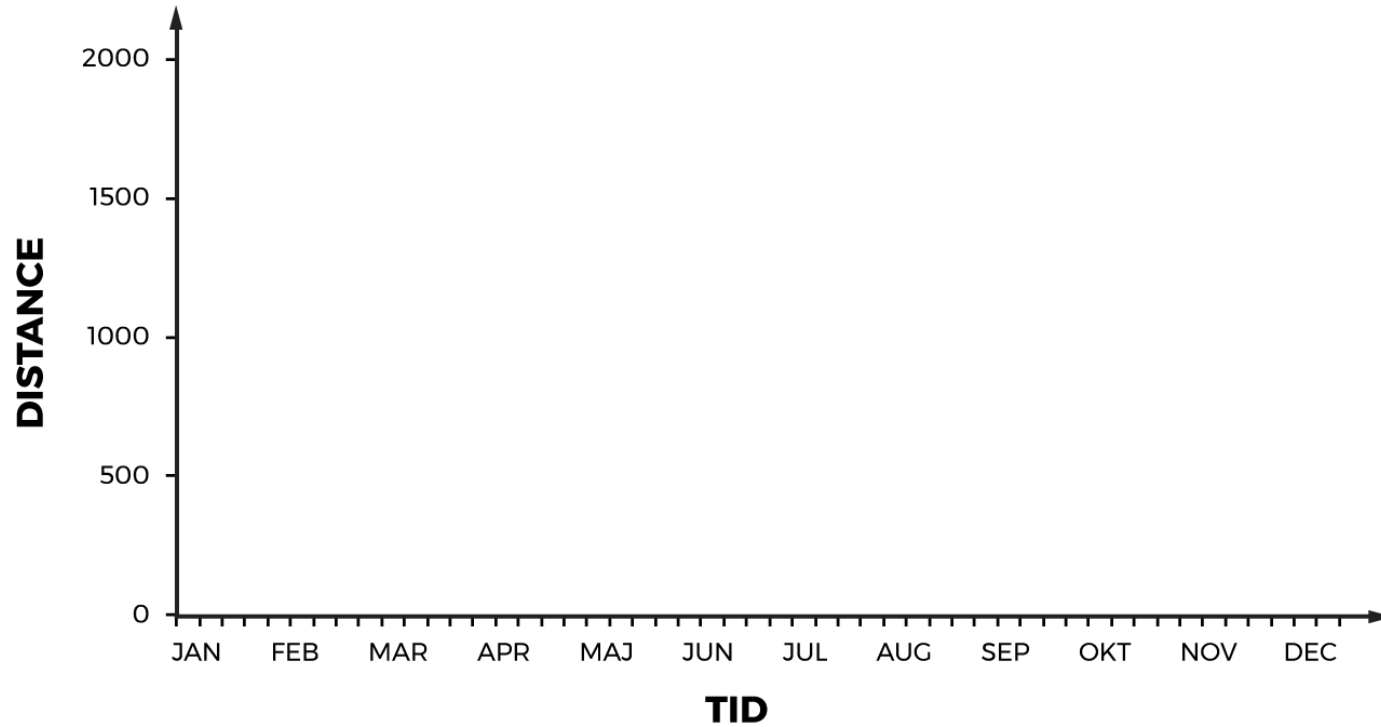




# 1 % BETTER EVERY DAY



# SMALL STEPS



“We want agile decision making”

**COMPANY X**

“We want proactive stakeholder  
management”

**COMPANY Y**

“We want a customer centric mindset”

**COMPANY Z**

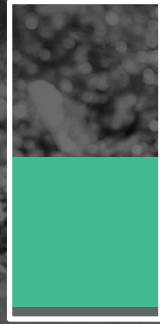
“Only buy what is necessary”

**COMPANY Z**

# EVERYBODY THINKS THEY ARE ABOVE AVERAGE ...

- 78 percent of swedish drivers think they drive better than average
- 74 percent of people in jail think they are more compliant to the law than the average citizen
- 82 percent of french men think they make love better than the average french man.

**Expected success rate:**  
**50 %**



**Real rate of success:**  
**2,5 %**

# **TAPPERS AND LISTENERS**





# DOES IT PASS THE VIDEO TEST?

Have you made your intended behavior specific enough that a third person can watch a video recording and identify it?



1. Strategic initiative:  
Make more mistakes

Google

1. Initiative: Make more mistakes
2. Premise: Psychological safety

Google

1. Initiative: Make more mistakes
2. Premise: Psychological safety
3. Solution: Make sure everyone gets an equal amount of time to express their opinions at internal meetings.

Google



# 1. Strategic initiative: Be more creative

**Novo Nordisk**



1. Initiative: Be more creative
2. Premise: We need to think outside the box

**Novo Nordisk**

1. Strategic initiative: Be more creative
2. Premise: We need to think outside the box
3. Solution: Always bring two proposals when you recommend a solution

**Novo Nordisk**



# THE PLANNING INTENTION

- I will [BEHAVIOR] at [TIME] in [LOCATION].



# THE PLANNING INTENTION

- I will meditate for one minute at 7 a.m. in my kitchen.
- I will study Spanish for twenty minutes at 6 p.m. in my bedroom.
- I will exercise for one hour at 5 p.m. in my local gym.

# THE PLANNING INTENTION

- What will you do? When will you do it?  
Where will you do it?